

Answer key

Unit 1 Introductions

The training course

1

a 1 b 4 c 7 d 2 e 3 f 10 g 6 h 9
i 5 j 8

2 Students' own answers

3

d HR department
h management training
c retail chain
g sales and promotion
e campaign
a online services

4

	From	Job	Home
Jan Werner	Norway	Director of Communications	Czech Republic (Prague)
Silvia Fortuni	Spain (Barcelona)	Regional Director of Marketing	Spain (Barcelona)
Jean-Christophe Marchal	Belgium	Commercial Director	France (Paris)

5

a name is; work for; main business
b I'm based
c is related
d out of
e responsible
f Commercial Director
g background
h in charge of

6, 7 & 8 Students' own answer

Networking

1

a Students' own answers
b It is a popular online networking tool that connects business professionals all over the world
c Professional people
d Information about companies and recruiters

2

a professionals d key contacts
b essential e being proactive
c database

3

a Media industry and new TV technologies, social networks, TV on mobile, new technologies for flat screens, Microsoft Excel™, Microsoft Word™, PowerPoint, Microsoft Outlook™, SAP, Photoshop, Acrobat.
b Yes, he does.
c Yes, he is.
d PPTT Services
e He lives in Paris at 7, Rue Richard-Lenoir.
f He enjoys cycling, reading and philosophy.

4 & 5 Students' own answers

Company profile

1

7 100% 8 10%
3 £30 million 6 10,000
2 £250,000 1 £500
5 £60 million 4 58%

2

a 98 e social media
b smoothies f London
c 13 g 10%
d subsidiary

3

a 're looking e sells
b operates f is constantly growing
c continues g uses
d is constantly working

4

a b, c, e, g b a, d c f

5

a What is the company's name?
b What are its main products?
c How much does the company give to charity?
d Who does the company sell to?
e What is Innocent's recipe for success?

6

a natural products d Negative publicity
b success story e detailed information
c social networks f product range

7 Students' own answers

Your start-up

1 & 2 Students' own answers

Language links

Vocabulary

1

- | | |
|-----------------------|-------------------|
| a promote | g Internet |
| b franchises | h sales |
| c responsible | i network |
| d website | j employs |
| e investment | k retail |
| f headquarters | |

2

- | | |
|--------------------|----------------------|
| a executive | f manager |
| b chairman | g accountant |
| c retired | h president |
| d position | i description |
| e title | |

Grammar

Practice 1

- | | |
|---------------------------|--------------------------|
| a am doing (T) | g am living (T) |
| b sell (H) | h gets (H) |
| c do/are doing (O) | i thinks (O) |
| d is selling (T) | j is getting (M) |
| e works (H) | k are working (C) |
| f is thinking (M) | l lives (H) |

Practice 2

- How does the company make money?
- Why is your business expanding?
- Where are they setting up a business?
- How much money are you looking for?
- What kind of business experience does he have?
- What is their unique selling point?
- How many people does your company employ?
- Who is the manager of the company?
- Who are they talking to about further investment?

Unit 2 Work–life balance

1

- | | | |
|------------|----------------|-----------------|
| a 2 | c 48 | e 76,700 |
| b 3 | d 1,625 | |

- 2** Students' own answers

3

- 5.30 am
- 8.50 am
- Never more than an hour
- Using the phone is nearly always quicker than using email
- Only occasionally

- 4** Students' own answers

5

often; usually; every day; normally; usually; sometimes; never; once a month; constantly; whenever possible; nearly always; hardly ever; most days; don't often; sometimes

6

- before
- after
- beginning or end

- 7, 8 & 9** Students' own answers

What's in a new job?

1

- He is probably her husband or partner. Clues to this lie in Eddie's words *We don't see her at home much* and *Not every weekend, but we can never make plans*, which suggest that they share a house and are used to spending their free time together.
- He is pleased for Fiona because she earns good money and it's a good move for her career, but he worries that she works too hard. He is upset that she often works late and sometimes has to work weekends, which means he doesn't see much of her and they can never make plans.

2

- Does it involve long hours?
- What's she doing? (or What does she do?)
- What does it involve?
- Does it mean a lot of travelling?
- Does she have to work weekends?
- How much holiday does she get?
- Does she enjoy it?

- 3 & 4** Students' own answers

Taking things easy

- 1 & 2** Students' own answers

3

lazing around, to take it easy

- 4 & 5** Students' own answers

Language links

Vocabulary

1

- | | |
|--------------------------|--------------------------|
| a get; off | e check; emails |
| b full-time; work | f ratio; to |
| c work; overtime | g productive; day |
| d takes; hour | |

2

- a** 1 **b** 5 **c** 6 **d** 2 **e** 7 **f** 4 **g** 3 **h** 8

3

- | | |
|------------------|------------------|
| a Do | f doesn't |
| b do | g don't |
| c don't | h don't |
| d does | i doesn't |
| e doesn't | |

4

- | | |
|---------------------|------------------------|
| a switch off | d picks [me] up |
| b work out | e use up |
| c give up | f goes through |

Grammar**Practice 1**

- a** I travel abroad four times a year.
b We always have a department meeting on Monday morning.
c He doesn't often go to Germany.
d The department manager usually leaves early on Friday.
e I never use the car because I can't drive.
f She always has lunch in the office canteen.
g They aren't often late for work.
h Microsoft® is always in the news.
i I change my mobile every year.
j Do you ever have office parties?
k How often do you go to the gym?
l Do you use your laptop much?

Practice 2

- a** How do you go to work?
b How much/often do you use the phone?
c What time / When do you get to work?
d Why does he do the housework?
e How often does he play squash?
f Who does she go to work with? / With whom does she go to work?
g How do you spend the morning?
h How many hours a week do you work?
i How long does it take you to read the newspaper?
j Why do you work so hard?

Unit 3 Telephone talk**1**

- | | |
|-----------------------|------------------------|
| a 0837 621 882 | d 0766 349 3782 |
| b 903586759 | e 090 238 6980 |
| c 0453678234 | |

2

- a** 1 **b** 3 **c** 6 **d** 4 **e** 2 **f** 5

3 & 4 Students' own answers**Polite questions****1**

- a** Do you know what the flight number is?
b Could you tell me what time it gets in?
c Do you know if there's any delay?

2 Students' own answers**3**

- a** Could you tell me / Do you know what time the flight leaves?
b Could you tell me / Do you know which terminal it leaves from?
c Could you tell me / Do you know how far the factory is from the airport?
d Could you tell me / Do you know how long the meeting with Mr Fuentes is?
e Could you tell me / Do you know which car hire company it is?
f Could you tell me / Do you know which models they have available?
g Could you tell me / Do you know if I need an international driving licence?
h Could you tell me / Do you know where we are staying?
i Could you tell me / Do you know if it is a nice place?
j Could you tell me / Do you know how far the hotel is from the nearest town?
k Could you tell me / Do you know if they have booked a meeting room?

4

- a** It leaves at 19.55.
b It leaves from Terminal 2.
c It's about 40 miles.
d One hour
e Avis
f Either a Range Rover 3.6 or a Jeep Grand Cherokee
g Yes, you do.
h You are staying at The Lodge.
i Yes, it's a five-star hotel.
j It's 20 miles from the nearest town.
k Yes, all the rooms (including the meeting room) have been booked for the whole week.

Telephone frustration**1**

- | | |
|---------------------------|--------------------|
| a play | f listen |
| b get | g get; call |
| c take | h return |
| d put | i get |
| e transfer; repeat | |

2 & 3 Students' own answers

4

- a** It is still very important.
b transferring a call, placing a call on hold, dealing with angry callers, responding to enquiries about correspondence, using a caller's name and taking messages correctly
c Yes, it does.

5 Students' own answers**6**

- a** Placing calls on hold.
b Taking messages correctly and using a caller's name.
c Dealing with angry callers and using a caller's name.
d Transferring a call.
e Responding to enquiries about correspondence.
f Using a caller's name and avoiding the use of informal expressions.

7

- a** extension; is engaged
b just check that; give him the message
c I apologize for; I'm really sorry
d putting you through
e phoning about
f isn't in the office; contact her on her mobile

8

- Could you put me through to (Accounts)?
 Could you repeat that, please?
 Could you read that back to me?
 Could you give me your name?
 Could you take a message?
 Could I leave a message?
 Could I speak to Mr Wilson?
 Could I have extension 103, please?
 Could I check that?
 Could I go over that again?
 I'm phoning to see if you could attend a meeting on the 20th.
 I'm phoning about your advertisement.
 I'm phoning to confirm our meeting.
 I'm phoning for some information.
 I'm phoning to make an appointment.

Sales contacts**1**

- a** 54 Eisenhower Lane North, Lombard
b customer support department
c 630 953 3340
d manual
e just over 100
f 20,000
g 10,000
h 30,000
i A5

- j** samples
k Friday, 16th

2 Students' own answers**Language links****Vocabulary****1**

- a** three hundred and twenty-one
b sixty-nine per cent
c three thousand, four hundred and twenty-eight
d three million pounds
e nine dollars, thirty-nine cents
f twenty-four million, six hundred and seventy-eight thousand, nine hundred and two

2

- 1** Hello, BDC Electronics.
2 Oh, good morning. Could I speak to Peter White, please?
3 Just one moment ... I'm sorry, there's no answer.
4 Oh, dear. I'm phoning for some information. It's quite urgent. Do you know where I can contact him?
5 No, sorry. I'm afraid I don't. Can I take a message?
6 Yes, please. Could you ask him to phone John Clarkson from Duraplex? He has the phone number.
7 Yes, of course. Could I just check your name? John Clark from Duraplex.
8 No, it's Clarkson. He knows what it's about.
9 Oh, sorry, Mr Clarkson. I'll tell him as soon as he's available.
10 Thank you. Goodbye.

3

- a** dialled the wrong number
b put me through
c bad line
d engaged
e hold
f You're through
g Could I speak to
h Can I take a message
i This is
j call me

4

- a** 4 **b** 6 **c** 1 **d** 3 **e** 5 **f** 2

5

- a** 8 **b** 4 **c** 1 **d** 6 **e** 10 **f** 12 **g** 3
h 2 **i** 5 **j** 7 **k** 9 **l** 11

Grammar**Practice 1**

- a** Could you tell me if she got my message?
b Do you know when he will be back?
c Do you know how long it takes?
d Can you remember what time the bus leaves?
e Do you know what this word means?
f What do you think he wants to know?
g I've no idea what the time is.

Practice 2

- a** Do you know what time the meeting begins?
- b** Could you tell me how much the hotel is?
- c** Do you know why he is angry?
- d** Can you tell me if there is a restaurant car on the train?
- e** Can you tell me where I can park the car?
- f** Can you remember if/whether the office is near the town centre?

Unit 4 Networking**1** Students' own answers**2**

- a** He works in the marketing department of a retail company that sells leisure goods.
- b** He is a sales manager for a large Dutch clothing firm called Verweij Fashion.
- c** No, they don't.

3

- a** They are on a plane. (clues: *it's a long flight; do we land soon?*)
- b** Probably a pen (clues: it was on the floor; she was looking for it in order to finish a crossword)
- c** Bangkok
- d** One of them lives there. The other is going there on business to visit a supplier.

4

- c** What do you do?
- d** Do you mean sports equipment?
- e** How many stores have you got?
- f** What line of business are you in?
- g** Do you know it?
- h** Are you opening a store here, then?
- i** Do you fancy something to drink?
- j** Does this belong to you?
- k** Have you got the time?
- l** Do we land soon?
- m** Do you know Bangkok?
- n** Is this your first trip there?

5

- a** Who do you work for?
- b** Where is your company based?
- c** Where are you staying?
- d** Do you speak (*German*)?
- e** Who is (*Alex*) talking to?
- f** What do you do? / What's your job?
- g** Have you got any children? / Do you have any children?
- h** Where are you from? / Where do you come from?
- i** Are you married?
- j** Do you play golf?
- k** Do you know (*Adriana Bellini*)?

6 Students' own answers**Talking about other people****1**

- 1** Do you know Jan Nowacki?
- 2** Yes, isn't he Director of Business Development at Pepsico in Europe?
- 3** Not any longer. Now he's the Public Relations Manager at the National Bank of Poland.
- 4** The National Bank of Poland, that's interesting. Do you have any contact with him in your work?
- 5** Not really, but I occasionally play golf with him.
- 6** What's he like?
- 7** He's a nice guy. You'd like him.

2

- a** Do you know
- b** Isn't he ...
- c** Not any longer
- d** What's he like?
- e** You'd like him.

3 & 4 Students' own answers**Workplace scenario A: Passing the buck****1** Students' own answers**2**

- a** iii **b** i

3

- a** Neither Vanessa nor Eric is willing to take responsibility for the problem that has been identified with the website. Neither Vanessa nor Eric treats Serena with respect.
- b** Students' own answers

4, 5, 6, 7 & 8 Students' own answers**Unit 5 Internet histories****1** Students' own answers**2**

- a** Finland
- b** early 2009
- c** €100,000
- d** December 2009
- e** one billion
- f** advertising, merchandise

3

- a** downloads
- b** merchandise
- c** colleagues
- d** costs
- e** partnership
- f** platforms
- g** revenues
- h** anniversary
- i** distribution
- j** spin-off

4

Group 1: achieved, appeared, claimed, named, revealed

Group 2: liked, published, launched, released, announced, reached

Group 3: presented, estimated

6 & 7 Students' own answers**Who really invented the Internet?****1 & 2** Students' own answers**3**

1 a 2 c 3 b 4 c 5 b

4

1 The Advanced Research Projects Agency starts work on ARPANET.

2 Professor Kleinrock connects two computers.

3 ARPANET links four American universities.

4 Ray Tomlinson sends the first email.

5 Bob Kahn and Vincent Cerf invent software for connecting computers on the Internet.

6 A 'universal language' of the Internet is established.

7 The first Internet browser becomes available.

5 & 6

- | | |
|-------------|-------------|
| a began | g became |
| b called | h made |
| c connected | i increased |
| d connected | j reached |
| e sent | k launched |
| f invented | |

7

- a When did Professor Kleinrock connect the first two computers?
(On September 2nd, 1969.)
- b Where did they send the first message?
(To a computer at Stanford University.)
- c What did Ray Tomlinson send in 1973?
(The first email.)
- d What did Bob Kahn and Vincent Cerf invent?
(Software that allowed networks using different operating systems to connect to each other.)
- e When did TCP/IP become the universal language of the Internet?
(On January 1st, 1983.)
- f How much did the Internet grow between 1984 and 1987?
(It grew tenfold.)

8, 9 & 10 Students' own answers**Company history**

Students' own answers

Language links**Vocabulary**

Suggested answers

- | | | |
|-----------|--------------|-------------|
| a became | e estimated | i presented |
| b release | f reach | j achieve |
| c develop | g announced | |
| d claim | h downloaded | |

Grammar**Practice 1**

- | | | |
|-------------|-----------|-------------|
| a worked | g dropped | m arrived |
| b stopped | h carried | n fitted |
| c lived | i tipped | o visited |
| d started | j married | p called |
| e used | k planned | q increased |
| f travelled | l reached | r liked |

Practice 2

- | | | |
|--------|--------|---------|
| a told | e took | i went |
| b said | f put | j came |
| c got | g made | k wrote |
| d gave | h did | l had |

Practice 3

- a Where did you go on your last business trip?
- b When did he set up the company?
- c What did they start selling last year?
- d Why did the product sell well at first?
- e How did they make a profit?
- f How long did he work for ICI?
- g Who did you speak to at the conference?
- h Who invented the mobile phone?
- i How many people work in the Lille factory?
- j How did you travel from Munich to Berlin?

Practice 4

- | | |
|------------------|------------------|
| a at; ago | g for |
| b X | h in |
| c On | i at; in; at; in |
| d X | j X |
| e When; for / at | k when |
| f at | |

Practice 5

Suggested answers

- a Steve Jobs didn't co-found Google, he co-founded Apple®.
- b The Wall Street Crash didn't start a worldwide economic boom, it started an economic depression.
- c The six European states didn't sign the Treaty of Madrid, they signed the Treaty of Rome.
- d The 11 member states of the European Union didn't adopt the pound as a common currency, they adopted the euro.
- e Engineers at Apple didn't produce the Android smartphone, they produced the iPhone.
- f Mark Zuckerberg didn't invent Twitter, he invented Facebook.

Practice 6

- a** grew **d** began **g** developed
b became **e** was
c were **f** converted

Unit 6 Orders**1**

- a** John Bird **d** Five
b Hydraulic pumps **e** 22nd June
c SG 94321 **f** It's for a new customer.

2 Students' answers are based on the prompts**3**

- a** my conversation **d** 22 June
b to confirm **e** new
c five

4 & 5

Could I speak to good; worried
 Is that help you
 phoning more business
 it's quite in touch
 worry; all the details

6

The delivery date is wrong – it should be 22 June.

7

- A:** SAG, can I help you?
B: Yes, this is Elena Moretti from Stern Hydraulics. Could I speak to John Bird, please?
A: Oh, hello, Elena. I'm afraid John isn't here at the moment. Can I take a message?
B: Yes, he sent me an order confirmation – the reference is DH010601 – but the delivery date is wrong.
A: Oh, dear. Can you give me the details?
B: Yes, it says 7th July, but the agreed delivery date was 22nd June. It's really important.
A: I see. Well, I'll tell him as soon as he comes in.
B: Thank you. I'm not at all happy about this. A lot depends on this order.
A: Right, Elena, leave it with me. I'm terribly sorry about this.
B: No, it's not your fault. Just ask John to phone me.
A: All right, then. Bye for now.
B: Goodbye.

8

Suggested answer

Dear Elena

I'm sorry I missed your call. I have checked our correspondence and I agree that you are absolutely right about the delivery date. I apologize for the mistake. I have spoken to our production department, and they are giving your order top priority. As a result, I can confirm that the delivery date will be June 22nd.

Once again, please accept my apologies for the mistake.

Best wishes

John

9 Students' own answers**Correspondence****1 & 2** Students' own answers**3** See Student's Book page 144**On-the-spot decisions****1**

- a** He wants to speak to Diego Martin.
b Because he hasn't replied to his text message.
c Because he needs a copy of a certificate for customs.
d He will email him a copy of the certificate as a pdf.
e jim.jfa@ciclosciclone.net

2

I'll send you a copy of the certificate.
 I'll deal with the email straight away.

3 & 4

'll ring 'll send 'll send 'll write 'll fly

Language links**Vocabulary****1**

a 8 **b** 2 **c** 5 **d** 4 **e** 1 **f** 7 **g** 6 **h** 3

2a

Dear Mr Gonzalez

Thank you for contacting Lexington Technical Support. Unfortunately, I do not understand the nature of the problem you are having, or, in fact, even the product you are using. Can you please write back with as much information as you can about what product you are using, what you are trying to do, what problem you are having, etc.?

Best regards

Kamal Bouaissi

Technical Support Engineer

2b

Dear Richard Tennant

Thank you for registering your Lexington product. Your new customer number is 55563500. When calling Technical Support (925-253-3050) or Lexington Customer Service (800-225-4880), please have your customer number ready. We recommend writing your customer number in your Lexington manual, keeping it with our phone numbers and filing this email for future reference. Thank you for your interest in Lexington. If there is anything we can do for you, please let us know. We will be happy to help you.

Regards

Lexington Customer Service

3

Across:

- | | | |
|---------------|-------------------|------------|
| 1 delivery | 13 business | 24 annoyed |
| 6 prompt | 15 correspondence | 28 welcome |
| 8 informal | 19 check | 29 down |
| 9 handwriting | 21 decision | 30 confirm |
| 10 fax | 22 message | |

Down:

- | | | |
|---------------|-------------|-----------|
| 2 immediately | 12 reply | 20 that |
| 3 expensive | 14 Internet | 23 skills |
| 4 signature | 16 worried | 25 order |
| 5 details | 17 phoning | 26 send |
| 7 courier | 18 mistake | 27 cost |
| 11 apologize | | |

Grammar**Practice 1**

- a 5 b 3 c 2 d 7 e 4 f 6 g 1

Practice 2

- a I'll have coffee, please.
 b I'll have salad for a starter.
 c I'll pay for the drinks.
 d I'll help you with your computer program.
 e I'll take a taxi to the airport.
 f I'll give you a lift home.

Unit 7 Hotels

1 Students' own answers

2

- a At an airport
 b He wants a recommendation for a hotel where he can sleep while he waits for his connecting flight.
 c He is going to walk to the hotel to see if they have a room.

3

- a was delayed, so I've missed
 b booked on the next flight
 c there's nothing before
 d Can you recommend
 e could try the Travel Inn
 f like me to phone for you, sir

4 Students' own answers

5

- a In a hotel (probably at the reception desk).
 b He asks if he can pay for the room by the hour. No, he doesn't get what he wants.
 c He would like a tomato and cheese sandwich and a sparkling water.
 d Yes, it does.

6

- a Do you have any rooms available?
 b Is it just for tonight?
 c Is it possible to pay for a room by the hour?
 d Could I see your passport?
 e Would you like anything sent up to your room?
 f Is there Internet access available?

7 Students' own answers

Time to kill

1 & 2 Students' own answers

3

- a had a few hours to kill d stranded
 b reasonable e stretching out
 c short-hop flights

4

- a false (They are more luxurious than standard three-star hotel rooms.)
 b false (The rooms have sofas which convert to beds – you can sit on these.)
 c false (The service is for travellers at airports.)
 d false (None of the rooms has natural light, though the premium rooms have a window looking out onto a corridor.)
 e true
 f true
 g false (The minimum stay is four hours.)
 h false (He thinks they like having luxury facilities at an affordable price.)

5

The article says that each cabin has a sofa that converts into a double bed. The plan shows that this is only true of the Premium cabins; the Standard cabins have single beds.

6 Students' own answers

7

They are also *more luxurious than* the average three-star hotel room.

Yotel aims for *better than* 200% occupancy.

... and finally, the afternoon guests looking for a *more comfortable place than* the airport terminal to have a siesta.

8 & 9 Students' own answers

Room service

1

- a Could I have e will have it
 b would you like f Anything else
 c Would you like g Good night
 d 'll have

2 & 3 Students' own answers

World records

1

The Palazzo Resort and Casino in Las Vegas, USA, is the largest hotel in the world. It has 8,108 rooms.

The Burj Al Arab in Dubai, UAE, is the tallest hotel in the world. It is 321 metres high.

The Royal Villa at Grand Resort Lagonissi in Athens, Greece, is the most expensive hotel in the world. A room costs \$50,000 per night.

The Hotel Everest View in Nepal is the highest hotel in the world. It is 3,800 metres above sea level.

The Hoshi Ryokan in Awazu, Japan, is the oldest hotel in the world. It opened in 717.

2 Students' own answers

3 Students' own answers

Locating an office

Students' own answers

Language links

Vocabulary

1

Room service. Katherine speaking. Can I help you?

Hello, Katherine. This is room 208 here. I'm feeling a bit hungry. I'd like to order a snack.

Yes, sir. What would you like?

Oh, I don't know. Perhaps a little smoked salmon?

Of course, that's no problem. Would you like it with some toast?

Yes, please. And I'd also like some mineral water.

Yes. Sparkling or still?

Oh, sparkling, please, and nicely chilled.

Right, sir. It will be with you in fifteen minutes.

Thank you, Katherine.

You're welcome, sir. Goodbye.

2

- a** affordable
- b** deliver
- c** comfortable
- d** profitable
- e** prefer
- f** convert
- g** expectations
- h** operations

Grammar

Practice 1

- a** The post is slower than the Internet.
- b** Motels are cheaper than hotels.
- c** Mandarin is harder to learn than English.
- d** Buses are more uncomfortable than trains.
- e** People think that accounting is more boring than marketing.
- f** Driving is more dangerous than flying.

- g** Large meetings are more inefficient than small ones.
- h** My last job was worse paid than this one.
- i** Four years ago, the economic situation was better than it is now.

Practice 2

- a** as **c** than **e** as
- b** than **d** than

Practice 3

- a** It's not as difficult to build hotels in the USA as it is in Europe.
- b** A Chevrolet isn't as powerful as a Maserati GT.
- c** Turnover isn't as important as profitability.
- d** Sales are worse than last year.
- e** Yesterday was hotter than today.

Practice 4

Suggested answers

2002

- a** largest **c** most **e** larger
- b** larger than **d** smaller

2012

- a** largest **c** as large as **e** largest
- b** lowest **d** fastest

Unit 8 Telling stories

1

- a** ride **d** went **g** important
- b** was **e** police **h** suppose
- c** hitchhiking **f** stopped

2 Students' answers are based on the prompts

3

- a** 4 **b** 1 **c** 3 **d** 8 **e** 7 **f** 2 **g** 5 **h** 6

4 Students' own answers

Workplace scenario B: In my shoes

1 Students' own answers

2

- a** The new computer system isn't working properly and so she is unable to upload her report. She feels that she doesn't get enough support from the IT department.
- b** He first tries to avoid her, then denies that there is any problem with the system and then tells her he is too busy to help her.

c Students' own answers

3 Students' own answers

4

- 1 Can you describe the problem you had?
I'm really sorry to hear that you have had a problem.
Can you tell me what happened?
Tell me what happened.
- 2 Are you referring to ...?
Do you mean that ...?
Have I understood that correctly?
So, you are saying that ...
- 3 I can see there may have been a misunderstanding.
Let me see what I can do.
I'll get back to you by the end of the week.
I'll look into this and get back to you as soon as possible.
The way you've described this, I can see why you are unhappy.
- 4 Could you give me your mobile number/email address so I can get back to you?
I'll get back to you by the end of the week.
I'll look into this and get back to you as soon as possible.

5, 6, 7 & 8 Students' own answers

Unit 9 Spirit of enterprise

1 & 2

	blackcircles.com	Dreams
First job of founder	He worked in a garage.	He worked in a furniture shop.
Age when he started the company	He was 20.	He was 35.
First business premises	An office with furniture rescued from a rubbish tip.	A small shop; in a bad state, but cheap.
Main product	High-performance specialist tyres.	Beds
Distribution network	Tyres ordered on the Internet and fitted at affiliated garages.	A fleet of over 100 vans
Customer services	The website encourages customers to give feedback on the service by emailing Welch directly.	Drivers wear special slippers so they don't make customers' homes dirty.
Recent developments	A joint venture partnership with Tesco, a leading retailer, and the launch of tesco-tyres.com, giving access to a massive nationwide customer base.	A move into the international market via franchising. Has launched its own YouTube channel and is on Facebook.

3

blackcircles.com
blackcircles.com **has built up** a network of over 900 franchises.
Since 2001, we **have supplied** and **fitted** tyres ... customers, many of whom **have bought** tyres from blackcircles.com again and again.
This joint venture **has meant** access to Tesco's massive nationwide customer base.
The company **has achieved** an estimate annual turnover of around £30 million.
Dreams
Dreams **has built** its business on four main selling points ...
Distribution **has been** the company's biggest challenge ...
Dreams **has also given** a lot of special attention to customer service.
The company **has grown** very quickly ...
It **has branched out** into the international market ...
It **has launched** a Dreams YouTube channel ...

4 Students' own answers

5

- a The opinion in Wil Schroter's Blog.
- b Two – Dreams and blackcircles.com.
- c working for someone else before setting up a business, luck, taking risks, providing excellent customer service, setting up efficient distribution networks, hard work

6

- a started; left
- b first picked up; worked; knew
- c have made
- d They've been
- e have worked

7

- the Past Simple: a and b
- the Present Perfect: c, d and e
- an event or stage in life which is completely finished: a and b
- an achievement or event which is part of an ongoing situation: c, d and e

Change

1

- A go up, increase
- B remain stable, not change
- C fall, go down

2 Students' own answers

3

- a H&M
- b Pablo Isla
- c Zara
- d La Coruña, Spain
- e Arteixo, Spain
- f Massimo Dutti
- g Middle East

4

- a** Over 5,000 stores and 120,000 employees
- b** Turnover, variety, quantity and communication
- c** To remove the expense of large storage warehouses and ensure that stock can be sold at full price.
- d** To track purchases from store to store and maintain contact with in-house managers who get feedback directly from the customer.
- e** €13.79 billion
- f** Profit may be lost by high operating costs and increased competition, and the Inditex system and brand could become diluted.
- g** It offers the freedom to expand without the financial burden.
- h** Rapid stock turnover, which allows the stores to keep up with the latest trends in fashion.

5

- a** 3 **b** 5 **c** 1 **d** 2 **e** 4

6

- a** opened
- b** La Coruña
- c** has grown
- d** 120,000
- e** has opened
- f** added/has added
- g** Massimo Dutti
- h** has given
- i** increased
- j** €13.79 billion

7 Students' own answers

Language links

Vocabulary

verb	noun	adjective
acquire	acquisition	acquired
reject	rejection	rejected
grow	growth	growing
succeed	success	successful
benefit	benefit	beneficial
innovate	innovation	innovative
flex	flexibility	flexible
operate	operation	operating
profit	profit	profitable
increase	increase	increased/increasing
fall	fall	fallen/falling
install	installation	installed

Grammar

Practice 1

- a** seen
- b** bought
- c** sold
- d** done
- e** found
- f** came
- g** put
- h** taken
- i** written
- j** broken
- k** set
- l** read
- m** fallen
- n** risen
- o** met
- p** thought

Practice 2

- a** I have lost my glasses.
- b** Prices have gone up by 3%.
- c** Economic growth has remained stable.
- d** Prices have fallen in the last five years.
- e** Molinex has sacked 2,000 workers.
- f** Mr Rodriguez has left the company.
- g** I have not seen John for a week.

Practice 3

- a** It's stopped raining.
- b** The photocopier has broken down.
- c** The taxi has arrived.
- d** The company has moved into the centre of town.
- e** You have lost your (presentation) notes.
- f** This is the third time you have given the same presentation.
- g** Philip Windish has changed companies.
- h** You have been very busy lately.

Practice 4

- a** 7 **b** 2 **c** 5 **d** 3 **e** 1 **f** 4 **g** 6

Practice 5

- a** have turned
- b** opened
- c** has added
- d** created
- e** acquired
- f** started
- g** launched
- h** have been
- i** has reached
- j** have increased
- k** finished

Unit 10 Stressed to the limit

1 Students' own answers

2

	Interview 1	Interview 2	Interview 3	Interview 4
a	Accountant	Shop assistant	Teacher	Self-employed architect
b	Yes	Yes, but at home, not at work	Yes	No
c	The speaker's boss, who is very demanding	Three children, a sick mother and a husband who doesn't help much	Working with teenagers	Mental attitude
d	Meeting deadlines	Looking after children	No	No

3 & 4 Students' own answers

5

- a An air traffic controller has to take decisions very quickly. A factory worker doesn't have to be creative.
- b A lawyer has to wear a suit. A secretary has to type letters. A lawyer doesn't have to type letters.
- c Middle managers have to solve day-to-day problems. Chief executives have to take strategic decisions.
- d A shop assistant has to deal with the public. A computer programmer has to know computer languages.
- e A lorry driver has to drive long distances. A taxi driver has to memorize street maps.
- f A nurse has to work at night. A factory worker has to wear special clothes.
- g An accountant has to be honest. A telephonist doesn't have to use a computer.
- h A teacher has to tell people what to do. An engineer doesn't have to wear a tie.

6 Students' own answers

7

- a 4 b 3 c 1 d 5 e 6 f 2 g 7

8 Students' own answers

9

The writer appears to think that a and d are false, and that b and c are true.

It isn't clear whether the writer thinks it's easy for companies to reduce stress or not (e), but certainly believes it is beneficial to do so.

10

noun	verb	adjective
stress	stress	stressful
motivation	motivate	motivated
creativity	create	creative
excitement	excite	exciting

11

- a stressful
- b motivated
- c creativity
- d exciting

12 Students' own answers

13

- a To work well, you should have a certain amount of pressure.
- b Companies should try to reduce the level of stress.
- c Workers shouldn't work very long hours.
- d Managers should communicate ideas.
- e Companies should invest money to improve conditions.
- f Managers should learn to motivate workers.
- g Workers should have time to rest.

14 Students' own answers

The consultant's report

Students' own answers

Language links

Vocabulary

1

- a stressful
- b lawyer
- c responsibilities
- d motivating
- e employer
- f illness
- g communication
- h training
- i unnecessary
- j recognize
- k relations/relationships
- l creative
- m management
- n performance

2

- a Do you find your work stressful?
- b My boss doesn't make life easy.
- c My husband doesn't help much.
- d At times I get a bit on edge.
- e 75% of visits to the doctor are the result of stress.
- f Everyone thinks that teaching is an easy option.
- g I hope things get better for you.
- h There's no point in worrying about things.
- i I work for myself.

Grammar

Practice 1

- a have to sign
- b don't have to wear
- c have to finish
- d has to get up
- e have to go
- f don't have to do
- g have to make
- h don't have to come
- i have to get
- j have to show
- k doesn't have to work

Practice 2

- a Do I have to finish this today?
- b Do you have to dress formally for work?
- c How many times do you have to go abroad a year? / How many times a year do you have to go abroad?
- d When do we have to complete the order?
- e Do we have to go to English classes this year?
- f Do you have to drive much in your job?

Practice 3

- a You should go to English classes.
- b You should go on a course.
- c You shouldn't spend so much time staring at figures.
- d You should leave now or you'll miss it.
- e You should have a check-up at the doctor.
- f You shouldn't work so late.
- g You should set up your own business.

Practice 4

- a The doctor says I have to/should take things easy.
- b You shouldn't spend so much time in front of a computer – it's bad for your eyes.
- c Managers should/have to be good communicators.
- d You shouldn't just give people orders, you should/have to motivate them to do a good job.

- e** I have to do this job even if it is stressful – I need the money.
- f** I'm going home now because I have to get up early tomorrow to catch my plane.
- g** If you need travel information, you should look it up on the Internet.
- h** You shouldn't speak to the boss like that.
- i** If you want to know more about the company, you should visit them.
- j** You don't have to come with me. I can do the presentation on my own.

Unit 11 Top jobs

1 Students' own answers

2

- a** LA
- b** He wasn't very good at it and only got a few acting jobs.
- c** No, he says it worked out in the end.
- d** Students' own answers

3

- a** started working **d** joined
- b** has worked **e** has been
- c** still works **f** is not

4

Past Simple: a, d Present Perfect: b, e
Present Simple: c, f

5

since: 1945, 5 o'clock, he arrived, I was born, last year, this morning, yesterday

for: 20 years, a couple of days, a few years, a long time, five minutes, months

6 Students' own answers

7

- a** What kind of car do you have? How long have you had it? Why did you choose it?
- b** Do you have a mobile phone? How long have you had it? Do you use it a lot?
- c** Where do you live? How long have you lived there?
- d** Who do you work for? How long have you worked there? What is your job?
- e** How long have you had your present job? Do you like it?
- f** Students' own questions
- g** Students' own questions

8 & 9 Students' own answers

Entrepreneur of the year

- 1** online auction site
- 2** Stanford
- 3** John Muse
- 4** online commerce platform
- 5** Latin American eBay™

- 6** mobile devices
- 7** 1.2 million transactions

2

- 1** Galperin's company is the second largest online auction site, not the largest.
- 2** eBay™ acquired 19.5% of MercadoLibre, not 5%.
- 3** Galperin worked at the largest oil company in Argentina, not the largest gas company.
- 4** Galperin recruited classmates, not teachers, to help manage the business.
- 5** MercadoLibre is the largest online commerce platform in Latin America, not in North America.
- 6** He focused more on the platform, not on getting investment.
- 7** MercadoLibre is the eighth highest-ranked retail site for traffic in the world, not the tenth.
- 8** Every month MercadoLibre attracts 750,000 buyers, not 75,000.

3

Since September 2001, it has been a partner company of the US auctioneer, eBay™, ...

Galperin has known the co-founder of MercadoLibre, Hernan Kazar, since they were students ...

Since its creation in 1999, MercadoLibre has grown dramatically ...

... business has more than doubled every year for the last five years.

4 Students' own answers

5

- a** entrepreneur **e** business plan
- b** subsidiary **f** to go bankrupt
- c** to go to college **g** retail site
- d** to pitch

6

- a** entrepreneur **e** on retail sites
- b** go bankrupt **f** go to college
- c** pitching **g** subsidiary
- d** business plan

7 Students' own answers

Headhunters

1

- a** He wants to headhunt him for a job.
- b** About six years ago
- c** He worked for Navigate as a trainee manager.
- d** A year
- e** About two years ago
- f** Yes, he has recently become a father.
- g** Not at first, but he does agree to think about it and talk to him again.

2, 3 & 4 Students' own answers

Language links

Vocabulary

a 4 b 10 c 8 d 1 e 7 f 5 g 9
h 2 i 3 j 6

Grammar

Practice 1

a since f since
b since g for
c since h since
d for i Since
e for j for

Practice 2

- How long have you worked here?
- How long has he known about this problem?
- How long has she been a director of the company?
- How long have you wanted to change jobs?
- How long have they had their website?
- How long has he been interested in working for us?
- How long has he had a company car?
- How long has she been responsible for that account?

Practice 3

- He's worked here since January.
- He's lived in Paris since he was born.
- He's been a computer programmer since he left university.
- They've made furniture for over a hundred years.
- She's owned a business for five years.
- They've been market leaders since 1998.

Practice 4

- I've known him since university.
- Mr Jones has been here for hours.
- How long have you had your car?
- I've been in this job since January.
- I've known about the problem since yesterday.
- They've been divorced for two years.

Practice 5

- He's been an aeronautical engineer since 1990.
- He has run marathons since 1984.
- He studied engineering at university for three years / from 1986 to 1989.
- He has been interested in boats since 1991.
- He has been married since 1992.
- He worked for Rolls Royce for five years / from 1990 to 1995.
- He has had a yacht since 1993.
- He lived in Canada for six years / from 1995 to 2001.
- He has lived in the UK since 2001.
- He has had a job in Portsmouth since 2006.
- He has worked for P&W since 1995.
- He has run ten marathons since 1984.

Unit 12 Conversation gambits

1 Students' own answers

2

1 b 2 d 3 b/d 4 b/e

3

1 Excuse me, **are you here for** the ITM conference? Me too. **Do you know where to register?** I'm Paulo, **by the way.** Hello, Paulo, I'm Kate. **Let's go and register.**

2 Phew! Is it me, or **is it boiling in here?**

So, it's not **your first time?**

Oh, right, so **you're an old hand.**

David. **Pleased to meet you.**

3 Is it **my mobile phone**, or is there some problem with coverage here?

Oh, **hang on.** No, mine seems **to be working** okay.

Can I lend you mine?

Oh, **that's very kind**, but I was expecting a call on this number.

My name's Nadine, by the way.

4 Excuse me, do you know **anything about this speaker?**

I can't find **my programme notes.**

Oh, here. **Borrow mine.**

Right, **how do you do?**

4

Answers will depend on cultural differences, but the safest topics are probably art, business, cars, local attractions, music, the stock exchange and the weather.

5

a He asks if he can look at the other man's newspaper.

b He introduces the topic of football.

6 Students' own answers

7

a Where are you from? 1, 7

b How long have you been here? 5, 9

c How long are you staying? 2, 3

d What do you think of Belfast? 4, 8

e Are you here on business? 6, 10

8

Questions: a, d, e, c

Answers: 4

9

a 3 b 4 c 2 d 1 e 5

10 Students' own answers

Workplace scenario C: Stick to your guns

1 Students' own answers

2

- a They discuss i, iii and v.
- b No. Ralph thinks it's a waste of time because people didn't believe it was truly anonymous so they felt they couldn't answer some of the questions honestly. Vanessa doesn't seem to have any objections to the survey.
- c Students' own answers

3

- a He wants to discuss some things about the survey before they launch the process with the whole company.
- b Open-ended questions are those that don't have a fixed answer (so not multiple choice, true/false or involving scoring) so the person answering the question is free to make comments, saying or writing what they think.

4, 5, 6, 7 & 8 Students' own answers

Unit 13 Air travel

1 Students' own answers

2

In Conversation 1, the passenger has lost her electronic ticket and can't check in without the reference number.

In Conversation 2, the passenger's bag is overweight, and he has to pay a charge for excess baggage before checking in.

3

- | | |
|--------------------|-------------------------|
| a check in | g suitcase |
| b reference number | h excess baggage |
| c passport | i thirty pounds |
| d main desk | j long queue |
| e look it up | k straight to the front |
| f queue up | |

Battle of the armrests

1 & 2 Students' own answers

3

Suggested answers

- | | |
|------------------|---------|
| a 2, 5, 6 | f 8 |
| b 1, 4, 6 | g 6, 10 |
| c 7 | h 9 |
| d 5, 6 | i 3 |
| e 1, 3, 5, 6, 10 | j 4, 6 |

4

- a 2 b 1 c 7 d 5 e 10 f 8 g 6 h 9
i 3 j 4

Buying an airline ticket

1

- a Because tickets are now bought online rather than through an agent, so it is your responsibility to find the best deal.
- b They only make a profit on the last nine seats booked on any flight.
- c They will say that special fees on things they have to provide, such as wheelchairs and terrorism insurance, push the prices up.

2

Suggested answers

- a will be different
- b will fall
- c get a bad
- d they won't make a
- e there are nine or more
- f you will have to pay excess baggage
- g you are five minutes late for check-in

3 Students' own answers

4

- | | |
|-----------------------------|-------------------------------|
| a good deal: buy | a fortune: do |
| costs: delete | the price: reserve |

5

Suggested answers

- a increase costs / increase the price
- b get a good deal
- c reduce costs
- d make a fortune
- e increase the price
- f offer a good deal, reduce / lower the price
- g increase the price

The negotiation game

1, 2 & 3 Students' own answers

Language links

Vocabulary

1

- 1 a 2 f 3 b 4 c 5 e 6 d 7 g
8 j 9 k 10 h 11 i

2

- a 1 b 3 c 2 d 6 e 4 f 5

3

- | | | |
|------------|-----------|-----------|
| a business | e more | i accept |
| b price | f 10% | j deal |
| c order | g up | k deliver |
| d discount | h payment | l do |

4

- a What will you do
 b If there's nothing on Tuesday
 c I'll ask him to take me
 d I'll ask you to take me
 e I'll just take a taxi then
 f I'll take the new metro
 g if I can get a room
 h if I can finish this report

Grammar

Practice 1

- a 3 b 5 c 7 d 8 e 1 f 10 g 6
 h 2 i 9 j 4

Practice 2

- | | | |
|-------------|----------------|-------------|
| a will tell | e will improve | i will lose |
| b needs | f will phone | j will have |
| c will be | g pay | |
| d find | h will adopt | |

Practice 3

- a If you confirm your booking, you'll get a good seat.
 b If you pretend you're not interested in buying from them, they'll drop the price.
 c If you apologize to the boss, you won't have problems.
 d If you drink too much on the flight, you will have to keep going to the toilet.
 e If you don't leave for the airport now, you'll miss your flight.
 f If you are rude to airport ground staff, they won't let you on the plane.
 g If you don't study something practical, you won't get a job.
 h If you work too hard, you'll get ill.
 i If you take the client out to lunch, you will get his business.

Unit 14 Hiring and firing

1 Students' own answers

2

The article is about a woman who was sacked for taking part in a radio phone-in while she was at work.

a-c Students' own answers

3

laid off, fired

Laid off is the more formal verb.

4

- a She was laid off.
 b She was ordered to leave the factory immediately.

5

- a *They laid her off* and *They ordered her to leave the factory immediately* are active.
She was laid off and *She was ordered to leave the factory immediately* are passive.
 b They (the management of the company)
 c She (Nicola Williams)
 d Nicola Williams
 e The passive sentences put the emphasis on Nicola and what happened to her. The important information comes at the beginning of the sentence.
 f It is omitted because it is unnecessary. We are not as interested in who did the sacking (Nicola's bosses) as who was sacked (Nicola).

6

- | | |
|--------------|----------------|
| a was warned | e was informed |
| b were given | f was asked |
| c were noted | g was informed |
| d was given | |

7

The newspaper account doesn't mention that Nicola had received previous warnings about using her mobile phone at work. It also doesn't report that she became hysterical and abusive when she was told that she was sacked.

The manager's report doesn't include personal information, such as the fact that Nicola is a single mother with a six-year-old daughter.

8

- a 35,000 people have been laid off in the last five years, unemployment is rising, and there are social problems in the region.
 b The business is a great success. New staff are being hired and it is expanding fast.
 c As there was a recession and the number of orders decreased, one of the factories was closed.
 d To improve margins, the new model is being made in Hungary, where labour costs are lower.
 e Ford™ has several plants in Europe. One of them is in Valencia, and the Escort is produced there.
 f Plans have been announced for the new industrial estate. It will cover ten hectares and create space for over 15 business ventures.

9 Students' own answers

Applying for a job

1

- | | |
|-------------|-------------|
| a speaker 4 | c speaker 1 |
| b speaker 3 | d speaker 2 |

2 Students' own answers

3

- i** d (Speaker 2) **iii** a (Speaker 4)
- ii** c (Speaker 1) **iv** b (Speaker 3)

4

- a** I am very keen to work for your company because of its excellent reputation.
- b** If you believe in the pursuit of excellence, then I am interested in joining your company.
- c** I do not have the specific qualifications or experience referred to in your advertisement.
- d** I have a broad range of employment experience at blue-chip companies in both the USA and Europe.
- e** I have a proven record of working with individuals at all levels through highly developed interpersonal and communication skills.
- f** I am responsible for my department's logistical planning.
- g** I am now looking for opportunities for further development and responsibility, which my present employer cannot offer.
- h** ... five years at a chemicals multinational have given me a solid business background.

5 Students' own answers

A job interview

1

The job offers an attractive salary and benefits. Sara's language abilities match one of the employer's preferences.

2

a, d, e, h

3

Suggested answer

The interviewer questions Sara quite closely, but he is not actually unfair. It is unlikely that the company would have employed her, as they were looking for an executive with managerial and sales experience, and Sara's previous jobs were little more than secretary and personal assistant. Also, her confusion at the end of the interview when she is asked to speak Spanish suggests that she has not been totally honest about her language abilities.

4

- a** not very clear from
- b** Does that mean
- c** Are you a kind
- d** are you
- e** It says in your CV that; exactly does that mean
- f** Are you saying
- g** what sort of work did the job
- h** you be a bit more

5 Students' own answers

What about the workers?

1

Suggested answers

Demonstrators are marching through a city.

Significance: Workers sometimes go on strike or demonstrate, usually for better pay and conditions, or to show opposition to company or government policies.

2

Student A

2 was carried out, were contacted, were paid, were frequently negotiated, were usually agreed

- 3 a** make up for **i** staffing needs
- c** skilled workers **j** temporary staff
- h** workforce

Student B

2 will be brought to a halt, has been called, are put to them, is sacked, have been defended

- 3 b** unemployment rate **f** incentives
- d** long-term unemployed **g** unemployment benefits
- e** workers' rights

3 Students' own answers

Language links

Vocabulary

1

- a** 1 **b** 7 **c** 2 **d** 9 **e** 4 **f** 8 **g** 5
- h** 10 **i** 6 **j** 3

2

- a** job security **g** skilled workers
- b** written warning **h** previous position
- c** staffing needs **i** unemployment benefits
- d** company secrets **j** temporary staff
- e** workers' rights **k** electronics industry
- f** job application

3

- a** laid off **d** Firing
- b** down **e** verbal
- c** sack **f** interview

Grammar

Practice 1

- a** The contract was signed at the end of June.
- b** Sheila was sacked for working too slowly.
- c** The office was damaged in the fire.
- d** Some workers were injured in the accident.
- e** The new measures have been announced.
- f** No new staff will be employed this year.
- g** Our corporate image is being redesigned.
- h** Our salaries have been increased this year.

Practice 2

- a The order has been cancelled.
- b The new building hasn't been finished.
- c He was told about the meeting.
- d The plans for the new engine were stolen.
- e You will be picked up at the airport.
- f He wasn't asked if he wanted the job.
- g Were you told about what happened at the meeting?
- h A sales conference is held every year.

Practice 3

- a The light bulb was invented by Thomas Edison.
- b The peseta, franc and lira were replaced by the euro in 2002.
- c The United Kingdom is formed by four countries (England, Scotland, Wales and Northern Ireland).
- d This book was written by Simon Clarke.
- e This book is owned by (*student's own name*).
- f My office is heated by (*oil, gas or electric*).
- g The film Avatar was directed by James Cameron.
- h The PC was originally manufactured by IBM.

Unit 15 Time**1**

spend, save, waste, have, invest

All of the above words can collocate with *time* and *money*.

2

- a spend
- b save
- c have
- d waste

3 Students' own answers**4**

- a They removed all the clocks from their UK headquarters.
- b To investigate how time pressure can lead to stress, and to see how an environment without clocks affects productivity.
- c Because it is easy to measure.
- d Because it doesn't always correspond to the natural rhythms of the human body.
- e Most people carried on as normal or enjoyed the experience; one person found it disorientating; one office manager was against it and found it chaotic.

5

- a carry on
- b lead to
- c measure
- d drop off
- e hang on

6

- a lead to
- b measure
- c hang on
- d carry on
- e drops off

7 Students' own answers**8**

- a the future
- b We intend to bring the clocks back ...

9 Students' own answers**The new database****1**

- a 2
- b 3
- c 1
- d 4

2

- a A delay in putting a new database online.
- b Last October
- c Next October
- d He seems very relaxed about it, given that the database is severely delayed.

3

- a behind schedule
- b the delay
- c didn't meet the deadline
- d different time frame
- e long is it going to take
- f the schedule
- g it be on time

4 Students' own answers**Wasting time****1**

- a bottom line
- b delicate balance
- c get caught
- d waste time

2

- a waste time
- b delicate balance
- c bottom line
- d get caught

3 Students' own answers**4** Students read the author's tips on page 142.**5**

- a in a mess
- b set aside
- c surf
- d research
- e nod

Dealing with problems**1**

- a 'm going to
- b 'll start
- c 'm going to take
- d 'll phone
- e 'm going to take
- f 'll take

2

- a Will
- b Going to

3 Students' own answers

The myth of time management

1

- 1 Introduction – Does time management work?
- 2 Factors beyond our control
- 3 Dealing with interruptions
- 4 Prioritizing
- 5 Defined tasks versus problem-solving

2

- | | |
|-------------|----------------|
| a online | e intelligence |
| b efficient | f operators |
| c tasks | g problem |
| d voicemail | h expectations |

3

On the whole, the speaker's arguments suggest they are against time-management techniques, e.g.

'Time management really depends on changing the behaviour of the people around us and the demands they make on our time. This is always difficult and often impossible.'

'The reality is that our use of time is usually about making choices that we don't in fact have.'

'(Certain time-management) techniques don't help very much.'

4 & 5 Students' own answers

Language links

Vocabulary

1

- | | |
|----------------------|--------------------|
| a realistic deadline | d bottom line |
| b eight-hour day | e forward planning |
| c sales forecasts | f long hours |

2

- | | |
|---------------|--------------|
| a perform | e intend |
| b observe | f decided |
| c specialists | g discussion |
| d productive | |

Grammar

Practice 1

- a This evening, I'm going to meet some friends for a drink.
- b They're going to employ more staff to deal with the new order.
- c Are you going to meet me at the airport?
- d What are you going to say at the meeting?
- e Next year, I'm going to study German.
- f He's going to look for a new job.
- g She's not going to accept our offer.
- h Are we going to take the train or the bus?

Practice 2

- a I'll take the team out for lunch.
- b I'll switch it off.
- c I'll call the IT department.
- d I'll take a taxi back to the office to collect them.
- e I'll take an aspirin and go home.
- f I'll ask her for her business card.
- g I'll call the office and apologize.

Practice 3

- | | |
|------------------------|---------------------|
| a 'll order | e 're going to move |
| b 're going to visit | f 'll make |
| c 'll phone | g 'm going to leave |
| d 're going to discuss | h 'll lend |

Practice 4

- | | |
|---------------|------------|
| a information | f strategy |
| b someone | g start |
| c easier | h urgent |
| d learn | i time |
| e do | |

Unit 16 Getting things done

1

Extract 1

- ... 've got to ...
 ... raining. Could you ...
 ... you don't lose it.

Extract 2

- ... somewhere quiet ...
 Could I ...
 ... it's free by four.
 We use *Could I ...?* to ask people to allow us to do something.
 We use *Could you ...?* when we are asking them to do something.

2 Students' own answers

3

- a He asks him to lend him his car.
- b He refuses quite aggressively.

4 Students' own answers

5

- 1 d 2 h 3 b 4 k 5 c 6 i 7 g 8 n
 9 f 10 m 11 a 12 l 13 e 14 j

6

- a We need someone to ... Could you do it?
- b Can't we just put the answering machine on for a couple of hours?
- c If you do it, I'll see it as a personal favour.
- d Your contract is up for renewal next month. Enough said?

Upgrade

1 Students' own answers

2

a Probably not.

b Yes, he is polite. Yes, he does get what he wants.

3 I was wondering if there's any chance ...; I quite understand, but I'd really appreciate it if you could ...; I'm sorry to put you to any trouble; thank you ever so much

4

a Students' own answers

b No, he isn't polite, and he doesn't get what he wants.

5 Students' own answers

Workplace scenario D: Change for the better

1

Top row from left: Eye protection must be worn; Head protection must be worn; Danger construction work; Foot protection must be worn; Caution overhead load

Bottom row from left: Safety harness must be worn; Danger electric shock risk; Respiratory equipment must be worn; Hand protection must be worn

2

a The blue signs tell you what you must do to protect yourself from potential hazards. The yellow signs warn you of potential dangers in the area.

b Students' own answers

c Students' own answers

3

a ii b ii and iii

4

a Students' own answers

b It is likely they will not be happy because their wages will be lower if they are not allowed to do overtime. They may have trouble meeting production targets without overtime, and they have already told Felix that they don't like wearing masks at work.

5

a It means advantages and disadvantages, or good points and bad points.

Pros: they will be less likely to get sick from breathing in dust and less likely to have accidents through operating machinery when they are tired.

Cons: the bother of having to wear a mask all the time, which will make them hot and could mean they find it difficult to talk to each other. The fact that they will not be able to earn as much money as they did before.

b Students' own answers (Though David's job in telling the team is still a hard one, Serena's advice is probably sensible and helpful. However, point 2 is not very helpful because presumably Felix and his team have not been consulted previously about this.)

c Students' own answers

6, 7, 8, 9 & 10 Students' own answers

Unit 17 Office gossip

1

a She has been away on holiday.

b The company is planning to restructure.

c Their boss

d They have heard that some people will lose their jobs in the restructuring.

e They think she may be having an affair with Gary and that because of her 'special relationship' with him, her job will be safe.

f Students' own answers

2

a told him they would

b asked him how many people

c said it depended

d told me he often sees

e asked her if she would

3

a said

b told

Say doesn't take an indirect object, but *tell* does.

4

a where

b when

c if (/ whether)

We use *if* in *yes/no* questions.

5

a was

b would start

The Present Simple becomes the Past Simple.

Will becomes *would*.

6

a have you finished

b sorry

c excuse

d speak to

e straight away

f a minute

g discuss

h computer

i key

j ready

k okay

l look at

m busy

n you know

o quiet

p work

q suppose

r See you

s How are

t pleased

u head

v Sixty grand

w company car

x drinks

7 Students' own answers

Time to talk

- 1**
a The new law says that anyone who spreads gossip or rumours about work colleagues can be sacked.
b Students' own answers

- 2**
a banned from
b spread rumours/gossip
c face the sack

- 3** Students' own answers

- 4**
 Suggested answers
 Gossip is good: A, D, H
 Mixed feelings: B, E, G
 Gossip is bad: C, F

- 5** Students' own answers

- 6**
a 3 **b** 5 **c** 6 **d** 4 **e** 1 **f** 2

- 7, 8, 9 & 10** Students' own answers

Language links

Vocabulary

- 1**
a coffee machine **d** company policy
b management consultant **e** human resources
c meeting room

- 2**
1 workplace **5** spread **9** approve
2 drive **6** news **10** drink
3 gossip **7** smoke **11** share
4 effort **8** office **12** trolley

Grammar

Practice 1

- a** were **d** was **g** were
b had spent **e** had worked **h** would
c would **f** could

Practice 2

- a** She says she's really enjoying her job at the moment.
b I said (that) it was too late to cancel the meeting.
c He told me (that) they were having a lot of problems with the production department that day.
d He asked what time Mr Keegan was going to arrive.
e He keeps telling me (that) we should buy a new computer system.
f She asked if/whether Mr Merchant was available.
g She said (that) the fixed costs included the office rent and equipment hire.
h They asked me where I worked now.

- i** She said (that) she would meet me at the airport at eight o'clock.
j He told me (that) he wanted to see me about the arrangements for the following day.
k He asked me if/whether the office opened on Saturdays.
l She asked when the documents would be ready.
m He keeps saying (that) he's the best salesman in the company.
n He asked if/whether he could make a phone call.
o He asked me what I thought of the new website.

Practice 3

- a** tell **d** says **g** say
b say **e** told **h** ask
c say **f** ask **i** tell; say

Unit 18 E-commerce

- 1 & 2** Students' own answers

- 3**
 Suggested answers

	+	-
open for business 24x7x365	S C	
competitive pricing	C	S
no need for physical premises	S	
low selling costs	S	
updated stock information in real time	S	
credit card payment	C	S
fast communication with client	S C	
cost and time of delivery	C	
collection of marketing data	S	
uncertainty about delivery		C
difficulty of returning goods		C
not good for perishable goods		S
online information limited to text and photos		C

- 4**
 Open for business 24x7x365: advantage for customers.
 Competitive pricing: advantage for customers and sellers.
 Credit card payment: disadvantage for customers (security worries) and sellers (cost).
 Cost and time of delivery: advantage for customers (convenience) and disadvantage (cost, have to wait in for delivery).
 Difficulty of returning goods: disadvantage for customers.
 Not good for perishable goods: disadvantage for customers.
 Online information limited: disadvantage for customers.

- 5**
a of e-commerce? What are the pros and cons?
b for the customer are obvious
c the benefits are clear
d there are other drawbacks
e still a negative factor
f plus side

- g** still the big issue
h this highlights another limitation
i only that, but
j another point here

6

- a** The right qualifications for a job are one thing, but having experience is another.
b A high turnover is one thing, but making good profits is another.
c Having a good idea is one thing, but putting it into practice is another.
d High productivity is one thing, but improving staff motivation is another.
e Creating a good product is one thing, but selling it is another.

7 & 8 Students' own answers**The future of the Internet****1**

- a** 3 **b** 1 **c** 6 **d** 5 **e** 8 **f** 2 **g** 4 **h** 7

2 & 3 Students' own answers**4**

- a** portable
b privacy
c tolerant
d Copyrighted content
e reliable
f augmented reality
g voice-recognition
h virtual office

5 Students' own answers**6**

The mobile phone (or smartphone) will be the primary Internet connection ...
 People will be more tolerant than they are today ...
 ... will help them learn about other people.
 There will be less violence and fewer wars.
 There will be strict controls on copyrighted content ...
 People who use copyrighted materials will automatically pay ...
 Internet service providers will notify authorities ...
 People will be more open ...
 The concept of privacy will change ...
 ... people will become more responsible for their own actions.
 Virtual worlds and augmented reality will be popular ...
 Most well-equipped Internet users will spend some of their day ...
 It will be more difficult to distinguish ...
 All phones, tablets and computers will have built-in voice-recognition ...

... it will be complete normal to hear people talking in public to their computing devices.
 ... these devices will allow you to display ...
 ... it will be common to see people 'air-typing' ...
 The Internet will still have it's original architecture and won't be replaced ...

It will be more reliable and secure ...

Those who want to commit crimes ... will still be able to do so.

The separation between work hours and personal time will disappear.

People won't depend on fixed timetables ...

They will perform both their professional and personal duties ...

... which will often be a virtual office.

7, 8 & 9 Students' own answers**Language links****Vocabulary****1**

- a** 4 **b** 5 **c** 2 **d** 1 **e** 6 **f** 3

- a** compare prices
b run up a bill
c try on a sweater
d access a network
e listen to the conversation
f influence the decision

2

- | | | |
|-------------------|------------------|-------------------|
| a online | f button | k reply |
| b website | g clicked | l pay |
| c download | h message | m charge |
| d email | i crashed | n complain |
| e security | j came | |

Grammar**Practice 1**

- a** Prices will continue to rise.
b There will be a boom in the economy.
c The managing director will retire with a massive golden handshake soon.
d The government will take measures against inflation.
e Young George will have a very successful career, I'm sure.
f The company will go public by next year.
g Life here will get better.
h The plane will arrive late as usual.
i The political situation will affect the economy.

Practice 2

- a** You won't have any problems with the new system.
b I think you'll find the information on the Internet.
c I think you'll have a good time in Berlin.
d I don't think you'll see Juan Montes there.
e Do you think you'll have time to write the report?
f What time will you arrive?

Stay at home and get rich?

1 Student's own answers

2

- a** No, they don't. They recognize it as a type of pyramid selling, where you have to try to get a lot of other people involved in order to make any money.
- b** You don't have a long journey to work. It's better for the environment.
- c** You miss the contact with other people that you get in an office. It's difficult to get anything done if you can't find a quiet place to work. You need self-discipline to get on with the work.

3

- a** was; would
- b** wouldn't; had
- c** was; I'd miss
- d** could; would be; had; would
- e** you'd; would; was
- f** stopped; would

4 Students' own answers

5

Possible answer

If I left my job, I'd spend more time at home. If I spent more time at home, I'd be more relaxed. If I were more relaxed, I'd have time to think. If I had time to think, I'd come up with a really great business idea. If I came up with a really great business idea, I'd set up a company. If I set up a company, it would be an enormous success. If it were/was an enormous success, I'd have a lot of responsibilities. If I had a lot of responsibilities, I'd have to work harder than I want to. If I had to work harder than I wanted to, I would be completely stressed out again.

6 & 7 Students' own answers

Language links

Vocabulary

- a** flexibility **c** office **e** local
b home **d** desk **f** commute

Grammar

Practice 1

a 6 **b** 1 **c** 7 **d** 3 **e** 4 **f** 5 **g** 2

Practice 2

- a** lived **h** moved **o** spent
b would take **i** would spend **p** would see
c would get **j** asked **q** would have
d would go **k** would let **r** is
e would forget **l** have **s** were
f like **m** was/were **t** will give
g would miss **n** would go

Practice 3

- a** If he worked harder, he'd be more successful.
- b** If you had enough experience, we would be able to give you the job.
- c** If he could drive, he wouldn't have to take taxis all the time.
- d** If I had the information, I would be able to help you.
- e** If I liked sport, I would go to the gym.
- f** If he didn't enjoy his job, he wouldn't work long hours.
- g** If she had a choice, she wouldn't do the job.
- h** If my car wasn't in the garage, I would be able to take you to the airport.
- i** If he was more organized, things wouldn't take him a long time.
- j** If he couldn't afford it, he wouldn't drive an expensive car.

Practice 4

Suggested answers

- a** If you got up earlier, you wouldn't be late to work so often.
- b** If you did a computer course, you would find your work easier.
- c** You would make a better impression if you wore smarter clothes.
- d** If you had a mobile phone, customers would be able to contact you when you are out of the office.
- e** You wouldn't be so stressed if you didn't work so hard.
- f** If you used the Internet, you would be able to find the information you need more quickly.
- g** You'd do better at the interview if you did some research on the company first.
- h** If you didn't complain all the time, people would be more sympathetic to your problems.

Practice 5

- a** What job would you do if you could choose?
- b** Where would you live if you had to go abroad?
- c** How would you treat people if you were the boss?
- d** What language would you learn if you didn't study English?
- e** How would you earn a living if the salary wasn't important?

Practice 6

- a** If I told her about it, she'd sack me.
- b** Unless he gets nervous at the interview, he won't have any problems.
- c** If I invite Dave, I'll have to invite Sarah, too.
- d** If I invited Su, I'd have to invite Dave, too.
- e** If you took an aspirin, you'd feel better.
- f** If I had time, I'd do some gardening.
- g** Unless he stops driving like a maniac, he'll hurt himself.
- h** If I knew it, I would give it to you.

Unit 20 Working lunch

1 Students' own answers

2

- a He likes the décor.
- b Satomi does.
- c He wants a steak.
- d He decides to try unagi (eel).

3

- A: This looks like a very nice place, Satomi.
- B: Yes, I thought you would like it.
- A: Yes, I really like the décor. Er, could you order for both of us, Satomi?
- B: Of course. I think we could have some miso soup to start with. They do it very well here.
- A: Okay. Sounds good.
- B: And then I think you should try some *unagi*.
- A: What's that?
- B: It's eel – grilled and served on a bed of rice. It's delicious.
- A: Hm, I'm sure it is. Actually, do you think I could have a steak?
- B: Well, I'm afraid they don't serve steak here.
- A: I'll try the *unagi*, then.
- B: Fine. Would you like some sake, or would you prefer some tea?
- A: No, no, let's have some sake.
- B: Right. Sake it is, then.

4 Students' own answers

Down to business

1

- a Although he had a good time, the business trip was not a success.
- b Students' own answers

2 Possible answer

Neil's sales technique was too pushy.

3, 4 & 5 Students' own answers

Workplace scenario E: Meet me halfway

1

- a Positive
- b They object to members of their team listening to music through headphones at their desks and being cut off from their colleagues.
- c Suggested answers: they might not hear the phone ring, leaving other colleagues to answer calls; it might mean that they don't work well as a team if they isolate themselves with headphones; they might be distracted by the music and make mistakes because they are concentrating less on their work.
- d We naturally pay attention to words more than sounds, so people might concentrate on listening to the lyrics of a song (even singing along to it) rather than on the work they are supposed to be doing.
- e Students' own answers

2

- a Claudia is playing music and sometimes singing. Ralph can't concentrate on his work because of it.
- b She doesn't like them, and she needs to hear the phone if it rings.
- c Ralph says Claudia should respect the fact that he can't work with music in the background. Claudia says Ralph should respect the fact that she can't work without music.
- d Students' own answers

3

- a He wants to discuss the issue of music in the office. He wants either a change in company policy regarding music or a way for both sides to meet halfway.
- b Students' own answers
- c I don't want to make a fuss means I don't want to cause trouble.
- d Students' own answers

4, 5, 6, 7 & 8 Students' own answers