

### Unit 1 Travelling for work

#### 1.1 Business travel

1

Students' own answers

2

Students' own answers

3

a, b, d, e, g

4

1 b

2 c

3 a

4 c

5 b

6 a

5

**Possible answer**

Probably. They all speak about it with enthusiasm.

6

1 reservation

2 flight

3 vehicle

4 ridesharing app

5 gate

6 stay

7 lounge

8 location

9 public transportation

7A

1 c

2 a

3 e

4 b

5 d

7B

1 short-haul

2 landing

3 departure

4 delayed

5 abroad

8

Students' own answer

9A & B

Students' own answers

#### 1.2 Events management

1

Students' own answers

2A

**Suggested answers:** organised; able to pay attention to details; good with budgets

2B

**Possible answers**

No. I'm not organised. I don't like budgets.

Yes. I enjoy paying attention to details.

3

See Ex 4 key

4

The types of events she plans: parties, conferences, corporate hospitality events, not weddings, events for corporate clients, parties for individual people, grand openings, welcoming new employees

Important things to consider: type of event, schedule, budget, location, theme – an original idea, entertainment, food, tables and chairs, sound system for speeches and music

Important skills for an Events Manager: attention to detail, organisation, people skills

5

1 F – She doesn't help people plan weddings, because they're usually done by people who only plan weddings. She helps people plan parties, conferences, corporate hospitality events, etc.

2 T

3 F – She talks about budget in the first meeting.

4 F – She once planned an event that had a circus theme.

5 T

6 T

6

Students' own answer

7A

Sentences 1, 5, 7 and 8 are comparatives. Sentences 2, 3, 4 and 6 are superlatives.

7B

1 superlative

2 comparative

3 irregular

8

1 the most

2 less difficult

3 harder

- 4 the worst
- 5 more
- 6 easier than
- 7 The best
- 8 The least

- 9**
- 1 the biggest
  - 2 worse than
  - 3 easier than
  - 4 the least expensive
  - 5 the cheapest
  - 6 better than
  - 7 smaller than
  - 8 the best

### 10A

#### Possible answers

The ballroom is the most expensive.  
 The barbecue is the least expensive.  
 The ballroom is the biggest.  
 The barbecue is bigger than the restaurant.  
 The ballroom has the most staff.  
 The barbecue has the least staff.  
 The country band is more exciting than the jazz band.

### 10B

Students' own answer

### 11

#### Suggested answer

*Metropole Hotel, City Park, Community Centre*  
 The Community Centre is smaller than the park.  
 The Metropole Hotel is bigger than the Community Centre.  
 The park is worse than the others in bad weather.  
 The Metropole is the most expensive hotel in town.  
 The City Park is the least formal venue.  
 The Community Centre is the most boring option.

## 1.3 Communication skills: Small talk

### 1

Students' own answer

### 1B

#### Possible answers

1 in a lift, on a bus/train/plane, in the staff canteen, in a queue, in front of the coffee machine, before a meeting, during a conference  
 2 to be polite as they are waiting for a meeting, etc. to learn about the other person  
 to develop new contacts, i.e. for business

### 1C

#### Possible answers

Home town, music, the place you are in, sports, travel and the weather are considered safe topics in most countries/cultures. The weather is good starter as it is something that affects everyone and is an immediate context.

Asking about someone's family often means you are making assumptions about the other person, e.g. 'Do you have children?' It may be interpreted as discourteous in some cultures.

Personal finances and health are generally considered as subjects too personal to discuss with someone you have just met.

### 2

- 1 trainee at TGC, an HR consultancy
- 2 It gives advice to companies about recruitment, company strategy, etc.
- 3 They are new recruits and their managers/bosses. It's a welcome dinner for the new recruits.
- 4 She is stuck in traffic.

### 3A

- 1 home town, the place they are in (the restaurant)
- 2 Turkey, Dublin
- 3
- a It sometimes takes him hours to get home because there is a lot of traffic.
- b Los Angeles – the traffic was bad and he missed the time to give his presentation. Bangkok – the airline lost his luggage.

### 3B

b

### 4A

- 1 She's an American from Boston. She went to university in Boston. She met Orla at her interview. She thinks Orla is a nice person.
- 2 He's never been to Boston, but would like to go. His name is Brazilian, but he's from Italy. His father is Brazilian. He doesn't know much about working at TGC.
- 3 Azra is originally from Turkey. She was born in Istanbul, but moved to London when she was five. She returns regularly to Istanbul to see family. She loves London and Istanbul, and it is difficult to say which she prefers.
- 4 Alex knows Turkey a bit. He went to Turkey on holiday three years ago.

### 4B

All four speakers do all the things in the table, so students should tick all the boxes.

5

The AAA model is: *answer* the speaker's question, *add* new information and then *ask* him or her another question.

6

### Possible answers

Don't talk about personal finances, politics or religion, and don't be too negative.

Listen and show interest in the other person and their views.

Don't dominate the conversation and if the other person looks bored, change the subject. Use the AAA model.

7A

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

7B

- 1 live
- 2 David / the company / the food / the project / Angelina's Pizzeria / fashion / the town / Prague or Barcelona
- 3 flight
- 4 David / Angelina's Pizzeria / the company / the food / the project / the town / fashion / Prague or Barcelona
- 5 David / Angelina's Pizzeria / the company / the town / Prague or Barcelona
- 6 Prague or Barcelona
- 7 David / Angelina's Pizzeria / the company / the town / Prague or Barcelona / the project
- 8 in Boston

7C

Students' own answer

8A

- 1 you from
- 2 That's right
- 3 to university
- 4 you know it
- 5 I'd like to

8B

- 1 Yes. She answers Thiago's question, adds some more information (*I'm from Boston*) and then asks him a question (*Do you know it?*).
- 2 Yes. He could ask Jasmine another question after ... *but I'd like to*, e.g. *Have you ever been to Italy?*

8C

### Possible answers

#### Example 1

**Jasmine:** Thiago, that's a Brazilian name, isn't it?

**Thiago:** It is. My father's from Brazil, but I'm Italian. So ... Do you know Orla?

**Jasmine:** Yeah, I met her at the interview.

#### Example 2

**Alex:** So, I heard you come from Turkey. Whereabouts?

**Azra:** Well, I was born in Istanbul, but my parents moved to London when I was five. We go back there quite often to see family. Do you know Turkey?

#### Example 3

**Alex:** A little. I went there on holiday about three years ago. Which do you prefer, London or Istanbul?

9

Students' own answer

10A, B, C & D

Students' own answers

## 1.4 Business skills: Dealing with problems

1

Students' own answer

1B

### Possible answers

smile at everyone, ask questions, apologise if you forget someone's name, offer to make coffee, reflect on the day

2

- 1 Go to the induction briefing
- 2 Meet the team
- 3 Do the health and safety training
- 4 Set up his email account

3A

connecting to the company intranet  
his user name  
his email address

3B

- 1 intern32
- 2 He couldn't read Sue's writing and thought his username was Intern82.
- 3 DAVIS
- 4 5182

### 4A

- 1 the IT
- 2 connect to the intranet
- 3 log on
- 4 use your login details
- 5 logging on
- 6 'intern32'
- 7 a company email address
- 8 set up my email account?
- 9 set that up
- 10 finding my extension number

### 4B

#### Explaining a problem:

I'm having problems with the IT.  
I can't connect to the intranet.  
I don't know how to log on.  
I need to get company email address.  
How do I set up my email account?  
I'm having trouble finding my extension number.

#### Solving a problem:

You need to use your login details  
Can you try logging on again?  
Try 'intern32'.  
I'll set that up for you.

### 5A

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

### 5B

Students' own answer

### 6A, B & C

Students' own answers

## 1.5 Writing: Email – Asking for information

### 1

- 1 conference facilities
- 2 two large rooms
- 3 50 people
- 4 city centre
- 5 walk
- 6 book
- 7 five nights
- 8 desk
- 9 lunch
- 10 price

### 2

- 1 Dear Sir/Madam,
- 2 I am writing to ask for
- 3 We are looking
- 4 We need
- 5 We would like to
- 6 would also like
- 7 Please can you confirm
- 8 Could you tell
- 9 I look forward to
- 10 Kind regards,

### 3A

#### Suggested answers

- 1 Please can/could you confirm / Can/Could you tell me / Please can/could you let me know how big your main conference rooms are?  
We would also like more information about the size of your main conference room.
- 2 Can/Could you tell us / Please can you let me know which hotels you recommend?
- 3 Please can/could you tell us if you offer other facilities?  
We would also like more information about other facilities you have.
- 4 Please can/could you confirm / Can/Could you tell me if you are near the city centre?
- 5 Can/Could you please confirm / Can/Could you let me know how many parking spaces are available?

### 3B

#### Model answer

Dear Sir/Madam,  
I am writing to ask for information about your hotel as I am staying there for three nights next month. Please could you confirm that my room is a double room? I also need to have a large desk in the room. I would also like to know if meals are included in the price. Can you also let me know how far the hotel is from the AXCentre? In addition, could you tell me if there is parking, because I am driving to the hotel? And finally, I would like more information about other facilities you have. Do you have a swimming pool and gym for your guests?  
I look forward to hearing from you.  
Kind regards,  
(Name)

### 3C

Students' own answer

### Unit 2 Business location

#### 2.1 Dovetailed in Cambridge

1

Students' own answer

2

international city ✓  
can work with other companies ✓  
good public services (schools, hospitals, etc.)  
can work with the university ✓  
salaries lower than other places  
nice place to live ✓  
easy to travel to London ✓

3

1 in 2010  
2 Microsoft  
3 funding  
4 advice  
5 three minutes (by bike)  
6 50 minutes by train and just over an hour by car

4

Students' own answer

5

a lab  
b studio  
c motorway  
d transport links  
e factory  
f locate  
g access to  
h rents  
i close to

6

1 warehouse  
2 port  
3 car park  
4 convenient  
5 head office  
6 facilities

7

1 c  
2 a  
3 b

#### Other items:

Office facilities: canteen, vending machines, staff gym, photocopy service, toilets

Hotel facilities: restaurants, spa, sauna, bar, fitness room, business centre, rooftop terrace

Sports and leisure facilities: tennis courts, golf club, sports arena/hall, hockey pitch, ice rink, skateboard park

8A

1 rents  
2 access  
3 facilities  
4 close  
5 locate  
6 links

8B

Students' own answer

#### 2.2 Visiting Singapore

1A & B

Students' own answer

2

2

3

1 Singapore Zoo, the Night Safari, the River Safari, the Jurong Bird Park, the new Rainforest Park  
2 Singapore Zoo, the Night Safari, the River Safari (the Jurong Bird Park is currently open, but in a different part of the country)  
3 three or four days  
4 to attract visitors to other parts of the country and to get tourists to spend more time in Singapore  
5 standard rooms, family rooms, treehouses and cabins  
6 because online shopping and other destinations compete on shopping and dining experiences  
7 those who want to 'experience nature in a sophisticated urban environment' – i.e. people who want the comfort of hotels and shops as well as an opportunity to see wildlife and nature

4

a 2 (big enough)  
b 4 (too much competition)  
c 1 (too small)  
d 3 (enough time)

5

1 satisfied – there was the right number of attractions  
2 not satisfied – there were more people than he/she wanted, the temperature was hotter and the queues were longer than he/she liked  
3 satisfied – he/she wanted more time to see everything because it was enjoyable  
4 not satisfied – there were more shops than he/she wanted and fewer rides

5 not satisfied – his/her children were not the right height to enjoy the best rides so they were probably unhappy about the experience

**6**

- 1 (not) adjective + *enough*
- 2 (not) *enough* + noun
- 3 *too* + adjective
- 4 *too many* + countable noun
- 5 *too much* + uncountable noun

**7**

- 1 isn't big enough
- 2 is too far
- 3 enough attractions for
- 4 wasn't enough time
- 5 too many customers
- 6 too much work

**8A**

- 1 enough
- 2 too many
- 3 too
- 4 too much
- 5 not enough
- 6 enough
- 7 too

**9**

### Possible answers

- 1 I went to bed too late last night and got up too early this morning. I'm too tired to concentrate (on my work/studies) today.
- 2 There weren't enough staff serving in the canteen, and there were too many people in the queue. There weren't enough dessert options, only apples. There were too many dirty plates on the tables and there weren't enough tables for everyone.

**10**

### Model answers

1  
Dear Mrs O'Donnell,  
I'm writing to you because I feel the canteen service is not good enough at the moment. Firstly, there aren't enough staff and the service isn't fast enough. Yesterday, only one person was serving food and the queue was too long. I only had thirty minutes for lunch. Secondly, on most days, there aren't enough clean tables for staff to have their lunch. Finally, there aren't enough dessert options. When clients come for lunch, they like to have a choice.  
I hope you can offer a quick solution to these problems.  
Best regards,  
Amal

**2**

I went to the national museum to see the new animal wildlife photography exhibition at the weekend. The exhibition is so large that there isn't enough time to see all the photos! There were also too many photos of birds so it felt too similar to the birdlife exhibition last year. I still enjoyed it, and I think it's interesting enough for everyone, not just animal lovers! But be aware, there were too many people in the afternoon. The waiting time in the queue is too long if you're busy, so go early.

## 2.3 Communication skills: Checking and clarifying

**1A**

### Possible answers

The person who: asks lots of questions / hates meetings / thinks he/she is more important than everyone else / never takes meetings seriously / takes meetings too seriously.

**1B**

Students' own answer

**2A**

- 1 To help the client, Nick of Zapna Clothing, to find someone to cover maternity leave for an Assistant Manager in Poland.
- 2 Someone who talks too much and is unclear about what he wants.

**2B**

### Possible answer

They will have problems getting Nick to provide clear information about what he wants.

**3A**

- 1 maternity cover
- 2 15 months

**3B**

Ask questions to check/clarify what he says; ask closed questions (where the answer is only one word or Yes/No) to clarify.

**4A**

- 3 experience of logistics, diploma in management
- 4 Polish
- 5 fluent
- 6 bonus scheme, subsidised staff canteen
- 7 Needs further discussion

**4B**

They asked questions to check and clarify; they asked very specific questions to complete the candidate profile form.



**5**

It is important to check and ask for clarification in communication to understand each other; people don't speak clearly, information might be difficult to understand or sensitive.

Be careful how you ask for clarification. 'What?' sounds impolite and 'Can you repeat that, please?' may not help you understand the information. Use expressions from the unit.

Using expressions for checking and asking for clarification will give confidence and shows you are interested in the other person. They can help develop rapport with the other person.

The listener's body language will show you if he/she understands. If not, give clarification.

**6**

Students' own answer

**7A**

1 what you're saying is

2 can I just check

3 Does that mean

4 could you be more specific

5 right

6 What I mean is

**7B**

a 3

b 2

c 5

d 6

e 1

f 4

**8**

1 Can you just confirm that for us?

2 I think what Tim means is that the best candidate won't live locally.

3 What do you mean by relocation package?

4 Is that right?

5 What do you mean when you say it's a sensitive topic?

**9B**

**Scenario 1 Group B**

1 temp

2 accountancy

3 Cardiff

4 12 months

5 Experience of small or medium-sized companies

6 Welsh

7 basic knowledge

8 12 months / free tea and coffee / lunch vouchers (students can invent salary details)

9 No

10 3–5 candidates

**Scenario 2 Group A**

1 temp

2 Dublin

3 18 months to begin with

4 generate more business in Europe

5 graduate preferred / knowledge of html / number of years not specified

6 Spanish and French

7 fluent

8 18-month contract / lunch vouchers / cheaper

Bike-co tours / free travel card

9 Yes – must be willing to travel in Europe once a month

10 5 candidates

**9C**

Students' own answer

## 2.4 Business skills: Starting a meeting

**1**

Students' own answer

**1B**

**Possible answers**

There is no agenda.

The meeting is too long.

The meeting isn't necessary.

The meeting doesn't have a clear purpose.

Too many people have been invited.

No clear decisions.

Minutes are inaccurate.

Technical problems.

It's unclear who carries out the action points.

There is no time limit (1 hr–2 hrs) set for the meeting.

There is no consensus or conclusion to the meeting.

Action points for attendees for the next meeting are not set or are unclear.

**1C**

**Possible answers**

Have a time-keeper.

Start and finish on time.

Set an agenda.

Invite only the people who need to be at the meeting.

Check all technical equipment before and at the beginning of the meeting.

### 2A

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

### 2B

- a financial report
- b (results of) market survey
- C Josh
- d office party
- e Samia
- f close

They are not very interested in the meeting. Samia says that item 6 is the only item she is interested in. Josh says he is looking forward to Close, which is the end of the meeting.

### 3A

- 1 F – Samia is late.
- 2 T
- 2 T
- 3 F – She agrees.
- 4 T
- 5 F – 500 pounds is suggested for the maximum budget.

### 3B

- 1 start
- 2 to the agenda
- 3 can I ask
- 4 take the minutes
- 5 moving on
- 6 I want to, / is to

### 4A

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

### 4B

#### Opening a meeting:

Does everyone have a copy of the agenda?  
Nice to see everyone, and welcome back to Ellen.  
I'd like to start on time.

#### Stating purpose:

So, one reason for the meeting is to introduce you all to Harry.  
The main aim today is to catch up before the holidays.

#### Allocating tasks:

Could I have a volunteer to take the minutes?

#### Referring to the agenda:

(Does everyone have a copy of the agenda?)

Let's look at item 1 – Matters Arising.

Sorry, can we just go back to item 2?

### 4C

#### Opening a meeting:

Right, so let's start.

#### Stating purpose:

The reason I want to discuss this is to agree on a budget.

#### Allocating tasks:

Harry, can I ask you to be time-keeper?

And could I have a volunteer to take the minutes?

#### Referring to the agenda:

So, moving on to item 5: this is Diedre's point, I think.

Does anyone want to add anything to the agenda?

### 5A, B & C

Students' own answers

## 2.5 Writing:

### Short communications

#### 1A

1 The estate agent didn't get an email which said his client can't come because she's in Rome.

2 Because his client needs to see some offices, and other companies are interested in renting them, too.

#### 1B

1 She wants to make a new appointment for Thursday at 4 p.m.

#### 2A

FYI = for your information

ASAP = as soon as possible

TBC = to be confirmed

ETA = estimated time of arrival

WFH = working from home

#### 2B

1 close of business

2 end of day

3 to be announced

4 by the way

#### 2C

1 I am waiting

2 are interested

3 Sorry had

4 an email

5 in 20 minutes



### 3A

#### Possible answer

Morning, Suki. How are you today?  
Good news! Basixlife going to rent offices. Email them contract by COB.  
BTW thanks for report. Very helpful. Also need sales figures by EOD.  
John Welles to send payment but TBC when.  
Apologies for delay. Problem with his bank.

### 3B

#### Model answers

##### Text message:

Hi Jack. Meeting my office 2.30 today confirmed. Need short presentation on new office location, with reasons for moving there. BTW don't forget appointment with building owner tomorrow morning. Time TBC. Call me if you need more information before meeting later.

##### Email:

Hi Susana,  
How are you today?  
This is to confirm our appointment for tomorrow morning. Could you tell me what time would be good for us to meet? I am out of the office today, so if you prefer to call me to make the arrangements, please call my mobile.  
I would also be grateful if you could send the contract details before COB today.  
I'm looking forward to seeing you tomorrow and signing the contract.  
Best wishes,  
José

## Unit 3 Retail

### 3.1 The Ziferblat café

1

Students' own answers

2

3

3

- 1 free
- 2 hotel
- 3 minute
- 4 German
- 5 three
- 6 writing
- 7 month
- 8 expensive

4

Students' own answer

5

- 1 customers
- 2 bill
- 3 branch
- 4 chain
- 5 serves
- 6 charge
- 7 VAT
- 8 profit

6

- 1 butcher's
- 2 department store
- 3 bookshop
- 4 pharmacy
- 5 clothes shop
- 6 shopping centre
- 7 bakery

7

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

8

- 1 shop
- 2 chains
- 3 pay
- 4 charge
- 5 make
- 6 bookshops

9A

#### Suggested answers

- 1 b
- 2 g/j
- 3 i
- 4 g/j

9B, C & D

Students' own answers

### 3.2 The retail experience

1A

Photo 1 – bazaar, covered market  
Photo 2 – magic mirror, try something on  
Photo 3 – convenience store, self-service

1B

Students' own answer

2

### Possible answer

the man who visited the Grand Bazaar in Istanbul seems to have had the most positive experience. The woman who visited the automated shop seems the most dissatisfied with her retail experience.

3

- 1 b
- 2 a
- 3 a
- 4 c
- 5 c
- 6 b

4A

- 1 Did (you) have
- 2 served, sat
- 3 could
- 4 left, sent
- 5 didn't speak, arrived
- 6 went, chose

4B

We use *didn't* + infinitive to make negative sentences in the Past Simple.  
We use *Did* + infinitive ... ? for questions in the Past Simple.

4C

**Regular verbs:** serve, arrive  
**Irregular verbs:** do, have, sit, can, leave, send, speak, go, choose

5

- 1 were
- 2 got
- 3 Did, pay
- 4 wrote
- 5 rang
- 6 said
- 7 did, meet
- 8 didn't see
- 9 didn't come
- 10 thought

6

We use *was/were* + verb + *-ing* to make the positive form of the Past Continuous.  
We use *wasn't / was not / weren't / were not* + verb + *-ing* to make the negative form.  
We change the word order and use (question word) *was/were* + subject + verb + *-ing* to make the question form.

7

Students' own answer

8

Students' own answers

## 3.3 Communication skills: Solving workflow problems

1A

Students' own answers

1B

### Possible answer

A lot of time is wasted trying to contact people who don't return their phone calls or answer their email and this negatively affects workflow. As working in project teams is so common these days, missing deadlines is even more serious. If others are waiting for you to complete your task before they can begin theirs, then you may be holding up the entire project. And when projects fall behind schedule, it can cost a company a large amount of money. People who don't work well in teams probably cause the biggest problems of all. With so much work now involving teams (and virtual teams), it is probably not a good idea to even employ such people!

(Possible solutions for these workflow problems: have a dedicated project website instead of email, so that everyone involved in the project can communicate and inform each other about developments; arrange regular teleconferences and avoid one-to-one phone calls; have several 'milestones' (intermediate goals) before the final project deadline; arrange at least one face-to-face teambuilding event if you can to create good relationships between team members.)

2A

1 Thiago is worried about a project he's doing for Shaun. It's a lot of extra work, and he's nearly a week late with it.

2 Azra suggests he asks for an extension because a few days won't make much difference. But the report is already a week overdue, so this may not be a great idea.

3 Thiago jokes about it, but it seems that Shaun was very angry.

2B

By avoiding Shaun, Thiago is probably only making things worse. At some point, he will have to face him, so the sooner he does this, the better.

3A

1 Shaun. By catching Thiago and making him discuss the problem, he is in a strong position to question Thiago's ability to complete the task and get him to do things he doesn't want to do.

2 a) Shaun rejects Thiago's explanations as excuses. (He tells him that time management is part of the job, and he criticizes Thiago for not asking him to help with getting the figures from Accounts.)

3 Yes (He blames Thiago for 1) not being able to manage his time, 2) holding up the whole project team, 3) being a week late with the report, 4) leaving him with nothing to show the directors at the meeting he has the next day and 5) not asking for help to get the figures he needs for the report yet.)

4 Shaun suggests that Jasmine helps Thiago finish the report by tomorrow afternoon. Thiago doesn't like this suggestion, but has to accept it. (Thiago suggests that Shaun gives him an extension, but Shaun rejects this idea.)

### 3B

Shaun should attack Thiago less. Thiago also needs to be less defensive and try to make some suggestions of his own.

### 3C

1 Thiago. By going to see Shaun in his office Thiago takes responsibility for his failure to meet the deadline. This puts him in a stronger position to explain why he has failed and what he needs to complete the report.

2 b) Shaun listens and tries to think of ways to help.

3 Shaun doesn't blame Thiago for anything directly, but he does make it clear that he urgently needs the report to be finished. Thiago is more motivated by this.

4 Shaun makes two suggestions: 1) that he talks to Accounts about getting the figures Thiago needs and 2) that he gets another trainee to share some of Thiago's workload for a few days. Later he also suggests that Jasmine helps, as well as a three-day extension for Thiago to complete the report. Thiago suggests that he produces an executive summary of the main points in the report for Shaun to show at the directors' meeting. They both agree on these suggestions.

5 Thiago is very happy with the outcome of the meeting. Shaun is also satisfied that he will finally get the report he needs, but he realises that he needs to talk to Thiago about time management.

### 4A

In most cases, the most important question to ask is 'How can we fix it?' Looking back at what went wrong is less useful than looking forward at what needs to go right.

### 4B

It can be useful to ask 'What is going wrong?' if you are worried that the same problem may happen

again or if the problem is a technical one (e.g. software that doesn't work properly). 'Whose fault is it?' is only useful if one person in a team is repeatedly causing workflow problems and holding up the others. This person may need to be retrained or replaced.

### 5

Students' own answer

### 6

Students' own answer

### 7

1 b

2 c

3 a

4 b

5 c

6 a

### 8A/B

1 Let me

2 I'll see

3 What else

4 What if

5 How about

6 Why don't I

### 8C

1 8A: 1, 4, 5; 8B: 6a, 6b

2 8A: 2, 3, 4; 8B: 3a, 3b, 5b, 6a, 6b

3 8A: 2, 3, 4, 5; 8B: 3a, 3b, 5b, 6a, 6b

4 8B: 1b

5 8B: 4a, 4b, 5a

6 8B: 2a, 2b

### 9

Student's own answers

### 10

Student's own answers

## 3.4 Business skills: Presenting results

### 1

1 Like a journey, a presentation has a starting point and a destination. On the way to your destination you usually want to keep moving on, but sometimes you may want to change direction or go back. It's a good idea to indicate when you want to do this. The text says you need to provide a clear map of your talk. What this means is that, at the start of your presentation, you explain the different stages that your presentation will go through and in the order you will go through them.

### 2A

Students' own answer

### 2B

- 1 last month's customer service survey
- 2 customer satisfaction ratings – Carl; in-store interviews – Carl; focus group results – Inés
- 3 after the talk
- 4 from the in-store customer feedback stations (in megastores)

### 2C

Carl's overview is very clear. He tells listeners the subject of the presentation and why it's important. He then describes each stage of the presentation in advance and tells us who will speak about each stage.

### 3A

- 1 Lots of customers don't use the customer feedback stations at all. And even customers who rate the service as 'great' don't say why, and don't say if they recommend the company to others.
- 2 On average, each happy customer recommends the store to five other people.
- 3 One 1 out of 12 unhappy customers leave feedback, so 11 out of 12 unhappy customers don't leave any feedback at all.

### 3B

#### Possible answer

Pauses give the audience (and Carl) more time to think before moving on.

### 4

- 1 how the company's sales advisers can improve their service
- 2 15. The research team asked them to list ten adjectives to describe the ideal mobile phone Sales Adviser.
- 3 They were expecting more people to want a 'knowledgeable' and 'informative' sales consultant to help them with their purchase. But the focus groups were more interested in having 'helpful', 'friendly' service.
- 4 The company's sales consultants have sufficient product knowledge, but insufficient people skills, to deal with their customers and Inés recommends training in this area.

### 5

- 1 First of all, ...
- 2 Secondly, ...
- 3 Then ...
- 4 Finally, ...

### 6

- 1 start
- 2 move
- 3 brings
- 4 hand
- 5 sum
- 6 look
- 7 recap
- 8 jump
- 9 wrap
- 10 started

### 7A–D

Students' own answers

## 3.5 Writing: An online review form

### 1

- 1 eat
- 2 ate
- 3 brought
- 4 were celebrating
- 5 bring
- 6 changes
- 7 didn't arrive
- 8 have
- 9 offers
- 10 recommend

### 2A

- 1 Background
- 2 Good points
- 3 Bad points
- 4 Recommendation

### 2B

#### Background

We had dinner there two days ago.  
We sometimes have company lunches there.

#### Good points

The food is always excellent.  
The view from the restaurant is wonderful.

#### Bad points

It is too expensive.  
The food was terrible.

#### Recommendation

I'm afraid I cannot recommend your restaurant to other people / businesses.

### 3A

#### How often do you stay here?

Our company sometimes has conferences at the Flamingo Palace and has visitors staying there almost every week.

### When did you last stay here?

Two of our clients stayed there a few days ago.

### What was the purpose of your last visit?

They were visiting our new factory and attending meetings in our offices.

### What do/did you like about the hotel?

Our clients are usually happy with the Flamingo. The location of the hotel is very convenient for our company. The food is always good in the restaurant and the price is reasonable.

### Is/Was there anything you aren't/weren't happy with?

The rooms are a little small and sometimes they are not cleaned very well, so we think it is a little bit too expensive.

### Would you recommend us?

We recommend the Flamingo Palace for low cost business trips in the area, but unfortunately, we cannot recommend it to everyone.

### 3B

#### Model answer

#### How often do you eat here?

I usually eat in your restaurant once a week.

### When did you last eat here?

I last ate there yesterday lunchtime.

### What was the purpose of your last visit?

We often bring our clients to the restaurant and yesterday I had a meeting with one of our biggest clients.

### What do/did you like about the restaurant?

The food is always excellent at the Flame and the location is perfect for us as it is close to our office. Also, our clients are always amazed because the view from the restaurant is wonderful.

### Is/Was there anything you aren't/weren't happy with?

Sometimes the service can be quite slow and yesterday the restaurant was very busy and the food didn't arrive very quickly. Unfortunately, our client had to leave before dessert was served.

### Would you recommend us?

I'm afraid I cannot recommend your restaurant to other businesses at this time.

## Unit 4 Work patterns

### 4.1 My working life

#### 1

Students' own answers

#### 2

Sharni has one job. Lauren and Laurie. both do various jobs. However, Lauren works in one job for a short time and then another in sequence, whereas Laurie has several jobs at the same time.

#### 3

1 T

2 F – Today's global economy needs more flexible work patterns, not nine-to-five jobs.

3 F – Sharni works flexible hours. (Some days she starts early and finishes early, and some days she starts later and finishes later.)

4 T

5 T

6 F – Lauren doesn't have job security.

7 F – Laurie says he does lots of different jobs for different companies.

8 T

#### 4A

1 patterns

2 employees

3 jobs

4 day

5 lives

6 hours

7 schedule

8 worker

#### 4B

a working lives

b working day

c permanent employees

d fixed schedule

e full-time jobs

f work patterns

g flexible hours

h temporary worker

#### 5

1 staff

2 employer

3 intern

4 unemployed

5 self-employed

6 retired

7 employee

6

- 1 working day
- 2 full-time
- 3 part-time
- 4 shifts
- 5 temporary
- 6 permanent

7A

Speaker 1 is a nurse, she works part-time three days a week, her 9-hour shifts are often 11 or 12 hours, she often can't take her breaks.

Speaker 2 is a university student. She does temporary jobs for an agency in hotels, conferences and events. She starts work next week as an intern in a hotel and wants to get a permanent job there.

Speaker 3 retired last year. He now works as a taxi driver through an app. He has a flexible schedule, decides his own working hours and likes to work five or six hours a day.

7B

Students' own answer

8A & B

Students' own answers

## 4.2 Executives at work

1A & B

Students' own answers

2

**Student A text** (additional material, p.131):

Kathryn Bishop:

- 1 b
- 2 a
- 3 d

**Student B text** (p.40):

Anne Kiem:

- 1 b
- 2 c
- 3 e

3

**Student A text** (additional material, p.131):

Kathryn Bishop:

- 1 She studied English and American Literature for a degree in the USA and English Studies for a Masters in Oxford, UK.
- 2 She has worked for financial services companies, universities and government.
- 3 She seems busiest on teaching days – she says 'I am on the go from breakfast until after dinner each night.'

4 She has three jobs and two voluntary roles.

5 Working in boardrooms (implying the members are mostly men) and in her marriage.

6 She tries to manage her energy and 'only do what only she can do', meaning that she tries to do the most important tasks that only she is capable of doing.

**Student B text** (p.40):

Anne Kiem:

- 1 She was a maths teacher.
- 2 The tube is less busy and she has 'quiet time' to work uninterrupted.
- 3 It is when managers leave their office door open to encourage the employees in that company to come and talk when they want.
- 4 By going outside at lunchtime.
- 5 The question 'Why?'
- 6 She got up at 3 a.m. and then couldn't concentrate in her maths classes at university.

4A

**Possible answers**

**Similarities:**

Both women: went to university; have teaching experience; have worked in finance; live in the UK; spend a lot of time at work communicating with their staff, other people and departments.

**Differences:**

Kathryn teaches now and Anne works in an office. Kathryn has various jobs and Anne only mentioned one current job.

Kathryn is probably from the USA and Anne is from Australia.

Kathryn works in Oxford and Anne works in London.

4B

Students' own answer

5

Students' own answer

6

1 no

2 *Learn*, *have* and *teach* are all irregular verbs.

3 ever

7

be – been; buy – bought; give – given; meet – met; read /ri:d/ – read /red/; see – seen; sell – sold; speak – spoken; think – thought; take – taken; win – won; write – written



### 8A

- 1 Have you ever bought
- 2 have never bought
- 3 have read
- 4 have seen
- 5 has written
- 6 has won
- 7 have never seen
- 8 have started
- 9 have never finished

### 8B

- 1 (no contractions in questions)
- 2 I've never bought
- 3 I've read
- 4 I've seen
- 5 He's written
- 6 he's won
- 7 I've never seen
- 8 I've started
- 9 I've never finished

### 9A

- 1 written
- 2 visited
- 3 spoken
- 4 been
- 5 sold/written
- 6 given
- 7 thought
- 8 wanted

### 9B

Students' own answers

## 4.3 Communication skills: Making group decisions

### 1A

- 1 Approach 2
- 2 Approach 1
- 3 Approach 4
- 4 Approach 3
- 5 Approach 2
- 6 Approach 1

### 1B

#### Possible answers

**Approach 1** – Pros: it's quicker and less complicated; you get the result you want. Cons: you may not get your team's support; they may feel undervalued; it may be difficult to get your team to implement your decision.

**Approach 2** – Pros: you get more commitment (more buy-in) from your team; you create a better atmosphere as people feel more valued. Cons: it can take longer; your team may not have much to

contribute; people may feel 'manipulated' because they are still not actually making the decision.

**Approach 3** – Pros: you get even more commitment from your team than by using Approach 2; you become accepted more as one of the team. Cons: it may be difficult to get agreement; disagreements can hold up the decision.

**Approach 4** – Pros: it saves you time for other (more important) things; it gives your team a sense of responsibility and helps train them to be decision-makers themselves. Cons: you lose control of the decision to a great extent; your team may make a bad decision; some people don't want responsibility and don't like delegation.

### 2A

1 The meeting went well. Léana liked Shaun's idea and she's already spoken to some of the other directors about his idea.

2 'Reverse coaching' involves getting younger members of staff who know a lot about technology to help older members of staff to use it.

3 Orla thinks it's a great idea.

4 The trainees don't know about the idea yet – Shaun has a meeting with them later this afternoon.

### 2B

Students' own answers

### 3A

1 Junior staff are not there to give their views on the decision itself, but simply to discuss how the coaching can be done and who will work with whom.

2 He says it will be fun, they'll be working with the top people in the company and it will be good for their careers. They don't seem persuaded: the second two points, at least, may be true, but it may not be fun, and the junior staff may not like the responsibility.

3 a T

b J

c E

d T

4 Shaun tells the junior staff that they have to go ahead with the coaching because Léana expects it now. Shaun has got the decision he wanted, but does not have the support of the group, and this may create problems when the coaching begins.

### 3B

#### Possible answer

Shaun's main mistake was probably not mentioning his idea to the trainees before taking it to Léana. But he also does not listen enough to their concerns after he has told them.

4

1 Shaun's approach to decision-making in this version of the meeting is more consultative. consultative (The decision has been taken, but the details can be changed.)

2 Shaun listens to the group's concerns, makes a note of them and tries to think of possible solutions.

3 Thiago is concerned that the trainees are too busy to fit the coaching into their schedule. Shaun suggests that it should be programmed into their schedule as part of their work not as extra work. Jasmine is concerned that the trainees do not have any training as coaches. Shaun agrees that at least basic training could be arranged.

4 One of the new ideas comes from Mike. He 1 – Mike suggests that the scheme should simply be called 'tech assistance' rather than 'coaching'. The idea is that the trainees will be less nervous about this. Jasmine agrees with him. The other new idea comes from Ethan, who 2 – Ethan suggests that the coaching could be two-way: the directors coaching the trainees in the HR consultancy business and the trainees coaching the directors in how to use everyday business technology.

5

### Possible answer

Shaun's approach in Video A is to simply tell the trainees about the decision he and Léana have taken and ask them to decide who they would prefer to work with. As a result, the group resist the proposal, and Shaun finds himself having to defend his idea. In Video B, Shaun is open to comments about the decision from the beginning and this creates a much more positive atmosphere. The trainees even start to think of ways the idea could be improved. The decision itself (to do the coaching) is still fixed, but everything about the way it is put into action is open to discussion. (a) Both versions of the meeting end with the trainees planning who they are going to coach, but (b) in Video A nobody feels they have had any choice in the matter, whereas in Video B their concerns and suggestions have been listened and responded to.

6

Students' own answer

7

Students' own answer

8A

- 1 to get your input
- 2 what does everybody
- 3 are your thoughts on
- 4 you haven't said anything

5 to hear what you

6 do you think of

7 they'd like to add

8 thanks for your input

8B

to say (7)

do you think about (3, 6)

to know what you (5)

we haven't heard much from you (4)

9

point

10

1b 2c 3a

11

Students' own answers

12A–C

Students' own answers

## 4.4 Business skills: Phoning to change arrangements

1A

Students' own answer

1B

### Possible answer

Situations 2, 4 and 5 seem more urgent, and it might be better to communicate by phone when something is more urgent.

2A

1 On Wednesday the 17th.

2 Sally can't make it. She's in Vienna all that week.

3 Sooner. She's going to the Berlin Expo the week after their original appointment.

4 a Ian b Lou c Lou d Ian

5 Ian offers to find out if he can move his training session on Wednesday afternoon.

2B

Lou: Sorry to bother you; I'm afraid; it's all my fault, I appreciate it, I know it's a bit short notice; oh dear; I'm really sorry about this

Ian: Sure; no problem; let me see if I can move the training session

3A

staff appraisals move from Wednesday morning to Friday morning; postpone IT meeting to Friday afternoon; staff training moves to Wednesday morning; meeting with people from head office (Lou and Sally) Wednesday afternoon

### 3B

James is Ian's assistant. Lou is from head office. You can be a little more direct with people you know well and who work for you, as long as you're still polite! Ian makes sure to thank James at the end of their conversation.

### 4

#### Model answer

Date: Wed 10th

Time: 15:00

Location: My office

Attending: Lou, Sally, Tom

Arrangements: Set up presentation, book meeting room, reserve restaurant table for 4

### 5A

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

### 5B

- 1 (Friday's/It's) out for me I'm afraid
- 2 How does the afternoon suit you?
- 3 I'm free on Wednesday morning
- 4 Let me just check my schedule
- 5 I'm busy all day Thursday
- 6 Let me just check my schedule
- 7 Do you mind if we fix another time to meet?
- 8 I know it's a bit short notice

### 6

Making appointments: 2, 4  
Changing appointments: 6, 8  
Apologising: 1, 5  
Thanking: 3, 7

### 7A–C

Students' own answers

## 4.5 Writing: Confirming arrangements

### 1

- 1 confirm
- 2 discuss
- 3 place
- 4 invite
- 5 Feel
- 6 very

### 7 Thank

- 8 attend
- 9 am unable
- 10 meeting

### 2

- 1 This
- 2 delighted
- 3 contact
- 4 free
- 5 Many
- 6 Unfortunately
- 7 meeting
- 8 seeing

### 3A

#### Model answer

Dear Mr Bankes,

This is to confirm our meeting at 11 a.m. next Wednesday. It will take place at our factory in Milan. The meeting will last until 12.30. I would like to invite you to stay for lunch after the meeting. Please feel free to contact me if you have any questions. I very much look forward to meeting you on Wednesday.

Kind regards,  
Gaspere Contini

### 3B

#### Model answer

Dear Mr Contini,

Thank you for your email. I am delighted to confirm that I am able to attend the meeting with you at your factory in Milan. Unfortunately, I am unable to stay for lunch after the meeting because I have a flight to Australia in the afternoon. Could you book a taxi to take me from your factory to Milan Linate Airport, please?

I look forward to our meeting on Wednesday.  
All the best,  
John Bankes

### 3C

Students' own answer

## Unit 5 Money

### 5.1 Going cashless

### 1

Students' own answer

### 2

Students' own answer

3

### 1 Possible answer

All of the answers to Question 1 are reasonable except for b. Thieves can steal electronic money in various ways, including identity theft.

2 Students' own answer

4

1 c & d

2 buy street food, buy vegetables, (you can't) pay for a ride

5

1 cash

2 at the time of delivery

3 credit card

4 a lot

5 in cash

6 cash

6

Students' own answer

7

1 b

2 a

3 f

4 d

5 c

6 e

7 g

8A

cash

8B

**cash crunch:** not having enough coins and paper notes in the economy, such as what happened in India in 2018

**cash flow:** the movement of money coming into a business as income and going out as wages, materials, etc.

**cash register:** a machine used in shops to keep the money in and record the amount of money received from each sale

**pay (in) cash:** pay for something using paper notes and coins

**withdraw cash:** take money out of a bank account

**cash in hand:** pay someone directly, and not into their bank account

**petty cash:** a small amount of money that is kept in an office for making small payments

**cash on delivery:** pay for something with paper notes and coins as soon as you receive it

**cash dispenser:** another name for a 'cash machine'; a machine in a bank from which customers can get money

**short of cash:** not having enough cash

9A

1 mobile wallet

2 withdraw cash

3 short of cash

4 cash dispenser

5 currency

9B

Students' own answer

10

### Possible answers

#### Cash

Advantages: convenient, you know how much you have

Disadvantages: easy to lose, people can steal it

#### Cashless payments

Advantages: convenient, no need for correct change

Disadvantages: not every seller accepts it, people can steal it

11A–D

Students' own answers

## 5.2 Consumer spending

1A

Students' own answer

1B

**Housing:** mortgage payment, rent

**Food, clothes, entertainment:** business suit, cinema ticket, meals at work

**Transport:** bicycle, bus ticket

**Debt repayment:** mortgage payment, paying a car loan, paying interest on a credit card bill

**Savings:** pension payment, putting money in the bank in case of emergency

2

Students' own answer

3A

b, d, e

3B

### Possible answer

Because we literally add up when we look after our money, but also because the show gives advice about how to make small changes that will save lots of money over time.

**4**

- 1 take your lunch
- 2 with your credit card
- 3 cinema tickets
- 4 borrowing
- 5 Mortgages
- 6 buy Chinese electronics

**5**

Students' own answer

**6A**

- 1 a
- 2 b

**6B**

- 1 a possible result in the future
- 2 a condition

**6C**

- 1 If
- 2 will
- 3 infinitive
- 4 Present Simple

**7**

- 1 will/'ll save
- 2 don't start
- 3 go down
- 4 sell
- 5 stops
- 6 will/'ll have

**8A**

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

**8B–D**

Students' own answers

### 5.3 Communication skills: Negotiating team roles

**1A & B**

Students' own answers

**2A**

- 1 It's the first time all the members of the team have worked together.
- 2 The purpose of today's meeting is to allocate the team roles.

3 Orla is trying to decide whether to simply tell the team what their roles are or to get them to decide among themselves.

4 Shaun recommends the first option.

**2B**

**Possible answer**

People generally prefer to be allowed to organise their workload according to their personal strengths as far as possible. If Orla imposes roles on people without asking for their input, this may give rise to objections / a negative reaction.

**3A**

1 Yes, she does. The reaction is mostly negative.

2 pitch leader: Alex; tech support: Thiago; lead presenter: Azra; learning designer: Jasmine

3 Alex has the most project management experience; Thiago is good with technology; Azra wants to develop her presentation skills; Jasmine is a learning and development specialist and a responsible person.

4 Azra doesn't think she's a good enough presenter for such an important pitch to a new client; Jasmine is anxious about the level of responsibility involved in being the learning designer; Thiago thinks he shouldn't have to always do the tech support.

**3B**

**Possible answer**

Orla was too directive and not prepared to listen to the group's objections. The group were too direct in their objections.

**4A**

1 Because, although it's their first time together as a team, they already know each other quite well.

2 Azra thinks the context is too important for her to be practising her presentation skills.

3 Because, although it's a new client and, therefore, especially important, Jasmine has the expertise and Orla will be there to support her.

4 He won two public speaking competitions at university.

5 Alex and Azra have swapped roles as pitch leader and lead presenter. Alex and Thiago are now sharing responsibility for both the presentation and the PowerPoint slides.

**4B**

People are much more polite about their objections. They suggest roles rather than impose them. They say no diplomatically and give reasons for saying 'no'.

**5**

Students' own answer

6

Students' own answer

7A

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

7B

**Checking agreement:**

Is that OK with everyone?

How would you feel about that?

If you don't mind.

If you're both happy to exchange roles, then that's fine with me.

**Making suggestions:**

I was thinking you could head up the project.

I'd like you to be the learning designer.

Perhaps Azra and I could swap roles.

How would you like to do the PowerPoint for us again?

8A

**Possible answers**

I'd rather not be the lead presenter.

Sorry, but I'd rather not be the lead presenter.

Sorry, but I'd rather not be the lead presenter if that's OK.

Sorry, but I'd rather not be the lead presenter if that's OK with you.

I'd prefer not to do it again.

I don't mind, but I'd prefer not to do it again.

I don't mind, but I'd prefer not to do it again if I have a choice.

8B

**Possible answers**

I'm (quite) good at presenting.

I'm good with technology.

I'm not very good at presenting.

She's/He's (much) better than me at presenting / at presenting than me.

9A–C

Students' own answers

## 5.4 Business skills: Presenting facts and figures

1A

**Possible answer**

1 is a bit vague – how many is 'a lot'? 2 is the most accurate – some audiences (e.g. those whose jobs involve working with a lot of data) may prefer this. But 3 is generally the most effective because whole numbers are easier to remember than decimals. Also, if the exact figure is in your slide, you don't need to repeat it!

1B

**Possible answer**

Both of these options are probably more effective than 1–3 in exercise 1A because they don't just give the audience a figure – they also put that figure in context so that we can see how significant it is. Twelve million sounds a lot, but is it? Statement 1 tells us how many American women out of the total female population of the USA are business owners. It would be easy to design a simple visual aid to show this. Statement 2 compares the number of women business owners in the USA with the entire female populations of three economically developed countries and is perhaps an even more surprising statistic than 1.

2A

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

2B

- a ≈ (approximately)
- b < (less than)
- c ≈ (approximately)
- d < (less than)
- e < (less than)
- f > (more than)
- g ≈ (approximately)

2C

- a well over/under
- b just over/under

3A

1 She asks the audience a simple yes/no question, asks them to raise their hands if the answer is yes and makes a little joke – all good ways of getting their attention.



2 Generation X (b. 1964-79), Generation Y (= Millennials) (b. 1980-1994), Generation Z (b. 1995 2012)

3 Generation Z because they are already over a quarter of the population and will soon be the bank's biggest customers.

4 lifestyle – live for today (perhaps don't plan for the future); technology – always online (perhaps not much face-to-face contact); work – don't like to work (perhaps more interested in leisure activities); money – no idea about money (perhaps spend more than they save)

### 3B

- 1 late teens
- 2 early twenties
- 3 mid-nineteen-sixties
- 4 late seventies
- 5 early eighties
- 6 early twenty-tens

### 4A

paid employment: 76%  
own savings account: 64%  
account-holders since age 10: 21%  
already saving for retirement: 12%  
opposed to all forms of debt: 29%

### 4B

- 1 The employment figures for Generation Z, which are almost the same as for the older Generation Y, prove that they are not afraid of work.
- 2 The most surprising figure is that 12% of Generation Z is already saving for their retirement, even though most of them will not retire for fifty years or more.
- 3 They are especially against college debt, which has been a major problem for Generations X and Y in the USA.
- 4 The good news for banks is that 16–21 year olds like to save money. The bad news is that they don't like to borrow it.

### 5A

- 1 10.6 = the average number of hours each member of Generation Z spends online per day
- 2 1 billion = the total number of hours Generation Z in the USA spends online per day
- 3 53% = the percentage of Generation Z who say they prefer face-to-face communication to online communication
- 4 42 million = the total number of Generation Z who say they prefer face-to-face communication to online communication

### 5B

Liz points out that, because more than half of Generation Z prefer face-to-face communication, the bank needs to connect with them on a personal level. This means doing more than just social media marketing.

### 6

#### Possible answer

Liz adds impact to the figure of 10.6 hrs by putting it in context. She does this in two ways. First, she multiplies this figure by the number of Generation Zers in the USA to give her audience the total number of hours this generation spends online – a billion. That's a big, surprising and easy-to-remember number. But to give it even more meaning, Liz also tells her audience what they could do in that amount of time – watch every movie ever made (about 500,000 movies) one thousand times. This kind of information helps audience remember figures and makes the presentation more interesting.

### 7

- 1 look, shows (Step 1)
- 2 see (Step 1)
- 3 context, figure (Step 1)
- 4 idea (step 2)
- 5 thing (Step 2)
- 6 takeaway (Step 2)
- 7 summary (Step 2)
- 8 terms, means (step 2/3)

### 8

#### Possible answers

- 33.4% (more than / just over 33% / a third / one in three)  
27.8% (well over 25% / a quarter / one out of five)  
99.9 (nearly / almost / around / about / approximately 100)  
€21m (over / above / around / about / roughly / approximately 20m euros)  
11% (just over / roughly / more than 10% / one in ten)  
¥497 (roughly / around / about / approximately / almost 500 yen)  
48.9% (nearly, almost, less than 50% / half)  
£995bn (nearly / almost / around / about / approximately / roughly a trillion pounds)

#### 9A–C Students' own answers

### 5.5 Writing: Letter about a price increase

1

- 1 increase our prices by 5 percent from 1st October
- 2 if we do not raise prices
- 3 we will continue to use the best materials
- 4 our prices remain competitive

2A

- 1 b
- 2 a

2B

- 1 Unfortunately
- 2 increase/rise
- 3 remain
- 4 Quality
- 5 enclose
- 6 with
- 7 for
- 8 supplying

3A

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

3B

#### Model answer

Dear Sir or Madam,

As you know, we have not raised our prices for two years. Unfortunately, we now need to increase our prices by 7 percent from 9th September. This is because of the new design which improves our product line. However, the new design also uses more expensive materials.

We know that quality is very important to our customers so we need to use the best materials.

We are keeping the price rise small so our prices still remain competitive.

Enclosed with this letter is the new price list. If you have any questions, please do not hesitate to contact us.

We thank you for your business and look forward to supplying you in the future.

Yours faithfully,  
(name)

3C

Students' own answer

## Unit 6 Teamwork

### 6.1 Working together

1–3

Students' own answers

4

- 1 b
- 2 b
- 3 a
- 4 b

5

- 1 dangerous
- 2 difficult
- 3 prepared to work
- 4 hurt
- 5 careful
- 6 communication skills
- 7 trust
- 8 enjoys relaxes

6

#### Possible answer

They probably enjoy their work. They need a lot of special skills. These skills take a long time to learn, so they are probably very interested in the job and in using their skills. Helping people probably feels good.

7A

- 1 verb
- 2 verb
- 3 noun
- 4 noun
- 5 noun
- 6 noun
- 7 verb
- 8 adjective
- 9 adjective
- 10 verb

7B

- 1 cooperate
- 2 disagree
- 3 conflict management
- 4 agreement
- 5 respect
- 6 argument
- 7 trust
- 8 reliable
- 9 experienced
- 10 deal with

**8**

- 1 agree
- 2 argue
- 3 communicate
- 4 cooperation
- 5 disagreement
- 6 manage
- 7 respect
- 8 trust

**9A**

- 1 argue
- 2 argument
- 3 communication
- 4 communicate
- 5 cooperate
- 6 cooperation

**9B**

Students' own answer

**10A**

**Possible answers**

decide who will attend the meeting; choose a location for the meeting; plan the material of the presentations and what will happen in the two hours – who will speak and when; plan lunch; set specific goals for the meeting

**10B**

**Possible answers**

The people who attend the meeting will need to explain the new products, including a formal product presentation, and will need to help repair the relationship with XYQ Global. They will need to listen to XYQ Global as well, to understand what they're unhappy about. They will need to be good at communication and conflict management.

**10C**

**Possible answers**

- A new sales manager – should attend the meeting to give the product presentation
- An engineer – should explain the products to the new sales manager to prepare for the meeting
- A vice president – should attend the meeting to listen to XYQ's complaints about product support
- A sales representative – should help the engineer to explain the products to the new sales manager to prepare for the meeting
- A project manager – should organise the food, meeting room, and all other logistical details of the meeting.

**10D**

**Possible answer**

11.30–11.40 – Introduction and welcome – CEO  
 11.40–12.10 – Discussion of problems that XYQ has with product support – Vice President  
 12.10–13.00 – Lunch, with formal product presentation – Sales Manager  
 13.00–13.30 – Questions and answers, planning for the future – CEO

## 6.2 Team building

**1A**

**Possible answers**

Teams and athletes compete against each other, for example in the Olympics. Companies compete against each other in the marketplace, like Apple competing against other computer makers.

A football team needs to cooperate to score a goal because several team members move the ball nearer the net before the striker shoots. Business people need to cooperate to win new business, because sales people need the support of product people to create good products and explain them. Being good at football isn't a skill – it's a collection of skills. When people learn to play football, they must learn about moving the ball well, strategy, teamwork and so on, and these skills can always improve. It's the same for business people. Being good at business means, perhaps, communicating well, understanding money, managing time and so on. Business people can always get better at these things.

Athletes must train and practise to keep fit and win. Footballers run as part of their training, so they are strong runners in matches. Successful companies train their employees in new skills – for example computer skills – and allow them to practise and develop those skills so they can perform their jobs well.

**1B**

**Possible answers**

At work, I'm trying to develop my skills as a salesperson. I'm reading a lot of books about sales.

I've challenged myself to compete in a golf tournament next month, so I practise every weekend.

I want to reduce the amount of fast food I eat, so I'm taking a cooking course.

**2**

**2**

**3**

- 1 get fit
- 2 improve employees' fitness
- 3 talk to
- 4 became more competitive
- 5 some

**4**

Students' own answer

**5A**

- 1 something
- 2 everyone
- 3 somewhere
- 4 everywhere
- 5 someone

**5B**

- a 1, 3, 5
- b 2, 4

**6**

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

**7**

- 1 everyone/everybody
- 2 everything
- 3 something
- 4 somewhere
- 5 everywhere
- 6 someone/somebody

**8A & B**

Students' own answers

**9**

Students' own answer

## 6.3 Communication skills: Supporting a colleague

**1A & B**

Students' own answers

**2A**

- 1 Jasmine is on her phone and thinking about a proposal she submitted to give a talk at the Global HR Leadership conference in Miami.
- 2 The email is from the conference organisers. It's important to Jasmine because Orla encouraged her

to send in a proposal, and it will look good on her resume that she was a presenter.

3 Her proposal wasn't accepted. She is very upset about it.

**2B**

**Possible answer**

Thiago should show that he's sorry and listen as much as possible without trying too hard to make Jasmine feel better. He should not say that everything's OK or that she'll get over it.

**3A**

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

2 Thiago is not very successful at all, but saying something positive about Jasmine at the end of their conversation works best.

3 Azra is much more sympathetic than Thiago – perhaps too sympathetic. By telling Jasmine how sorry for Jasmine she is, she actually makes her feel worse rather than better. If anything, her approach is less successful than Thiago's, although she obviously cares more.

**3B**

**Possible answer**

Thiago is probably trying too hard to pretend that Jasmine's bad news is not important and that she shouldn't be so upset. She's upset because it is important to her. Trying to cheer her up by inviting her to go out with him and some friends for a drink also sounds a bit insensitive. Thiago probably wants to help Jasmine forget about the Miami conference, but that's precisely what she cannot do. Azra, on the other hand, is too sympathetic. She knows how much Jasmine wanted to give her presentation in Miami and is really sorry for her, but two people being really sorry about something they cannot change is one too many!

**4A**

1 Alex is quite careful about how he introduces the subject of the Miami conference, which he has already heard about from Thiago. When Jasmine says that's it's no big deal, he is quick to assure her that her disappointment is totally understandable. This relaxes Jasmine who is still upset from receiving the news.

2 Alex says that it sounds as if the organisers actually liked Jasmine's proposal – it simply didn't fit the conference theme for this year. It's a fairly obvious point, but one that Jasmine appreciates.

3 Alex mentions that he had to apply to engineering school three times before he finally got in. He does this to show Jasmine that he knows how she feels – his situation was much worse than hers.

4 Alex says everyone likes Jasmine, but suggests that she expects too much of herself too soon. Compliments can be difficult – sometimes it's not a good idea to pay them, but in this case Jasmine responds positively. They're a good way to balance the negativity of her disappointment. Alex recognises that Jasmine is hard-working and ambitious, and she is obviously trying to impress Orla, so it's a good idea to reassure her.

5 Alex's main piece of advice is to put Miami behind her and move on. He states this quite directly, but because he has already been supportive and understanding, Jasmine accepts it. He also suggests that she think about what she can learn from the situation.

6 The good news is that because Jasmine is not going to Miami later in the year she'll be able to work with him on the Ferguson pitch as his co-presenter. Perhaps he could have mentioned this earlier to cheer her up, but by waiting until she has told him about her disappointment it has much more effect.

### 4B

#### Possible answer

At times Thiago seems not to care about Jasmine's situation, and Azra cares too much. Alex achieves a good balance. He is sympathetic but professional. He pays her a compliment, but is honest and is not afraid to talk about his own failures. He does a good job of making Jasmine feel considerably better at the end of their conversation.

### 5

Students' own answer

### 6

Students' own answers

### 7A

- 1 feel
- 2 big
- 3 bright
- 4 so
- 5 bad
- 6 up

### 7B

- 1 L
- 2 J
- 3 J
- 4 L
- 5 L
- 6 J

### 8

- 1 sorry + work
- 2 hope + disappointed
- 3 sounds + work
- 4 know + important
- 5 understand + feel
- 6 can + try
- 7 makes + better
- 8 behind + move
- 9 question + learn
- 10 Look + way

### 9

Students' own answer

### 10A & B

Students' own answers

## 6.4 Business skills: Being positive in meetings

### 1

#### 1 Possible answer

The feeling that it's safe to ask questions, share ideas and make mistakes without negative reactions.

#### Possible answer to 'do you agree'

It's also possible that a certain amount of conflict and risk in a team can sometimes make it perform better.

2 Students' own answer

#### 3 Possible answer

The main thing a team leader can do to make a team feel a 'safe' place in which to share ideas and take risks, is to encourage team members to welcome and build on each other's ideas and not compete with each other to see whose idea is best.

### 2

- 1 The company is having problems recruiting recent graduates.
- 2 As a result, they are not recruiting the number of management trainees they need.
- 3 c, d, f

### 3A

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

### 3B

Anatol suggests they stop the meeting and meet again in a couple of days when they've had time to think about the issue a bit more. He says there's too much negativity.

4

- 1 positive
- 2 possibilities
- 3 problem

5A

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

5B

### Possible answer

In the first meeting, people are killing off each other's ideas before there is a chance to discuss them. In the second meeting, a more positive atmosphere encourages people to build on each other's ideas by thinking of other possibilities. Anatol and Michael both see possible problems with Erin's ideas, but they ask questions rather than criticising. In one case, a good idea comes from this. And in the other case, it becomes clear that this is a decision for the board of directors.

5C

### Possible answers

- a Most young people use their mobiles to hunt for jobs these days.
- b Young people prefer to work for smaller companies. By working in project teams, even in a large company, they get the feeling of being part of a smaller company.
- c Erin pointed out that new graduates prefer a more informal, fun work culture.
- d Insurance is not a popular career choice for new graduates. But getting paid internships is harder than getting a job, so by offering internships to students, the company can attract them before they graduate. Hopefully, some of them will then stay at the company.
- e There are professional skills students need which they don't learn at university, but which the company could coach them in.
- f Currently, a quarter of the graduates they offer jobs to have taken another job by the time they make the offer. Mobile recruiting is a much faster way to stay in contact with job applicants.

5D

### Possible answer

Anatol sees a problem with the cost of offering student internships, but Erin suggests some of the money spent on graduate recruitment could be used for this instead. Michael wonders how the reorganisation of parts of the company into project

teams can be managed, but Anatol says the board of directors can make a decision on that.

6A

- 1 like + idea
- 2 subject + don't
- 3 problem + about
- 4 might + idea
- 5 What + idea
- 6 doing + could
- 7 think + idea
- 8 do + can
- 9 wondering + manage

6B

- 1 P
- 2 ↔
- 3 ?
- 4 P
- 5 P
- 6 ↔
- 7 P
- 8 ↔
- 9 ?

7A–C

Students' own answers

## 6.5 Writing: Making requests

1

- 1 to
- 2 for/of
- 3 in
- 4 of
- 5 to
- 6 with/about
- 7 to
- 8 for
- 9 on
- 10 of

2A

- 1 possible, I'd like
- 2 would you mind
- 3 Please
- 4 think I could

2B

- 5 Could
- 6 can you / would you
- 7 Would you / Can you
- 8 if I could have



### 3A

#### Possible answers

- 1 Alex and Miguel, would you mind doing
- 2 Please contact them to transfer
- 3 Do you think you could update me
- 4 Please send me a meeting invite.
- 5 Would anyone like to help with these two tasks

### 3B

#### Model answer

Hi all,

I am writing to update you for the conference.

Unfortunately, the International trade speaker has cancelled, so we have to find out who else is available and book a new speaker. Please let me know if you have any ideas. We are already over budget, so if possible, I'd like Luis to try and make savings somewhere in the budget. Claire, would you find out how many people are coming?

40 percent have not replied to our invitations and we need to find out who's coming by the end of the week. After that, we need to look for 50 rooms in another hotel because the Blossom Hotel has closed. David, would you mind doing that? And finally, could you tell me what equipment we need in the venue?

Thank you for your hard work.

Regards,  
(Name)

### 3C

Students' own answer

## Unit 7 Research & development

### 7.1 A nimble company

#### 1

#### Possible answers

making food, eating and drinking, getting dressed, writing, typing, using a phone

#### 2

#### Possible answers

1 cane / walking stick, glasses, special writing (braille) that they can feel with their fingers

2 cane / walking stick, walking frames, stair lifts, wheelchairs

3 cane / walking stick, walking frames, stair lifts, wheelchairs

#### 3

Students' own answer

### 4A

- 1 It cuts things. (opens boxes and packages)
- 2 The elderly and disabled people.

### 4B

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

### 4C

A clip to help keep cables organised.

### 5

#### Possible answers

- 1 Students' own answer
- 2 Cutting material from newspapers and magazines, cutting paper for wrapping presents, opening mail, for kids to use instead of scissors

### 6

- 1 brief
- 2 solutions
- 3 sketches
- 4 prototype
- 5 challenges
- 6 improvements
- 7 feedback
- 8 Launch

### 7

- 1 b
- 2 c
- 3 a

### 8

- 1 designer
- 2 create
- 3 function
- 4 brief
- 5 feedback
- 6 challenge

### 9

Students' own answer

### 10A-C

Students' own answers

### 7.2 Innovation

1

Students' own answer

2

1 They are receptionists. / They check in guests.

1 They are receptionists. / They check in guests.

2 Guests are attracted to the hotel because it is different – innovation attracts guests.

3

1 F

2 F

3 T

4 T

5 F

6 T

4

Students' own answer

5

1 d

2 f

3 a, c

4 b, e

6

1 can

2 don't need to

3 don't have to

4 need to

5 have to

6 can't

7

1 don't have to

2 can

3 need to

4 can't

5 have to

6 can

7 can't

8 don't need to

8A

**Model answer**

You can't use a card with this machine, you have to use cash. If you want to pay by card, you can go to the nearby shop.

First, you have to put your money in the machine.

You don't need to have the exact amount, because the machine can give change. You need to press the correct button to make your choice. You don't

have to hold it or press it more than once. You have to wait for the product to come out, then you need to press the change button to get your change.

8B

Students' own answer

9

Students' own answer

### 7.3 Communication skills: Giving explanations

1

**Possible answer**

Use pictures, speak to the audience and ask them questions, speak slowly, vary your tone of voice to sound more interesting.

2

1 It's complicated, and he doesn't like carrying receipts with him.

2 Something easy to use, like an app, would be an improvement.

3 He thinks it might be boring.

4 Possible answer: An interesting, interactive session.

3A

1 It's an app, it's user-friendly, there's no need to fill in Excel spreadsheets or keep paper receipts.

2 Shaun's explanation is unclear, and she doesn't understand it.

3B

1 His description is unclear. His voice is monotonous, he just reads from his notes, he doesn't check to see that everyone understands, and the session is not interactive.

2 They find his explanation difficult to follow, become bored and frustrated, and start to switch off.

3 He should divide the explanation into steps or short sections, use sequencing expressions (e.g. *First, next*, etc.) to order the information, check the listeners understand, not assume everyone understands what he is saying, and make sure his tone of voice is lively and sounds interesting.

4A

1

a 5

b 6

c 7

d 3

e 1

f 4

g 2

2 Azra will explain it to him.

### 4B

#### Possible answers

- 1 Very clear. The session is interactive and practical, she speaks clearly, checks the audience is following her explanation, uses sequencing expressions, gives information in short sections that are easy to follow, and invites questions from the audience
- 2 They are able to understand immediately and enjoy the training session.

### 4C

Orla uses all of the techniques.

### 5

- 1 Speak clearly and make sure you sound interested in what you're saying.
- 2 Divide the procedure into smaller pieces of information to make it easier to understand.
- 3 Use sequencing words/expressions to order the explanation clearly, e.g. *First, next*, etc.
- 4 Use examples and encourage the listeners to ask questions to check they have understood.

### 7A

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

### 7B

#### Starting:

You start by ...

#### Ordering:

Then you ...

After that, ...

The next step is to ...

Once you've done that, ...

#### Finishing:

The last step is to ...

When you've completed all the steps ...

### 7C

#### Starting:

The first thing you do is ...

To begin, (you should) ...

#### Ordering:

When you finish that, then ...

Next, ...

Once you've finished ...

#### Finishing:

The last thing you do is ...

Finally, ...

### 8A

- 1 like this
- 2 Any questions so far?
- 3 Do you see that?
- 4 because it's the easiest thing to do

### 8B

**Give an example:** So in this case, ...

**Give an opportunity to ask questions:**

Any questions?

**Check the listener has understood:** Does everybody understand?

**Give a reason:** Accounts need the information for reporting reasons.

### 9

Students' own answer

## 7.4 Business skills:

### Dealing with technical problems

### 1A

#### Possible answers

- 1 Ground rules help meetings run smoothly.
- 2 The group should agree on the ground rules together.
- 3 Students' own answer

### 1B

#### Possible answers

Give everyone the chance to speak.

Announce your name and position / job title (especially if you are new or meeting people who don't know each other well).

Ask everyone to speak clearly (and a little slower than usual).

Use people's names to indicate who you want to speak to.

Press 'mute' when you are not speaking to stop background noise.

### 2A

- 1 echo
- 2 volume settings
- 3 mute button
- 4 cut out
- 5 blank (screen)
- 6 hang up

### 2B

- 1 name, before
- 2 brief, speak
- 3 slowly, clearly
- 4 button, noise

### 3A

- 1 Donna c, b
- 2 Paul d, b
- 3 Carl f, e
- 4 Lena a

### 3B

- 1 Donna turns off her camera.
- 2 Paul hangs up and Sam calls him back.
- 3 Carl moves closer to the microphone / checks the volume settings / moves his mobile phone away from his computer.
- 4 Lena uses the mute button.

### 4A & B

- 1 Have you switched on your webcam? D
- 2 Your screen is blank. S
- 3 You keep cutting out. S
- 4 The connection is bad. S
- 5 Would you mind hanging up and I'll call you back? D
- 6 I'm afraid we can't hear you very well, either. S
- 7 Could you move closer to the microphone? D
- 8 If you can just check your volume settings, please? D
- 9 There's a bit of an echo. S
- 10 Can you move your mobile phone away from your computer? D
- 11 I can hear a lot of background noise. S
- 12 Would you mind using the mute button? D

### 4C

#### Possible answers

- S:** I can hear a lot of background noise.  
**D:** Would you mind using the mute button? / Can you move your mobile phone away from your computer?  
**S:** There's a bit of an echo.  
**D:** Would you mind hanging up and I'll call you back? / Would you mind using the mute button?  
**S:** I'm afraid we can't hear you very well.  
**D:** If you can just check your volume settings, please? / Can you move closer to the microphone?  
**S:** My screen is blank.  
**D:** Have you switched on your webcam? / Would you mind hanging up and I'll call you back?

### 5A-E

Students' own answers

## 7.5 Writing: Preparing slides

### 1A

C, B, A

### 1B

- 1 colours
- 2 production
- 3 line
- 4 yellow
- 5 colours
- 6 Why
- 7 What
- 8 When

### 2

- 1 decide, choose, start, send (out), launch
- 2 keeping, making, adding
- 3 (negative) customer feedback, falling sales, (eco-friendly) packaging, colour change, (use of) recycled materials, (three) months
- 4 decide on (the) colours, choose (the) material, start (the) production, launch (the) rebranded product line, keeping (the) yellow
- 5 choose (a) material, send out (a) press release

### 3A

#### Possible answer

Slide 1 uses full sentences. It's what the presenter should be saying, not what they should be showing their audience. A bulleted approach like Slide C in Exercise 1 would be far more appropriate here. Slide 2 has far too much information on it so it's impossible to see it clearly. The font is too small and there is a spelling mistake (quality = quality). The title is also something the presenter would say, not something they should show their audience. Slide 3 mixes different sorts of grammar in the 'What?' list. Bullet points are used erratically and there are three spelling mistakes (bying = buying, enqueries = enquiries, mutlinational = multinational). The first and last points are expressed as full sentences. The slides are also all different in terms of styles, so would need unifying if they are to be used in sequence in one presentation.

### 3B

#### Model answer

#### Slide 1

##### Reasons for redesign

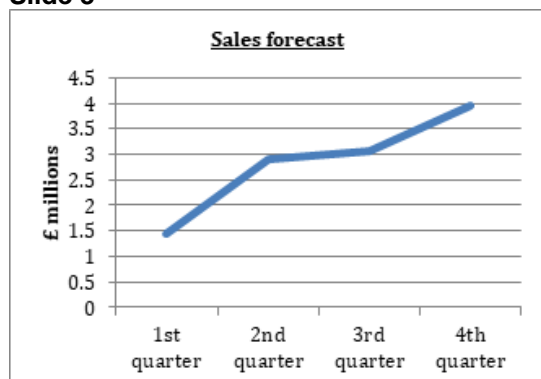
- new technology available
- new competitors in the market

#### Slide 2

##### Key features

- lighter
- stronger
- more moveable
- better non-slip feet
- more stable

### Slide 3



### 3C

Students' own answer

## Unit 8 Green solutions

### 8.1 Green business

#### 1

Students' own answer

#### 2A

cacti, cliffs, fence, rocks, surfers and waves

#### 2B

Students' own answer

#### 3

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

#### 4

- 1 T
- 2 F – A 'huge density' of construction was planned, including a large resort.
- 3 T
- 4 F – it wants to keep the cliffs open to the public
- 5 F – One problem was there were traffic jams / too much traffic / there were no bathrooms.
- 6 T
- 7 F – 12 rooms.
- 8 T

#### 5

Students' own answers

#### 6

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

#### 7

- 1 environment
- 2 pollution
- 3 damage
- 4 reduction
- 5 destruction

#### 8

- conserve  
damage  
destroy  
protect  
pollute  
recycle  
reduce

#### 9A

- 1 recycle
- 2 pollution
- 3 reduce
- 4 protect
- 5 reduce

#### 9B

Students' own answer

#### 10A–C

Students' own answers

### 8.2 Transport solutions

#### 1A & B

Students' own answers

#### 2

2

#### 3

- 1 consultant
- 2 car
- 3 space
- 4 city streets
- 5 noise
- 6 technology
- 7 not enough
- 8 spend more
- 9 cleaner energy
- 10 quality of life

#### 4

##### Possible answer

Private transport - Advantages: door-to-door, safer at night, faster, possible to stop whenever and wherever you like, can carry lots of things; Disadvantages: cost of fuel, maintenance and insurance, time and stress of driving, problems finding parking spaces, dangerous drivers

Public transport - Advantages: time to relax during the journey, cheaper, gets you to the centre quicker than a car, no parking costs, save money on fuel, maintenance and insurance; Disadvantages: slower, not door-to-door, crowded, smelly, no privacy, no seats

### 5A

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

### 5B

- 1 shouldn't
- 2 could
- 3 should
- 4 should

An infinitive verb form comes after each.

### 6A

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

### 6B

#### Possible answers

- 1 You could/should take your CV to shops and restaurants in town. (Situation 2)
- 2 You could/should think about the job you want to do in the future. (Situation 1)
- 3 You shouldn't lie when they ask you questions. (Situation 5)
- 4 You could/should ask if you can work from home some days. (Situation 3)
- 5 You shouldn't work so hard. It's bad for your health. (Situation 4)

### 6C & D

Students' own answers

### 7A–C

Students' own answers

### 8

#### Model answer

Hello Jenny,  
It's a great idea to visit Spain in spring because it's not too hot or crowded with tourists. After the conference you should spend a few days sightseeing in Madrid. The museums and restaurants are great.  
After that you could take the high-speed train to Valencia or Barcelona, spend some time in the city and go to the beach to relax. Then you could fly to Seville. If you want to explore Andalusia and other

cities in the south, you could hire a car. There are so many beautiful places to see. Enjoy!

Best wishes,  
Sandra

## 8.3 Communication skills: Giving and receiving feedback

### 1A

Students' own answers

### 1B

1 Feedback that gives examples of areas where the employee needs to improve.

#### 2 Possible answers

##### Employees:

To feel secure in your job.

To understand your strengths and weaknesses.

To understand when you are doing something well.

To understand how you can improve.

It can be rewarding.

##### Employers:

It reduces turnover of employees.

It helps increase productivity.

It indicates training needs for employees.

#### 3 Possible answer

It shows a balanced approach for giving feedback.

It encourages a positive experience.

### 2A

1 As shown in the flashbacks, he knows that his performance over the past six months has not been perfect.

2 He feels pressured after receiving several emails from Della.

3 She was concerned, and only following the usual procedure.

### 2B

#### Possible answers

He doesn't have good time management skills, he can seem disorganised, he can seem rude and disrespectful, and he doesn't have good admin skills.

### 3A

1 He believes he is doing well.

2 He's enthusiastic and works hard; he's great with technology; he is warm and has good interpersonal skills; he's supportive of colleagues; he has an excellent sense of humour.

3 When he tried to help Jasmine after her application for the Miami conference was turned down.



### 3B

- 1 positive feedback
- 2 She explains what will happen during the feedback session.
- 3 parts 1, 2 and 3

### 4A

- 1, 3, 5

### 4B

- 1 She gives an example.
- 2 Pay more attention to how he speaks to colleagues in the future.
- 3 Positively.

### 5

- Follow the model for giving feedback:
- 1 Prepare the person for the feedback and ask for their agreement.
  - 2 Provide clarification or examples if necessary.
  - 3 Then invite the person to assess their own performance.
  - 4 Try to stay positive and diplomatic when receiving corrective feedback. Always thank the other person for their feedback, positive or corrective.

### 6

Students' own answer

### 7

- 1 pleased with
- 2 great with
- 3 were
- 4 have
- 5 for improvement
- 6 could improve

### 8A

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

### 8B

#### Possible answers

#### Preparing someone for the feedback:

Let me explain the process.  
We'll start with the positive feedback, then we'll move on to areas for improvement.  
Asking for consent (agreement):  
How about that?

#### Giving clarification:

A good example of that was ...  
Let me explain why we're concerned.  
One example of this is ...  
We're worried because ...

#### Encouraging self-assessment:

How did you feel it went?  
What are your thoughts?  
What do you think about ...?

### 8C

- 1 I appreciate your comments, thanks. B
- 2 I mostly agree with your assessment. C
- 3 That's an interesting idea, but ... C
- 4 I'd like to try and do that in the future. C
- 5 I accept that this is a problem for me sometimes. C
- 6 I'm glad to hear that. P
- 7 Your feedback is very helpful, thank you. B
- 8 That's good to know. P

### 9A–C

Students' own answers

## 8.4 Business skills: Managing questions

### 1A

Students' own answers

### 2A

#### Possible answers

Open-plan office: encourages collaboration between colleagues; stops colleagues feeling isolated; companies can save space and reduce costs; companies can be more eco-friendly – staff share printers, etc.; space can be used in a more creative way – e.g. for communal activities  
Closed office: easier to concentrate; staff can design their own work space; staff don't have to keep their desks tidy; people can hold confidential meetings in their office; people can play music, etc. without disturbing their colleagues

### 2B

- 1 b
- 2 c, d
- 3 a

### 2C

- 1 T
- 2 F (2–3 rooms on each floor)
- 3 T
- 4 F (It's a 20-minute ride.)
- 5 T

### 3A

- 1 She doesn't like it and thinks it will create lots of problems.
- 2 working in an open-plan office / who will sit where
- 3 She checks she has understood the question by asking for clarification, explains she can't answer

it, thanks Jen for the question and asks Ted to respond.

4 to keep the office tidy / for their files

5 She wants to talk to someone and complain about the procedure for allocating desks.

### 3B

1 Wait a few seconds before you answer a question.

2 Repeat the question to check you have understood and make sure the audience have heard it.

2 Student's own answer

### 4A

1 have a question

2 is about

3 good question

4 answer your question

5 you're asking, that right

6 not sure

### 4B

1 Does anyone have a question?

2 So the question is about meeting rooms.

3 It's a good question, thanks.

4 Sorry, you're asking how we allocate space.

Is that right?

5 Does that answer your question?

6 I'm not sure I can answer that.

### 5

Students' own answers

### 6A-D

Students' own answers

## 8.5 Writing: An intranet update

### 1

1 know

2 more

3 suggestions

4 propose

5 result

6 Firstly

7 introduce

8 holding

9 put

10 questions

### 2

1 As you know

2 ready

3 has decided

4 are going to

5 This will reduce

6 also plan

7 is planning to

8 Finally

9 therefore

10 is arranging

11 will answer

12 can explain

### 3A

we trying = we are trying

are we = we are

Fristly = Firstly

changing = change

planning us to = planning to

theirfore = therefore

answered = answer

### 3B

#### Model answer

#### Update on proposed changes

As you know, we are trying to provide a more eco-friendly environment by moving to smaller offices outside the city centre. The company has found offices and we are now ready to give you details.

Firstly, we are going to provide a free company bus service from the city centre to the new offices. This will mean that staff can leave their cars at home and arrive at work more relaxed. It will also reduce the amount of pollution in the city. We also plan to allow people to work from home, which also means that there will be fewer cars on the road. You can find out more about the new scheme soon.

We are holding a meeting next Friday to discuss the changes and answer any questions you have.

### 3C

Students' own answer

### Business workshop 1

1

- 1 music/entertainment
- 2 Australia
- 3 Students' own answer

2A

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

2B

Yes, it's exactly what Junko needs.

3A

- 1 2 June
- 2 one
- 3 Brisbane
- 4 bed and breakfast / B&B (in Spring Hill)
- 5 5 June

3B

#### Corrections

Dates are June 2–5.

In Sydney, she needs one room, not two.

In Brisbane, she wants a bed and breakfast, not a town-centre hotel.

On 5 June, she flies to Singapore, not back to Japan.

4

- 1 Junko's flight is going to land at Canberra, not Sydney.
- 2 A computer problem.
- 3 He is going to make new arrangements for Canberra.

5A

Students' own answer

Note: Although the company don't have lots of money, Junko's priority is to use her time well. The taxi is more expensive, but is quicker. Savings can be made on the hotel. Although the coach (3hr30) is quicker and cheaper than the train (4-4.30hrs), the train leaves earlier than the coach. Therefore, Junko would arrive in Sydney earlier if she takes the train.

5B

#### Model answer

Dear Junko,

Thanks for your messages. I'm sorry your arrival airport has changed. I'm writing to confirm your new travel arrangements. Please don't worry –

everything is going to be OK with the trip.

Here's the itinerary:

2nd June

Evening: Take taxi to Canberra Lodge Hotel. It takes about 20 minutes and costs \$30. The hotel is near the city centre and costs \$150 per night.

3rd June

Morning: Take 07:00 train from Canberra to Sydney. I will meet you at the train station at 11:10. It costs \$80 for first class.

I'll send you the train ticket and the hotel reservation in a separate email. Let me know if you have any questions. I'm looking forward to seeing you!

Best regards,

Sam

### Business workshop 2

1

- 1 Because they need more space, but rents in London are too high.
- 2 It's exciting, international, and offers excellent value. They will be able to hire people from all over the world. They can save money on rent and offer higher salaries and invest more in their businesses.
- 3 Students' own answer

2A

- 1 A
- 2 F
- 3 E
- 4 B
- 5 C
- 6 D

2B

#### Prenzlauer Berg:

- 1 furniture
- 2 northeast
- 3 120
- 4 meeting rooms
- 5 2,600
- 6 7,800

#### Kreuzberg:

- 1 factory (building)
- 2 400
- 3 40
- 4 printer
- 5 300
- 6 two months

#### Mitte:

- 1 heart (centre, middle)
- 2 25
- 3 15

- 4 cleaning
- 5 1,800 (two rooms)
- 6 three months

3 Students' own answer

4A

**Mitte office**

**Pros:** location/address, love the idea of working in the city centre

**Cons:** nothing in common with finance company, expensive flat rents in the area

**Prenzlauer Berg**

**Pros:** great old building, room to grow, save money in future

**Cons:** expensive, darker than expected, three flights of stairs and no lift

**Kreuzberg office**

**Pros:** lots of fun people, terrace, cheapest option

**Cons:** get distracted from work, no privacy, difficult to book the meeting room

4B

Students' own answer

5

**Possible advantages:**

advances in technology - might be good for an animation start-up; most people speak more than one language, including high levels of English; there are lots of professionals from other countries; Tallinn has the highest number of start-ups in the EU which their company might work with  
The biggest possible advantage is the e-residency, which allows businesses access to digital services, like an EU business resident, without living in Estonia - this means they can potentially rent office space anywhere in the World

**Possible disadvantages:**

In the discussion we learned that Mark thinks he'll miss London and is a little unsure about going to Berlin.

6A & B

Students' own answers

### Business workshop 3

1

1 It was an old industrial part of the city with empty warehouses and factories. Today it is a popular area with new high-rise offices and apartments and some old buildings.

2 It is a temporary shop that can be open for a day or several months.

3 four types: people starting a new business, existing small businesses, online businesses and large retailers

4 **Possible answers:** It's cheaper than a long rent. It's a lower risk way to see if a business idea will work.

2A

They are opening pop-up stores and collection points in city centres and small stores in some areas. They are trying these types of store because their big warehouse stores outside the city centres are losing popularity.

2B

**Possible answer**

It seems likely that pop-up stores are a good way to create more interest in retailers' new products. However, it's more of a marketing strategy than a way to create huge sales.

3A

**Richard's Pop-up Chocolates:**

1 He left his office job to start his business three years ago.

2 He sells artisan handmade chocolates which he makes at home. (He also sells online.)

3 He doesn't have to pay for a permanent store, he can plan his pop-up shops around major 'chocolate' holidays, he can have face time with customers, offer them samples to taste and get repeat customers. He can't do this when he sells online.

**Angelica's Fashion Jewellery:**

1 She studied art and design at university.

2 She creates and sells her own jewellery and makes personalised jewellery. (She also sells online.)

3 She can sell her products at other people's stores, art galleries and temporary exhibitions, she doesn't have fixed retail opening hours and she likes the flexibility. People will come to her pop-up events to see her new designs. Retail habits are changing and younger customers want more urban boutique-style shopping experiences like pop-ups.

**Martine's Coffee Shop:**

1 She started her business last week. Before that, she was a barista in a large coffee chain but wanted to be her own boss.

2 She sells top-quality coffee.

3 She can move around the city with the van. It's quick and easy to park and open for business. She often makes many stops in a day. Weekdays she focuses on the office workers and shoppers.

Weekends she parks near big events. She's finding out the best places to be.

### 3B

Students' own answer

### 3C

#### Possible answers

##### Richard's Pop-up Chocolates:

He mentions that the chocolates are expensive so people who are happy to pay for high-end handmade chocolates. This might be a good gift that people would buy for others.

##### Angelica's Fashion Jewellery:

Again, these might make good gifts. Also people who are interested in art who go to the exhibitions where she has her pop-up events, and people who are looking for nice jewellery to buy in the clothes stores where she has her pop-ups might be interested.

##### Martine's Coffee Shop:

Office workers and shoppers who like good coffee and pass her van on the way to work or the shops to get a coffee to take away or want to have a coffee any time during the day. Yaletown is potentially a good place for all three pop-ups as there are a lot of office workers.

### 4

One young person I interviewed said ~~all~~ *some* of the places to go in the evening were expensive. He said he and his co-workers liked to ~~have dinner~~ *socialise* together after work.

One young office worker I spoke to said she likes to buy ~~natural health~~ *personal* care products. The price of the products was ~~more~~ *less* important to her than the quality.

Another shopper I interviewed told me she ~~likes~~ *doesn't like* to go to shopping malls. She ~~always wears~~ *doesn't want to wear* the fashions and colours that are popular right now.

### 5A-C

Students' own answer

### 5D

#### Model answer

##### Angelica's Fashion Jewellery

Winter Pop-up Store

Hamilton Street, Yaletown

Come and shop in my new pop-up store.

Special new designs for the winter from an independent designer. You will not find these designs in any other stores. It's the perfect place

to browse for an unusual item for yourself or an original gift for someone.

From 1st November to 21st December only.

For more information about my designs and the pop-up event visit:

[www.angelicasfashionjewellery.com](http://www.angelicasfashionjewellery.com)

## Business workshop 4

### 1

1 It's an area with a lot of pharmaceutical and biotechnology industries and research institutions.

2 The company manufactures and markets pharmaceutical products and services.

3 Holsted recently bought a Spanish pharmaceutical laboratory based in Madrid and the Vice President plans to investigate the work culture and present Holsted's work culture to the managers in Madrid.

4 Students' own answer

### 2A

1 Employees work ~~40~~ 37 hours a week from Monday to Friday.

2 They are ~~often~~ *not* expected to work long hours.

3 The working hours are ~~fixed~~ *flexible* for most employees.

4 The work culture is very ~~strict~~ *relaxed* but effective.

5 Managers ~~are~~ *aren't* responsible for how employees organise their time and projects.

6 ~~Senior~~ *All* staff in the company can tell us their ideas and opinions.

7 It's important to arrive on time for ~~work~~ *meetings*; it shows you are professional.

### 2B

Students' own answer

### 3A

3 & 5

### 3B

1 half / 50% / fifty percent

2 six/6

3 seven/7

4 20/twenty

5 10/ten

6 8/eight (o'clock)

First column = 50% (half the employees are working at 6 p.m.); second column = 20% (20% are working at 7 p.m.); third column = 10% (10% are working at 8 p.m.)

Second line = 7 p.m.; top line = 6 p.m.

**3C**

**Possible answer**

percentage of staff at work in the evening

**3D**

1 It's usual to have a two-hour lunch break from 2–4 p.m.

2 If staff like the long lunch break or not. Álvaro believes they like to have a good meal and socialise with colleagues, but Marina thinks most staff would prefer a shorter lunch break and the chance to go home earlier.

3 She thinks they won't get so much work done later in the day when they do a long working day, because they are tired.

4 She thinks there could be accidents at work and more sick leave because staff are tired (and probably stressed).

**3E**

Students' own answer

**4A–D**

Students' own answer

**5**

**Model answer**

Hello Carlos,

I'm writing to tell you about the new work patterns.

Firstly, we decided to introduce an intensive working day from 7 a.m. to 3.30 p.m. every day from Monday to Friday.

We are introducing a more flexible timetable.

Employees can decide what time they start work (from 7 a.m. to 8.30 a.m.) and finish (from 2 p.m. to 3.30 p.m.). Everyone must work 37 hours a week.

We also decided to make the lunch break flexible with a minimum break of 30 minutes and a maximum of two hours. Lunchtime can be any time between 1 p.m. and 3 p.m.

We decided not to introduce working from home.

Please don't tell anyone about these changes until it is official.

Let me know if you have any questions.

Best Regards,

Clara

## Business workshop 5

**1**

1 the local economy and quality of life

2 Some people want to encourage cash-only businesses, and others want to avoid money in some situations.

3 other towns and cities around the world

**2A**

1 (more) tourists

2 currency

3 time

4 exchange (marketplace)

5 market

**2B**

1 d

2 a

3 e

4 b

5 c

**3**

local currency, time bank, Saturday market

**4A**

**Local currency:**

Advantages – increases the exchange of goods and services; helps small, cash-only businesses; keeps money in the local economy

Disadvantages - some businesses might not like the idea

**Time bank:**

Advantages – makes all people's value equal; encourages people to get to know each other;

gives unemployed people a work opportunity

Disadvantages - some people may think it isn't fair

**Saturday market:**

Advantages – allows people to sell things they make; encourages people to make their own local products; encourages people to get to know each other

Disadvantages – might require expensive insurance

**4B**

Students' own answer

**5A**

Ellen: Saturday market

David: local currency

**5B**

1

a D

b E

c N

2

a N

b E

c D

3

a E

b D

c N



### 6A–C

Students' own answer

7

#### Model answer

We would like to confirm the result of the recent vote on which project our town will support. The people present at the meeting voted to support the local currency project. They believe this will encourage people to shop locally and will make people feel proud of our town. Local currencies have been very successful in other places. We hope everyone in town will support the project and benefit from it. If this project is successful, we may try one of the other two projects that we discussed.

### Business workshop 6

1

1 She made a chair as a hobby and her friends loved it and wanted to buy one.  
2 designer, accountant/book-keeper, director  
3 Possible answers As it's a busy, small business, they're probably all working very hard. Their jobs may feel insecure, as the business is only just barely successful. They may not get along well on a personal level. João might wish for a full-time position.

2A

1 maths  
2 not completely happy

2B

Likes: solving problems, creativity  
Isn't very interested in: numbers, accounting

3A

She liked working in a team.

3B

1 bothers  
2 talks to  
3 concentrate  
4 share ideas

4A

not completely

4B

1 difficult  
2 are not really happy  
3 making a great product

5A

A hotel group has placed an order for 20 chairs immediately, and 200 more in the next year.

5B

She plans to hire a part-time employee to help manage the business.

5C

1 She's having a few problems with the new designs.  
2 She needs someone to talk to – Natalya can talk to her.  
3 His other part-time job has ended.  
4 He may look for a full-time job somewhere else.

6A

1 J  
2 L  
3 J  
4 N  
5 N  
6 J  
7 L  
8 N

6B

#### Possible answers

1 J  
2 N  
3 J  
4 J  
5 L

6C

#### Model answer

João wants a full-time job and Natalya can now offer another part-time job. So João could turn the two part-time jobs into one full-time job by taking over managing some of the business – solving problems with suppliers, for example – so Natalya can concentrate on selling. João could also work with Leila, listening to her and helping her develop her ideas. This makes sense because he has expressed an interest in being more creative and problem-solving, and because Natalya has said she really wants to focus on sales.

6D

#### Model answer

They could find an office where they can have an open-plan seating arrangement to make communication easier, or they could find an office with a shared social space if they want to keep their private rooms. However, this might be difficult because it might be more expensive. They could arrange to go out of the office at certain times, or for certain meetings – maybe for lunch – for more informal interaction. They could consider going out for a meal or a drink after work occasionally. As the Director, Natalya could arrange for occasional Friday afternoon trips to galleries or design.

companies, to inspire their work and help develop ideas. João has expressed an interest in being more creative; it might help the team if everyone discussed new chair designs together.

### Business workshop 7

1

- 1 producing shoes/footwear
- 2 well-known global shoe companies
- 3 producing their own line of shoes
- 4 shoe manufacturing consultancy
- 5 deciding what type of footwear to produce, and the best production processes to use

2A

How long it takes to complete a shoe order; Making costs lower

2B

- 1 3,000
- 2 12
- 3 20
- 4 30
- 5 skill

3A

Sofia – 1, 6  
Oscar – 2, 4  
Mario – 3, 5

3B

b

4A

Sofia wrote the report for her boss, John McDermott.

4B

2 (because the business would not make a profit)

5

Sofia's worried that Oscar won't accept the idea of automation. John recommends that she share some stories of other factories that have automated, but also points out that the decision is Oscar's. He recommends that Sofia gives Oscar several options.

6A

#### Possible answers

- 1 Option 1 – The other two simpler options, with cheaper materials, wouldn't result in a premium shoe.
- 2 Option 3 – Oscar is against automation, prefers his staff to make shoes with their hands and doesn't want to lay off workers.

3 Probably Option 1, but this is open to discussion. In theory, the company would be proud of any shoe it decides to produce. However, Option 1 is the most complex design and probably the design Oscar would feel the most proud of. It could be argued that Option 2, also a handmade shoe, would make the company proud because producing it also includes hiring ten additional workers, which is good for local people.

6B

#### Possible answers

**Role A:** This option will produce the highest quality shoe. Zapatos Trujillo S.A. will be proud to produce high quality footwear. The workers will feel happy and comfortable because they will continue working in the same way. Options 2 and 3 aren't good because they produce a shoe of lower quality. Option 3 uses automation, which Oscar García wanted to avoid. Also, ten people will lose their jobs.

**Role B:** This is a good option because it is in the middle of the other two. The shoes will be handmade, but they will not be so expensive, so they will sell more easily. Also, it will give ten people a job. Option 1 isn't good because the expensive shoe may be difficult to sell. Sofia said it could be hard to enter the market at the high end. Option 3 uses automation, which Oscar García wanted to avoid. Also, ten people will lose their jobs.

**Role C:** This option creates the most profit. The company could use the extra money from this option to produce the Option 1 shoe in the future. It would be a good way to make the business grow. Option 1 isn't good because the expensive shoe may be difficult to sell. Sofia said it could be hard to enter the market at the high end. Option 2 isn't good because of the expense of hiring new workers. Both Option 1 and Option 2 are bad because they don't produce as much profit for the company.

Here are the calculations on overheads and profit:

#### Option 1 – Mario's fancier design

Number of pairs: 12000  
Material: 50.00  
Material total: 600,000.00  
Workers: 50  
Rate: 5000  
Total labour: 5000  
Mat + Lab: 850,000  
Fixed overheads: 200.000  
Cost per shoe: 87.50  
Wholesale price: 131.25  
Retail price: 236.25  
Income: 1,575,000  
Profit: 525,000

### Option 2 – Simpler shoe and more workers

Number of pairs: 15000  
 Material: 38.00  
 Material total: 570,000.00  
 Workers: 60  
 Rate: 5000  
 Total labour: 300000  
 Mat + Lab: 870,000  
 Fixed overheads: 200,000  
 Cost per shoe: 71.33  
 Wholesale price: 107.00  
 Retail price: 192.60  
 Income: 1,605,000  
 Profit: 535,000

### Option 3 – Automated simple

Number of pairs: 20000  
 Material: 36.00  
 Material total: 720,000.00  
 Workers: 40  
 Rate: 5000  
 Total labour: 200000  
 Mat + Lab: 920,000  
 Fixed overheads: 300,000  
 Cost per shoe: 61.00  
 Wholesale price: 91.50  
 Retail price: 164.70  
 Income: 1,830,000  
 Profit: 610,000

### 6C

Students' own answer

### 7

#### Model answer

I'm writing to let you know that we've discussed the options for producing a new line of shoes. We think Option 1 is the best option. Although it doesn't produce the most profit, it will allow Zapatos Trujillo S.A. to make a shoe that the company will be proud of, to continue making shoes by hand and to keep its full workforce. We hope that the new line of shoes will be a big success.

## Business workshop 8

### 1

- 1 It's an insurance company.
- 2 It's six kilometres from the city centre. It's on four floors and is designed to save energy.
- 3 It's responsible for day-to-day operations such as energy use, security, cleaning and maintenance.
- 4 to reduce costs and help protect the environment (and to give the company a better reputation as well)

### 2A

- 1 Energy use
- 2 Paper use
- 3 Waste

### 2B

Students' own answer

### 3A

Order the items are mentioned in: 1 motion sensors, 2 cloud computing, 3 printers, 4 recycling scheme

### 3B

cloud computing, multifunctional printers, recycling scheme

### 3C

- 1 lights
- 2 toilets
- 3 car park
- 4 servers/machines
- 5 right temperature
- 6 (print) quality
- 7 image
- 8 reputation (as a green company)

### 4A–C

Students' own answers

### Review 1

- 1**  
 1 reservation  
 2 public transportation  
 3 long-haul  
 4 stay  
 5 abroad  
 6 ridesharing  
 7 vehicle  
 8 delayed

- 2**  
 1 more difficult than  
 2 happier than  
 3 The worst  
 4 The best  
 5 the least expensive  
 6 less important than

- 3**  
 1 That's right  
 2 you come from  
 3 How long was  
 4 About six hours  
 5 do you live  
 6 Do you know  
 7 Yes, a little  
 8 What are you  
 9 visiting

- 4**  
 1 having  
 2 how  
 3 need/have  
 4 can't  
 5 Try  
 6 Can  
 7 How  
 8 do

- 5**  
 1 Dear  
 2 ask  
 3 looking  
 4 would  
 5 need  
 6 confirm  
 7 look  
 8 Kind

### Review 2

- 1**  
 1 studios  
 2 lab  
 3 leisure

- 4 close  
 5 links  
 6 warehouse  
 7 port  
 8 convenient

- 2**  
 1 not big enough  
 2 too many changes  
 3 too much money  
 4 too small  
 5 too far  
 6 enough space  
 7 enough parking spaces

- 3**  
 1 check  
 2 Correct  
 3 right  
 4 Exactly  
 5 specific  
 6 mean  
 7 saying

- 4**  
 1 see  
 2 copy  
 3 agenda  
 4 start  
 5 reason  
 6 volunteer  
 7 minutes  
 8 time-keeper  
 9 add  
 10 Item

- 5**  
 1 working from home  
 2 by the way  
 3 as soon as possible  
 4 to be confirmed  
 5 estimated time of arrival

- 6**  
 1 I ~~am very~~ sorry I can't come to the meeting.  
 2 I ~~will be~~ with you in 15 minutes.  
 3 We ~~know~~ other suppliers are interested.  
 4 John sent a message to the boss yesterday.  
 5 I'm reading the document now.

### Review 3

- 1**  
 1 pharmacy  
 2 bill  
 3 branch  
 4 charges

5 by  
6 spend  
7 stores  
8 ordered

**2**  
1 decided  
2 did not / didn't want  
3 caught  
4 arrived  
5 went  
6 rang  
7 did not / didn't have  
8 told

**3**  
1 were you doing  
2 was having  
3 were you talking  
4 were discussing  
5 Were you visiting  
6 was not / wasn't visiting  
7 were sitting

**4**  
1 just  
2 looking  
3 moment  
4 How are  
5 with  
6 about  
7 Having  
8 help

**5**  
1 Second = First  
2 be = get  
3 start = move  
4 give = hand/pass  
5 hand = recap  
6 sum = wrap

**6**  
1 once a week  
2 last  
3 was visiting  
4 always excellent  
5 Unfortunately  
6 highly

## Review 4

**1**  
1 intern  
2 temporary  
3 unemployed  
4 retired

5 self-employed  
6 flexible

**2**  
1 have / 've spent  
2 Have (you) worked  
3 has taught  
4 has / 's gone  
5 have / 've (never) been  
6 has / 's visited  
7 has / 's won  
8 have / 've learnt

**3**  
1 think  
2 input  
3 add  
4 point  
5 go  
6 heard  
7 into  
8 thoughts

**4**  
1 calling about  
2 if we fix  
3 postpone  
4 bring it  
5 check  
6 free  
7 suit  
8 out for me  
9 better for  
10 for being  
11 set for

**5**  
1 to confirm  
2 contact me  
3 to seeing  
4 am delighted  
5 unable to  
6 our meeting

## Review 5

**1**  
1 cashless  
2 financial  
3 mobile  
4 currency  
5 revenues  
6 payment

**2**  
1 hand  
2 short

- 3 dispensers
- 4 delivery
- 5 petty
- 6 withdraw

**3**

- 1 will not have / won't have / provides
- 2 don't pay / will need / 'll need
- 3 walk / 'll save / will save
- 4 will increase / get
- 5 eat / will not feel / won't feel
- 6 will stop / goes

**4**

- 1 with
- 2 mind
- 3 prefer
- 4 at
- 5 how
- 6 rather
- 7 feel
- 8 with

**5**

- 1 look
- 2 shows
- 3 see
- 4 quarter
- 5 context
- 6 third
- 7 thing

**6**

- 1 Sir
- 2 know
- 3 raised
- 4 Unfortunately
- 5 keeping
- 6 We enclose
- 7 list
- 8 appreciate
- 9 supplying
- 10 faithfully

**Review 6****1**

- 1 cooperated
- 2 reliable
- 3 respect
- 4 arguments (disagreements)
- 5 experienced
- 6 dealing
- 7 agree/communicate
- 8 disagree (argue)

**2**

- 1 everyone
- 2 everybody
- 3 everything
- 4 something
- 5 somewhere
- 6 everywhere
- 7 something
- 8 Someone
- 9 everyone

**3**

- 1 You must be so disappointed.
- 2 I know how important it was to you.
- 3 You can always try again.
- 4 I'm sorry it didn't work out for you.

**4**

- 1 really
- 2 wondering
- 3 subject
- 4 why don't
- 5 might
- 6 such
- 7 doing
- 8 could

**5**

- 1 If possible, I'd like
- 2 please
- 3 would you mind
- 4 could you let
- 5 can you
- 6 Do you think

**Review 7****1**

- 1 product tester
- 2 feedback
- 3 launched
- 4 usefulness
- 5 challenges
- 6 purchased

**2**

- 1 can / have to / need to
- 2 have to / need to
- 3 can't / have to / need to
- 4 can
- 5 have to / need to
- 6 have to / need to
- 7 can

**3**

- 1 start by
- 2 next step



- 3 Do you see  
4 like this  
5 Any questions  
6 Once you've  
7 you've completed  
8 because

- 4**  
1 background  
2 mute  
3 connection  
4 hanging up  
5 echo  
6 switched on  
7 volume  
8 cutting out

- 5**  
1 report  
2 new  
3 recruited  
4 very lightweight  
5 easy-to-use

## Review 8

- 1**  
1 pollutes  
2 recycled  
3 impact  
4 destruction  
5 protect  
6 damage

- 2**  
1 should  
2 shouldn't  
3 could/should  
4 could  
5 shouldn't  
6 should/could

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

- 4**  
1 anyone have  
2 good question  
3 you're asking  
4 Does that

- 5 question, about  
6 the answer

- 5**  
1 you know  
2 now ready  
3 are going to  
4 will reduce  
5 also plan to  
6 therefore  
7 are holding

### Pronunciation

#### 1.2 The letter 'r'

1

- 1 A party for 50 is cheaper than a party for 500.
- 2 The better option is a big tent in the park.
- 3 Some people think this is the worst hotel in town.
- 4 The barbecue is bigger than the restaurant.
- 5 A circus theme is more fun than just having a meal.
- 6 Are some venues better than others?

2A

- 1 A party for 50 is cheaper than a party for 500.
- 2 The better option is a big tent in the park.
- 3 Some people think this is the worst hotel in town.
- 4 The barbecue is bigger than the restaurant.
- 5 A circus theme is more fun than just having a meal.
- 6 Are some venues better than others?

2B

British: 1 4 5  
American: 2 3 6

#### 1.3 Showing interest in small talk

1

- 1 b
- 2 b
- 3 a
- 4 b
- 5 a

#### 2.1 Syllables and stress

2

- 1 access
- 2 convenient
- 3 facilities
- 4 hotel
- 5 studio
- 6 transport

#### 2.2 Stress in noun phrases

1

city zoo

2

- 1 skiresort
- 2 birdpark
- 3 city zoo
- 4 wildlife park
- 5 shopping experience

#### 3.2 Past Simple

1

- 1 different
- 2 different
- 3 same
- 4 different
- 5 same
- 6 same
- 7 same
- 8 different
- 9 same
- 10 different

2

- heard – served  
saw – thought  
agreed – received  
came – played  
arrived – cried

#### 3.3 Stress in short sentences

1A

- 1 How's it going?
- 2 You look a bit worried.
- 3 I'm sure he'll understand.
- 4 I'm still having problems.

1B

- 5 I'm going as fast as I can.
- 6 How about asking someone to help?
- 7 I'll see if I can get you some support.
- 8 How are you doing with that report?

#### 4.1 Vowel sounds: British English and American English

1

- 1 A (American)
- 2 A
- 3 B (British)
- 4 A
- 5 B
- 6 A
- 7 A
- 8 B

2

- 1 A (American) – B (British)
- 2 B–A
- 3 B–A
- 4 A–B
- 5 B–A
- 6 A–B
- 7 B–A

- 8 A–B
- 9 A–B
- 10 B–A
- 11 A–B

- 3
- 1 A (American)
- 2 A
- 3 B (British)
- 4 B
- 5 A
- 6 B
- 7 A
- 8 B
- 9 A
- 10 B

### 4.2 Present Perfect Simple

- 1
- 1 I've, I have
- 2 I've
- 3 I've, he's
- 4 he has, He's
- 5 Have you, I've
- 6 I've

### 5.2 Intonation in conditionals

- 1
- 1 money, English
- 2 cycle, thousands
- 3 money, bigger
- 4 car, bicycle
- 5 weather's, walk
- 6 lunch, hundreds
- 7 transport, money
- 8 deposit, house

### 5.4 Numbers and figures

- 1
- 1 room one oh one
- 2 forty-six point oh nine two / forty-six point nought nine two
- 3 the years sixteen oh five to sixteen fifteen
- 4 oh point five percent / nought point five percent
- 5 oh seven two, four six oh, seven oh five
- 6 ten to twelve year olds
- 7 eighteen point oh seven percent / eighteen point nought seven percent
- 8 below zero
- 9 twelve forty five to fourteen oh five
- 10 rooms four oh five to four oh nine
- 11 oh three seven one, oh five oh, three six eight, two eight oh

12 the years two thousand and six to twenty eighteen

### 6.1 Vowel sounds: /ɪ/, /i:/, /aɪ/ and /ɪə/

/ɪ/ busy, city, issue, simple  
 /i:/ believe, complete, metres, people  
 /aɪ/ climbing, high, hiker, reliable  
 /ɪə/ clearly, experienced, realise, zero

### 6.2 Linking between words

- 2
- 1 Do you have everything you need?
- 2 Print out an extra copy.
- 3 I've looked everywhere for it.
- 4 A copy of the report and a pen or pencil.
- 5 I'm glad you're all here.
- 6 Just ask if you need help.

### 7.2 can and can't

- 1
- 1 can't
- 2 can
- 3 can't
- 4 Can
- 5 can't, can
- 6 can

- 2
- Sentence 2 You can use the check-in kiosk. W
- Sentence 4 Can I check in without my ID? W
- Sentence 5 This robot can't talk, can it? S
- Sentence 6 Yes, it can! S

### 7.3 Phrasing and pausing when giving instructions

The first step / is to sign in to your account. / To do this / you'll need to enter your name / and ID number. / When you've done this, / go to the drop-down menu / in the top right-hand corner of the screen, / and select 'Create new report' / Then / you can type your report / or paste it in.

### 8.1 Vowel sounds /ɜ:/, /ʊ/, /u:/ and /əʊ/

- 1
- 1 surf
- 2 looking
- 3 improved

4 coast

### 8.2 *should and could*

1

- 1 could
- 2 shouldn't
- 3 should
- 4 could
- 5 should
- 6 should

2

- 1 We could **(W)** catch a bus or get a taxi.
- 2 N/A – contains 'shouldn't'
- 3 Do you think I should **(W)** walk more?
- 4 Yes, and you could, **(S)** easily.
- 5 They should **(W)** spend more on public transport.
- 6 Yes, they definitely should. **(S)**