

Market Leader 3rd edition Intermediate Answer key

Unit 1

Vocabulary

A

1 d 2 c 3 b 4 e 5 a 6 i 7 j 8 f 9 h
10 g 11 m 12 n 13 k 14 o 15 l

B

brand

1 awareness 2 loyalty 3 stretching 4 image

(You could point out that 'raise awareness' is another form of word partnership, this time between a verb and a noun.)

product

5 endorsement 6 lifecycle 7 range 8 placement

market

9 leader 10 segment 11 challenger 12 research

Listening

A

A brand:

- 1 helps people to become familiar with a product.
- 2 gives a product an identity. ✓
- 3 increases the sales of a product or service.
- 4 enables the target consumer to decide if they want the product or not. ✓

B

A brand's main function is 'to enable you to choose one thing from another – often in markets where there is very little actual difference between, you know, the product'.

C

Chris Cleaver's company has helped Nokia:

- with the question of what the Nokia brand represents and how customers relate to it – to get them to think of it as the 'master brand'.
- to develop parts of their offer (point out this specialised use of *offer*) and keeping the brand fresh with multimedia devices, not just 'phones'.

(Point out Chris's use of *Firstly* and *And* to signpost these two main ideas.)

Reading

B

The only point specifically mentioned is:

- 2 Investing in markets that may take some time to grow: 'You have to look for newness, look for what is happening next. Forget the calculator.
Understand the people from different countries and what they want.' (lines 24–28)
'... a brand should go to its customers but that it should anticipate their needs and invest early in markets that may not show real growth for up to six years.' (lines 67–71)

C

1 demands 5 understand
2 label 6 forget
3 exclusivity 7 double
4 look for 8 of luxury

Language review

A

usually (PS)	this year (PC)
every day (PS)	now (PC)
often (PS)	nowadays (PC)
once a month (PS)	currently (PS and PC)

at the moment (PS and PC)

these days (PS and PC)

B

- 1 a) is working
b) spends (or *spend*) (Explain that you can treat a company as singular or plural.)
- 2 a) sells (In this case, the singular must be used to agree with *its products*.)
b) is negotiating (or *are negotiating* but this wouldn't be consistent with the previous sentence)
- 3 a) are launching
b) have (because *have* is not used in the continuous in this context; *are having* would be very strange here)

C

- | | |
|--------------|-----------------|
| 1 is growing | 7 see |
| 2 holds | 8 are beginning |
| 3 dominates | 9 are becoming |
| 4 operates | 10 generate |
| 5 generates | 11 holds |
| 6 focuses | 12 is growing |

Skills

A

- 1 The football club that the client currently sponsors is asking for too much money, and the client is looking for a sport with more excitement and a bigger effect.
- 2 Ice hockey, baseball, tennis, Formula One motor racing
- 3 Motor racing because it is fast, exciting and has good TV coverage, which means that the client would get a lot of exposure (explain this word). It would strengthen their image. (Explain, if necessary, by pointing out the connection between *strengthen* and *strong*.)
- 4 He must contact the client to see if they are happy with the choice. (Point out the use of the expression *happy with*.)

B

- 1 How about
- 2 What do you think
- 3 I'm not so sure
- 4 That's true
- 5 how do you feel about this
- 6 In my opinion
- 7 Why don't we

C

- 1 Asking for opinions: What do you think, How do you feel about this
- 2 Giving opinions: In my opinion ...
- 3 Agreeing or disagreeing: I'm not so sure, That's true
- 4 Making suggestions: How about ..., Why don't we ...

Unit 2

Starting up

B

- 1 room
- 2 luggage
- 3 queues
- 4 food
- 5 trolleys
- 6 seats (Point out that this is the word used, not *chairs* or *places*.)
- 7 cancellations
- 8 jet
- 9 checks (not *controls*)
- 10 cabin

C

Traveller 1

not enough legroom
poor-quality food and drink

Traveller 2

long queues at check-in
no baggage trolleys available
flight delays and cancellations

Traveller 3

lost or delayed luggage
overbooking of seats ('they overbook seats')
jet lag

Vocabulary

A

1 m 2 k 3 n 4 f 5 j 6 l 7 c 8 b 9 e
10 d 11 o 12 a 13 h 14 l 15 g

The British English expressions are underlined below:

- | | |
|------------------------|-------------------------|
| 1 subway | a) line |
| 2 <u>city centre</u> | b) <u>lift</u> |
| 3 carry-on baggage | c) <u>public toilet</u> |
| 4 one way | d) schedule |
| 5 <u>return</u> | e) <u>economy class</u> |
| 6 freeway | f) <u>single</u> |
| 7 rest room | g) first floor |
| 8 elevator | h) <u>bill</u> |
| 9 coach class | i) <u>booking</u> |
| 10 <u>timetable</u> | j) round trip |
| 11 <u>car park</u> | k) downtown |
| 12 <u>queue</u> | l) <u>motorway</u> |
| 13 check | m) <u>underground</u> |
| 14 reservation | n) <u>hand luggage</u> |
| 15 <u>ground floor</u> | o) parking lot |

B

- | | |
|--------------------|---------------|
| 2 parking lot | 6 line |
| 3 carry-on baggage | 7 downtown |
| 4 subway | 8 reservation |
| 5 schedule | 9 elevator |

Listening

A

Location of hotels ✓
Good links with underground networks ✓
Close to the airport ✓
Totally non-smoking
Good restaurant
Close to client's office ✓
Technology ✓ Internet ✓ Business centre ✓
Swimming pool
Translation services ✓
Free transport to hotel

B

Breakfast¹ on a daily basis
Membership to the health club²
Newspapers
Transportation to and from the airport³
A shuttle service to:
a) the local department store⁴
b) the offices⁵ in which the client works

C

Technology: high-speed Internet, television on demand, lower cost telephone calls
Environmental policies: water conservation, low-energy lighting in bedrooms

Reading B

	Edmond Moutran	John Cox
job	Chairman of Memac Ogilvy & Mather	runs a publishing consultancy
nationality	Lebanese	British
travel destinations	Dubai, Bahrain, UK, Cairo, Jordan, Jeddah, Riyadh, Kuwait, Tunis, Algeria, South Africa, Barcelona, Paris	mainly the US
amount of air travel	60% of working week	80,000 to 100,000 miles per year
choice of class	first class or business class	economy class
choice of airline	Middle East Airlines (MEA), followed by Gulf Air, Emirates, British Airways, Air France	United and Star Alliance airlines
likes	new aircraft and equipment; well-trained, fresh, energetic staff; airline lounges (good chairs, plenty of newspapers and TV); extra-special treatment at airport	cheap fares, frequent-flyer points to get upgrades
dislikes	attitude of crew and staff; problems with ground staff; lack of openness by airlines when there are problems and delays	expensive fares, taxis
travel to airport	car to airport provided by airline	public transport
hotel requirements	not mentioned	wireless Internet access, good laundry service

D

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

E

- 1 peak travel 5 boarding pass
 2 frequent-flyer points 6 check in
 3 upgrade 7 lounge
 4 ground staff

Language review

A

1 're going to 4 'll

- 2 'll 5 'll
3 're going to

B

- 1 are staying
2 departs
3 does the conference begin
4 are you doing
5 does this train get
6 am travelling

C

Sample answers

- 1 The flight's delayed, so I'm going to wait in the lounge.
2 OK, I've decided. I'm going to book the next flight to New York.
3 Let's check the timetable. The flight leaves at 18:30.
4 It's OK, I don't need a lift. I'm taking a taxi to the airport.
5 Friday afternoon? I'll just check my diary. I'm not doing anything special.
6 There are two flights to Hong Kong on Friday. I'll catch the later one.
7 It's all arranged, we're meeting at five in reception.
8 Next week, we're flying to Munich for the conference.

Skills

A

- 1 a) To arrange a meeting for the following week
b) The meeting is arranged for Wednesday at 2 p.m.
2 a) To advise Cristina of a delay and rearrange the meeting
b) A message is left for Cristina to call her back.

B

- 1 I'd like to make an appointment
2 day would suit you
3 How about Wednesday
4 you make it
5 me check the diary
6 What about

C

- 1 Will you hold 4 preferably
2 but something's 5 Could she call
come up me back
3 I'd like to meet her 6 020 7855 3814

Unit 3

Vocabulary

A

down-	de-	up-	re
grade size	centralise regulate	date grade	assess develop launch locate organise structure train

B-C

Exercise B

- 1 reorganised 7 upgrade
2 restructure 8 decentralise
3 relocating 9 redevelop
4 downsized 10 update
5 retrain 11 deregulate

6 relaunch

12 reassess

Exercise C

- 1 the office layout was reorganised
- 2 restructure the company
- 3 relocating their operations
- 4 downsized its workforce
- 5 retrain all sales staff
- 6 relaunch (the product)
- 7 upgrade the computer system
- 8 decentralise the decision-making process
- 9 redevelop the disused car-park site
- 10 update the whole image
- 11 deregulate the industry
- 12 reassess the situation

Reading

A

- 1 False
- 2 False
- 3 False
- 4 True

B

- 1 dramatic (line 2)
- 2 decade (line 5)
- 3 breaking down (line 8)
- 4 trailblazer (line 22)
- 5 rival (line 23)
- 6 enviously (line 24)
- 7 turnaround (line 29)
- 8 the bottom line (line 47)

C

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

D

3, 6, 7, 10, 11, 12

Listening

A

- | | |
|-----------------------|-----------------|
| 1 going to change | 4 fully engaged |
| 2 measure that change | 5 themselves |
| 3 been successful | 6 to them |

B

- 1 change fatigue
- 2 getting leaders engaged and aligned around the change

C

- 1 to create better value / a future for the organisation
- 2 a) the number of people involved in the development stage of the project
b) the number of hours over which this 'conversation' took place

Language review

A

Past simple: in 2010, yesterday, last year, six months ago

Present perfect: since 2009, yet*, ever

Both: this week, recently

B

- 1 has been/gone

- 2 has experienced
- 3 introduced
- 4 permitted
- 5 abolished
- 6 has recently become/recently became
- 7 has shown
- 8 declared
- 9 has also made
- 10 became
- 11 have appeared
- 12 was
- 13 have changed

Skills

B

- 1 Smokers have been leaving cigarette ends outside the building.
- 2 To allow smokers to smoke on the balcony outside the restaurant.
- 3 Because non-smokers like to use the balcony to relax.
- 4 To allow smokers to have a longer break in the morning so that they can go to the park for a cigarette.
- 5 No. The decision is postponed.

Case Study

Comment

For example:

Asia Entertainment (AE) seems to be a suitable company for Decker to buy because it's strong in the areas that Decker wants to develop.

However, there may be a clash between Australian and Chinese ways of doing things.

Scott Henderson, though fluent in Mandarin, may be seen by AE as an assertive outsider.

Interview with Scott Henderson

For example:

The acquisition will benefit the group and boost earnings, although not immediately. Additional costs will be incurred at the beginning, but nothing's been decided about staff cuts. In the long term, they aim to expand the TV channels and import Australian films. He doesn't foresee ongoing problems with the cultural differences.

Working Across Cultures 1

D

- 1 Antonio Silva, from Belo Horizonte, Brazil, and James Whitfield, from Atlanta, Georgia, US.
- 2 a, b, c, d, e, g

E

- 1 Nice to meet you.

2

	Antonio	James
Type of company	office equipment	
Job title	Sales Manager	Systems Analyst
Company performance	not too good, redundancies and cost-cutting	sales up last quarter, but worried about the future
Flight	exhausting, stopped over in Los Angeles	long, turbulent, but food and service OK
Accommodation	in cheap hotel a few blocks away; not many facilities, couldn't use business centre	staying with daughter downtown

F

- 1 a) Nancy Chen
b) Ludmila Poigina
c) Klaus Liebermann
- 2 Whether they've visited Seattle at all and which speakers are worth seeing.

G

- 1 systems analyst
- 2 This is
- 3 sales manager
- 4 How do you do
- 5 Pleased to meet you
- 6 Managing Director
- 7 Frankfurt subsidiary
- 8 St Petersburg

H-I

Exercise H

- a) Nancy b) Ludmila c) James

Exercise I

David Broadus: has written a lot of books on information systems; a very stimulating speaker; obviously knowledgeable about his topic

Jerry Chin: expert on management software; shouldn't be missed

Revision Unit A

1 Brands

Vocabulary

- 1 b 2 a 3 c 4 c 5 c 6 a 7 b 8 a
9 b 10 b

Present simple and present continuous

- 1 loves 7 are trying
2 does 8 are not working
3 works 9 are attending
4 is gaining 10 knows
5 know 11 want
6 is spreading 12 believes

Skills

- 1 views 5 How
2 opinion 6 see
3 Why 7 so
4 afraid 8 Perhaps

2 Travel

Talking about the future

- 1 'll 3 're going to
2 's going to 4 'll

Skills

- 1 How 5 up
2 like 6 back
3 leave 7 sure
4 reason 8 Thanks

3 Change

Vocabulary

- 1 reassess (all three)
- 2 downsizes, downsize, has downsized
- 3 update (all three)
- 4 deregulate (all three)
- 5 retrain (all three)

Past simple and present perfect

- 1 have your offices been 2 were you 3 was
4 decided 5 have you ever regretted 6 were
7 soon realized 8 has developed 9 have had
10 stood 11 have already increased
12 has remained 13 Have you had to
14 have not been

Cultures: Socialising

Exercise 1

- 1 Nice 5 journey
2 I'm 6 tiring
3 Where 7 staying
4 How 8 like

Exercise 2

- 1 How's business? / How's your business doing?
2 What do you do? / What's your job?
3 Have you seen / visited any of the city (yet)?
4 How did you come / travel / get to the conference?
5 Did you have any problems / difficulty finding the (conference) centre?
6 Where are you staying? / Which hotel are you staying at?
7 What's your room like?
8 Are there any talks you (particularly) want to go to? / Which speakers are you interested in?

Unit 4

Vocabulary

A

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

B

- 1 warehouse 5 factory/plant
2 subsidiary 6 headquarters
3 call centre 7 outlet
4 distribution centre 8 service centre

C-D

Exercise C – sample answers

- 2 Answer calls from customers
3 Recruit staff
4 Sell products or services
5 Make products
6 Find the money to invest in new activities
7 Do paperwork (teach this word)
8 Deal with contracts, regulations and any disputes involving the company
9 Manage incoming supplies, warehouse stocks and the way products are moved around
10 Deal with journalists' enquiries and the public
11 Information technology: run computer systems

Exercise D

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

E

- 1 Administration 2 Public Relations
3 Human Resources

F-G

Exercises F and G

- 1 bureaucratic – b 7 centralised – a or b
2 decentralised – a or b 8 dynamic – a

- 3 impersonal – b 9 professional – a
 4 caring – a 10 conservative – a or b
 5 democratic – a 11 hierarchical – b
 6 market-driven – a 12 progressive – a

Reading

A
b

B

Sample answers

- 4 Making offices interesting places to be
 5 Intellectually challenging work
 6 A culture of autonomy and empowerment
 7 Learning and development programme

C

- 1 True
 2 True
 3 False. One hundred per cent of Google Italy workers thought it was a friendly place to work.
 4 True
 5 False. There is no mention of the qualifications needed to work there.
 6 True
 7 True

D

- 1 b 2 a 3 e 4 c 5 d

Language review

- 1 c 2 a 3 b 4 d

A

- 1 company's university programmes manager
 2 side effects, Internet company, skiing trips, games rooms, office decorating, team feeling, massage chairs, table-tennis tables, video games, lava lamps, Google offices, university faculty, lunchtime talks
 3 number of pounds, business of work, type of people, degree of independence, culture of autonomy
 4 teamwork, workplace, beanbags, lunchtime

B-C

Exercise B

- 1 b 2 a 3 a 4 c

Exercise C

- 2 a five-star hotel
 3 a three-million-dollar budget
 4 a 20-minute presentation
 5 a 200,000-dollar contract
 6 a 150-year-old industrial empire

D

- 1 b, c 2 a, c 3 a, b 4 a, c 5 b, c 6 b, c
 7 a, c 8 a, b 9 a, c 10 b, c

Listening

A

The formal organisation, the decision rights,
the information flows and the incentives

B

- 1 A small number of questions about your organisation
 2 Answers from about 40,000 other executives
 3 Patterns that help analysts to say that one organisation is like other organisations

- 4 It organises both workshops with the executives and further research into particular aspects that seem to be particularly interesting.

C

- 1 By function
 2 Manufacturing had responsibility for all the plants around the world; Marketing ran all the brands in every country.
 3 Responding to the local markets
 4 They considered whether all business units should report to the US or regionally.

D

- 1 operated 4 organised
 2 made 5 regional organisations
 3 shipped to 6 headquarters

Skills

A

- 1 d 2 c 3 b

B

- 1 b, d, e 2 Alex 3 Maria

C

name	company	activity
Bob Danvers	Clear View	outsourcing business; supplies companies and organisations with various services including IT, office equipment, travel and cleaning services
Karin Schmidt	MCB	market research

D

- 1 outsourcing
 2 office equipment
 3 founded
 4 divisions
 5 employees
 6 headquarters
 7 offices

E

- 1 Christoph, I'd like you to meet Nathalie.
 2 She speaks fluent Spanish, so could help him deal with South American customers.
 3 Sailing

Unit 5

Vocabulary

B

- 1 (Advertising media) cinema, exhibitions, Internet, outdoor advertising, point-of-sale, press, radio, television
 2 (Methods of advertising) advertorials, banner ads, billboards/hoardings, commercials, free samples, leaflets/flyers, pop-ups, posters, product placement, sponsorship, viral advertising
 3 (Verbs to do with advertising) communicate, endorse, place, run, sponsor, target

C

Cinema: commercials, posters, product placement

Exhibitions: free samples, leaflets/flyers

Internet: pop-ups, banner ads, viral advertising

Outdoor advertising: billboards/hoardings, leaflets/flyers, posters, sponsorship

Point-of-sale: free samples, leaflets/flyers, posters

Press: advertorials

Radio: commercials

Television: commercials, product placement, sponsorship

D-E

Exercise D

- | | |
|--------------------------|-------------------------|
| 1 run a campaign | 4 sponsor an event |
| 2 endorse a product | 5 target a consumer |
| 3 place an advertisement | 6 communicate a message |

Exercise E

- | | |
|----------------|-----------------|
| 1 free samples | 4 word of mouth |
| 2 slogans | 5 mailshots |
| 3 endorsement | |

Reading

B-C

Exercise B

- 1 To tackle the problem of viewers tuning out of traditional television advertising.
- 2 Because it was a live event.
- 3 Because they enable viewers to skip adverts.
- 4 Nineteen stuntmen did a live skydiving jump and spelt out Honda's name.
- 5 LG ran adverts which appeared to trail a glamorous new television show but which really promoted its new screens.
- 6 They pushed the slogan on different media before the live advert went out.
- 7 Posters, TV ads, website, digital advertising, press coverage.

Exercise C

television/TV advertising, live advertisement, advertising agency, (to) run advertisements, teaser advertisement, digital advertising, advertising campaign, word-of-mouth advertising

D-E

Exercise D

- 1 e 2 d 3 b 4 c 5 a

Exercise E

- 1 publicity stunt
- 2 advertising campaign
- 3 teaser advertisements
- 4 poster campaign
- 5 design features
- 6 press coverage
- 7 slogans
- 8 live advertisement
- 9 word-of-mouth advertising

Listening

A

- | | |
|---------------------|-------------------|
| 1 ask the question | 4 wants to happen |
| 2 trying to achieve | 5 spending money |
| 3 objectives | |

B

- 1 To change the image of a company
- 2 To change people's views of an issue
- 3 To get people to change their behaviour:
 - a) to drink less alcohol
 - b) to do up their seat belts
 - c) to change the way in which they use energy

C

- 1 Identify the brief from the client and agree the brief with the client.

- 2 Take the brief and articulate it for the people who have to make recommendations and have ideas about the campaign.
- 3 Present ideas to the client for discussion and agreement.
- 4 Execution phase (where creative material is produced and the space and places in the channels of distribution are bought).

- 1 Viral campaigns are pieces of film or content which are picked up by individuals who see it, perhaps on YouTube, and passed on to their friends with comments.
- 2 Whether it was real or fake

A

B-C

- 1 The problem of viewers tuning out of traditional television advertising. (para. 1)
- 2 Channel 4 (para. 1)
- 3 Honda (para. 1)
- 4 The Honda live advertisement ('the first', para. 2)
- 5 The Channel 4/Honda campaign (detailed in previous paragraphs)

- 1 Knowledge of the advertising code of practice is vital to those wishing to work in the advertising industry.
- 2 We want to film a TV commercial in Russia. ✓
- 3 The 'Think small' Volkswagen Beetle advert was one of the most successful advertising campaigns of the 20th century.
- 4 Four major brands – AOL, Yahoo!, Freeserve and BT– all achieve awareness of over 40% amongst the UK adult population.
- 5 Next year, I am going to work for an advertising agency in the USA.

Almost as soon as the ‘gorilla’ television commercial for Dairy Milk chocolate was first shown on 31 August, people started posting it on YouTube. People also started asking questions, like did it feature a real gorilla playing (the) drums? So what role did the extraordinary take-up of the gorilla ad on the Internet play in Dairy Milk’s success? And was the success of the advert a lucky break? For like Unilever and Diageo, adbury has benefited from the free ‘viral’ distribution of its advertising on the Internet as consumers e-mail, post and create spoof versions of the gorilla campaign. The gorilla commercial is the most viewed advertisement so far this year on YouTube, the content-sharing website.

B-C

- 1** is more formal; **2** is more informal

Three sections

On behalf of Alpha Advertising, I'd like to welcome you. My name's Marc Hayward.

I've divided my presentation into three parts. Firstly, I'll give you the background. Secondly, I'll discuss the media we plan to use. Finally, I'll talk you through the storyboard.

Informal

I'm going to tell you about the ideas we've come up with for the ad campaign.

E-G

- 1 if you look at; we can see from
- 2 that's all I have to say about; Let's now move on to
- 3 So, to sum up, then; the key points again

1 c 2 b 3 a

Exercise G

Then, Finally, Secondly

Unit 6

Vocabulary

A-B

Exercise A

1 shares **4** stock market
2 recession **5** forecast
3 equity stake **6** debt

Exercise B

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

C

1 recession	6 debt
2 stock market	7 equity stake
3 forecast	8 pre-tax profits
4 investment	9 annual turnover
5 bankruptcy	10 dividend

E

Sample answers

Asia-Pacific region, share values, market confidence, luxury hotel group, interim results, strong performance, emerging markets

Listening

A

- 1 investment solutions
- 2 capital
- 3 level of return
- 4 design the strategy

B

1 government	6 commercial
2 company	7 commodities
3 rate of inflation	8 agriculture
4 stock	9 hedge
5 share	10 absolute return

C

He does not mention 3 (hedge funds).

Reading

A

1 wheeler dealer 2 whizz-kid

B

Name	Kieran Prior
Age	29
Job	Financial Analyst
Duties	Running a group of European equities and derivatives
Company	Goldman Sachs
Work location	London
IQ	238
Personality/	Determined, smart, perceptive,

Strengths	likes challenges
Current area of Specialization	Focusing on 20 companies

D

- | | |
|---------------------|---------------------|
| 1 bear market | 6 equities |
| 2 traders | 7 research analysis |
| 3 financial analyst | 8 business sector |
| 4 volatility | 9 earnings |
| 5 trading desk | 10 derivatives |

Language review

A

- 1 decline, drop, fall, decrease
- 2 double
- 3 fluctuate
- 4 gain, increase, rise, improve (unless you're talking about something bad like unemployment)
- 5 halve
- 6 level off
- 7 peak
- 8 plummet
- 9 recover
- 10 rocket, jump
- 11 triple

B

- a decline
- a gain
- a drop
- an increase
- (*rocket* does not have a noun form in this context)
- a plummet (rare, but it does exist as a noun)
- a doubling
- a fall
- a halving
- a levelling off
- a tripling
- a recovery
- a decrease
- a fluctuation
- an improvement
- a peak
- a rise
- a jump

C

- | | |
|------------|------|
| 1 from; to | 4 at |
| 2 by | 5 of |
| 3 of | 6 of |

D

Sample answers

Graph 1

Sales rose from just under €5 million last year to €7 million this year. There has been an increase in sales of €2 million.

Graph 2

Sales reached a low point of €1 million in April.

Sales reached a peak of €7 million in July.

Skills

A

The figures that are wrong in Student B's article are underlined:

It was a bad day for the London market. Following disappointing results from FedEx in the US and fears of a credit crunch, the FTSE 100 fell 125 points or 1.8 per cent to 5,756.9, while the FTSE 250 fell 189.1 points or 1.9 per cent to 9,538. Only eight blue-chip stocks managed to make gains. The best was Smith & Nephew. Shares in the medical devices group rose 2.9 per cent to 599p after UBS upgraded the stock to a 'buy' recommendation. S&N was also supported by rumours of a bid approach from a Japanese company. On the other hand British Airways, down 5.2 per cent to 2251/4p, fell even further after Morgan Stanley cut its target to 149p. This was because of worries about increasing fuel prices. Tate and Lyle, the sugar and sweeteners group, lost 5.8 per cent to 4023/4p after CityGroup lowered its forecasts because of rising corn prices. Following recent floods in the US, the cost of corn has risen 2.5 per cent.

C

125 points	a hundred and twenty-five points
1.8 per cent	one point eight per cent
5,756.9	five thousand, seven hundred and fifty-six point nine
189.1 points	a hundred and eighty-nine point one points
1.9 per cent	one point nine per cent
9,538	nine thousand, five hundred and thirty-eight
2.9 per cent	two point nine per cent
599p	five hundred and ninety-nine pence
5.2 per cent	five point two per cent
225 ¹ / ₄ p	two hundred and twenty-five and a quarter pence
149p	one hundred and forty-nine pence
5.8 per cent	five point eight per cent
402 ³ / ₄ p	four hundred and two and three-quarter pence
2.5 per cent	two point five per cent

Case Study

CD1.41

The correct statements are: 1, 2, 3.

Working Across Cultures 2

B

1 b 2 c 3 a 4 b 5 c 6 b 7 a 8 a

E

- 1 Time, hierarchy, objective
- 2 Clarifying is key, constant checking and feedback are crucial; summarise main areas of agreement and disagreement; plan and organise meetings; predict potential cultural problems

F

1 False 2 False 3 False 4 False 5 True

G

1 money 3 face 5 talk
2 agenda 4 business 6 building

Revision Unit B

4 Organisation

Vocabulary

Exercise 1

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

Exercise 2

- 1 Carry out research
- 2 Issue press releases
- 3 Draw up contracts
- 4 Install and maintain systems
- 5 Train staff
- 6 Keep records

Noun combinations

1 management style

- 2 product range
- 3 consumer awareness
- 4 sales revenue
- 5 company headquarters

Writing

g b d c e a f

5 Advertising

Vocabulary

- | | |
|---------------|-----------------|
| 1 advertorial | 5 hoardings |
| 2 commercials | 6 point-of-sale |
| 3 endorsed | 7 free samples |
| 4 pop-ups | |

Articles

Sweden has a long history of rules and regulations aimed at guiding citizens on the right path. A majority of Swedes seem content with the prohibitions they believe help keep their country one of the safest on Earth. As Sweden is an extremely child-focused society, much of the paternalistic protection is directed towards children. For example, all television advertising aimed at children under the age of 12 – from junk food to toys to video games – has been banned on terrestrial channels before 9 p.m. since 1991. Although it has many admirers, the ban is not entirely successful because the satellite television stations that broadcast from outside Sweden are free to target children as much as they like. Despite this, health professionals say the relatively low incidence of children's advertising has been a big factor in the exceptionally low levels of overweight children in Sweden.

Skills

- | | |
|-----------|--------------|
| 1 behalf | 7 like |
| 2 welcome | 8 Secondly |
| 3 talk | 9 finally |
| 4 divided | 10 interrupt |
| 5 parts | 11 question |
| 6 Firstly | |

6 Money

Vocabulary

- | | |
|-------------------|----------------|
| 1 bankruptcy | 6 Shareholders |
| 2 gains | 7 dividend |
| 3 Turnover | 8 share |
| 4 recession | 9 Forecasts |
| 5 Pre-tax profits | 10 investment |

Describing trends

Exercise 1

- | | |
|-----------|------------|
| 1 plummet | 5 increase |
| 2 drop | 6 rise |
| 3 fall | 7 rocket |
| 4 decline | 8 jump |

Exercise 2

- | | | |
|-------------|-----------|-----------|
| 1 decreased | 6 fall | 11 peaked |
| 2 decreased | 7 dropped | 12 peak |
| 3 decrease | 8 dropped | 13 rose |
| 4 fell | 9 drop | 14 risen |
| 5 fallen | 10 peaked | 15 rise |

Exercise 3

- | | |
|------------|----------|
| 1 in | 4 at |
| 2 from; to | 5 of; in |
| 3 by | |

Skills

- 1 fourteen

- 2 forty
- 3 eight pounds fifty
- 4 five hundred and fifteen euros
- 5 twelve point five
- 6 thirteen point three six per cent
- 7 zero (*or oh or nought*) point one two five
- 8 a (*or one*) third
- 9 three quarters
- 10 five thousand, six hundred and seventy-eight

Cultures

- | | |
|----------|-------------------|
| 1 body | 5 key |
| 2 face | 6 building |
| 3 action | 7 small, business |
| 4 times | 8 agenda |

Unit 7

Listening

A

- 1 The perception of time-keeping is different because of prayer times and awareness of the movements of the sun and moon.
- 2 Americans want to get down to business immediately but, in other cultures, relationship building is very important.

B

It's not enough for staff to be brilliant in their area.

They have to be adaptable and flexible – prepared to change when necessary.

C

- 1 international businessperson
- 2 judgemental
- 3 hierarchy
- 4 decision-making process
- 5 influence

Vocabulary

A

- | | |
|---------|---------|
| 1 ice | 5 foot |
| 2 end | 6 fire |
| 3 eye | 7 water |
| 4 water | 8 eye |

B-D

- 1 break the ice – g (positive)
- 2 thrown in at the deep end – a (negative)
- 3 we don't see eye to eye – e (negative)
- 4 got into hot water – h (negative)
- 5 put my foot in it – d (negative)
- 6 get on like a house on fire – b (positive)
- 7 fish out of water – c (negative)
- 8 a real eye-opener – f (positive)

Reading

A

- 1 a 2 b 3 c 4 a 5 c

B

- 1 a) '[They] might share similar professional knowledge and skills ...' (lines 15–16)
- 1 b) '... their ways of working, social skills, body language and ways of doing business are likely to be completely different. They may have different patterns of behaviour ...' (lines 17–22)
- 2 'It is about understanding how and why cultures work differently.' (lines 46–47)

Language review

A

- 1 should
- 2 mustn't
- 3 both (this may be advisory or compulsory)
- 4 mustn't
- 5 both (may be advisory or compulsory)
- 6 both (two senses: she needn't work so hard; it's not good for her to do so)
- 7 both (depends on the strength of the advice)
- 8 don't have to

Skills

A

Sample answer

- A So where did you go on holiday, then?
- B We went to Italy this year.
- A Did you have a good time? [enthusiastically]
- B Yes, it was great!
- A And which part of Italy did you go to?
- B We rented a villa in Sicily.
- A I've been to Sicily – Taormina. I really enjoyed it.
What did you think of it?
- B Yes, I thought it was wonderful – the scenery is so beautiful.
- A Yes, it's a marvellous place. We want to go back next to Italy next year. So ... how's it going at work?
- B We're really busy.
- A That's really good, isn't it?
- B Yes, it's better that way!

C

Sample answers

- 1 Sorry, I didn't catch that.
- 2 I'm afraid I won't be able to make it. I have to be at the airport by six.
- 3 No, thanks. I don't like black pudding very much, I'm afraid.
- 4 It was nice talking to you, but I have to get to my next meeting.
- 5 Hello. It's very nice to see you. Welcome to Prague. Have you been here before?
- 6 Jack, I'd like to introduce you to Ivan – Jack Smith, Ivan Brodsky.
- 7 I'll get this – it's on me.
- 8 I'd like to propose a toast. Here's to the success of our joint venture!
- 9 I'm very sorry to hear that.
- 10 I'm so sorry I'm late. The traffic's awful!

D

- 1 I'm sorry. I didn't quite catch your name.
- 2 I'm really sorry – I'd love to, but I'm afraid I'm going to the theatre on Wednesday night.
- 3 Not for me, thanks. I'm not keen on seafood.
- 4 I'm sorry, but I really do have to be going. It was really nice talking to you.
- 5 Welcome to our headquarters. It's a pleasure to meet you. I'm James Clayton.
- 6 Katrina, can I introduce you to Greg? Greg's over from the States. Greg, this is Katrina Siedler, my boss.
- 7 Please, let me get this.
- 8 Here's to our future success.
- 9 I'm very sorry to hear about what happened.
- 10 I'm sorry I'm late, the traffic from the airport was terrible.

E

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

F-G

Exercise G

Useful: 1, 4, 5, 7, 8

But remind students not to overdo it. For example, ask questions but not too many and not very personal ones; keep eye-contact most of the time, but don't stare at the other person.

Not useful: 2, 3, 6

Unit 8

Vocabulary

A-C

Exercise A

- 1 curriculum vitae (CV)/résumé
- 2 application form
- 3 covering letter
- 4 interview
- 5 psychometric test
- 6 probationary period

Exercise B

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

Point out that other partnerships are possible (e.g. *assemble the candidates*), but that the ones above are the most likely.

Possible order: 3, 2, 4, 6, 5, 1

Exercise C

Well, what usually happens is that an employer will advertise a vacancy or new post – sometimes both inside and outside the company. Then, after they have received all the applications, they will screen them – go through and shortlist the candidates for interview – choosing those who appear to meet the criteria for the job. Next, they will assemble an interview panel, which is perhaps as many as four or five people in some cases, and then call the candidates to interview. Some employers choose to check references at this stage to avoid delays later, while others wait until after the interview when they have chosen one of the candidates. Provided the panel is happy, the employer will make a job offer, and the successful candidate starts work. Often he or she will attend induction sessions or be given a mentor who helps to train new staff.

E

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

F

- | | |
|-----------------|----------------|
| 1 creative | 6 enthusiastic |
| 2 authoritative | 7 methodical |
| 3 objective | 8 analytical |
| 4 practical | 9 adaptable |
| 5 ambitious | 10 reliable |

Reading

A

Possible headings (some snappier than others!)

Article A

- The advancement of women in Vietnam
- The increasing importance of women in Vietnamese business
- Major progress for women in the Vietnamese workplace

Article B

- Women in the driver's seat in Japan
- Changing the Japanese way of selling cars
- Women lead change in Japanese car-selling methods

B

Article A

- 1 True
- 2 False: Women account for nearly 52 per cent of the workforce in the service sector, 50 per cent in the agricultural and fisheries sector and 37 per cent in industry and construction.
- 3 True
- 4 False: More than a third (40.2 per cent) of university graduates are women but slightly under a third (30.5 per cent) of holders of Master's degrees are women.
- 5 False: She says that they jointly decide important issues in their life, such as work or education for their children. Her husband always respects her opinions.
- 6 True

Article B

- 7 True
- 8 True
- 9 True
- 10 False: The number of women managers at Nissan... has risen from 2 per cent to 5 per cent.
- 11 False: The percentage of women managers in the Japanese car industry as a whole is 0.6 per cent.
- 12 False: Men are attracted by big pictures of cars and specifications about performance; most mothers were attracted by pictures of a family having a great time with the car.

E

- a) child(ren), mother, housewife, residents, community, husband, family, women, society, government, (university) graduates, PhDs, recipients sales executives, customers, salespeople, boy, women, men, family, graduates, managers, employees, engineers, mothers
- b) construction, real estate, service (sector), agricultural, fisheries, industry, education engineering, marketing, sales

Listening

A

Via a network of global offices; candidates work with a Hays consultant who helps them gain an understanding of the type of role they're looking for, what type of organisation they would like to work for, etc. They also work how to present their CV. Also via the website; candidates can apply for jobs and get advice on applications.

B

- 1 Look your best.
- 2 Research your employer.
- 3 Look at the duties of the vacancy and match them to your experience.

C

- 1 recommend 3 previous experience
- 2 duties 4 demonstrate

D

- 1 Intervention of online recruitment and websites; need for interim and temporary employees
- 2 Online recruitment means candidates have access to jobs all over the world.

Language review

A-B

Exercise A

- 1 b 2 a 3 b 4 c 5 a

Exercise B

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

C

- 1 working 4 offering
- 2 to answer 5 to tell
- 3 to call 6 making

Skills

A

a, d, f

B

- 1 I was wondering
- 2 still in time to apply
- 3 I'd also like to know
- 4 notice would you need to give
- 5 just to get this clear
- 6 Exactly
- 7 what the salary is
- 8 Are you saying
- 9 negotiable

Unit 9

Starting up

A

- 1 opportunities 6 gap
- 2 competition 7 prices
- 3 unemployment 8 companies
- 4 poverty 9 environment
- 5 workers 10 standards

Vocabulary

A-B

- 1 controls 4 barriers
- 2 taxes 5 borders
- 3 liberalise 6 customs

C

- 1 Tariffs – these are taxes on imported goods (they raise the price of goods and make them more expensive)
- 2 Subsidies to domestic producers – money given to them by the government
- 3 Quotas – limits on the number of goods that can be imported
- 4 Expensive import licences – special permission to import goods
- 5 Complicated regulations for documents – make trade slower and less attractive

D

- 1 a
- 2 a, b, d
- 3 a) unfair b) strategic c) imports
- 4 a) The trend towards liberalising trade and removing trade barriers
b) Because the most successful economies tend to have open markets and most of their industries have been deregulated.

E

open markets	protected markets
open borders, free port, laissez-faire, liberalise, deregulation	barriers, developing industries, dumping, tariffs, strategic industries, restrictions, quotas, customs, subsidise, regulations

F-G

Exercise F

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

Exercise G

- 1 to break into a market
- 2 to carry out a survey
- 3 to place an order
- 4 to meet a delivery date
- 5 to quote a price
- 6 to arrange insurance cover
- 7 to comply with regulations
- a) 1, 4, 5
- b) 2, 3
- c) 6, 7

Reading

A

Article 1: c
Article 2: a

B

- 1 True

- 2 False: 'The US should focus on improving its overall economic competitiveness instead of seeking protectionism to combat its economic slowdown, ...'
- 3 False: '... it should not argue for a stronger currency to reduce its trade deficit with China, since the value of the yuan is not the fundamental cause of the deficit ...'
- 4 True
- 5 True
- 6 True
- 7 False: 'China has also said the fact that Americans save much less of their incomes than the Chinese do has increased the trade deficit.'
- 8 True

C-D

Exercise C

- | | |
|-----------------|----------------|
| 1 protectionism | 4 co-operation |
| 2 slowdown | 5 risen |
| 3 deficit | 6 save |

Exercise D

- | | |
|-----------------|------------|
| 1 protectionism | 3 slowdown |
| 2 co-operation | 4 deficit |

Language review

A

- | | |
|-------------------------|---------------------------|
| 1 give us; 'll place | 4 Would; sent |
| 2 Will you deliver; pay | 5 don't improve; 'll have |
| 3 lower; 'll buy | 6 joined; would get |

B-C

Exercise B

- | | |
|---------------------|------------------|
| 1 order | 5 was |
| 2 we'll | 6 were |
| 3 would you be able | 7 we would offer |
| 4 order | 8 I would love |

Exercise C

- a) If I **order** 30,000 silk scarves, what discount will you offer us? If you buy 50,000 scarves, then **we'll** offer you 10%. If you **order** at a peak time, like just before Chinese New Year, it will be impossible to deliver that quickly.
- b) If we placed a very large order, **would you be able** to despatch immediately? If the order **was** really large, that would be negotiable. If you **were** a regular customer, **we would offer** you 30 days' credit. If I had more time, **I would love** to have dinner with you.

Listening

A

Create an environment where people can do; keep the learning fresh; look at the feedback from negotiations

B

- | | |
|-------------------|-----------------|
| 1 appropriateness | 5 co-operative |
| 2 different | 6 win-win |
| 3 competitive | 7 wrong |
| 4 conflict | 8 circumstances |

C

- 1 Be versatile, be adaptable, be able to change behaviour according to circumstances, be able to manage conflict and the pressure of face-to-face negotiation, be able to plan effectively, be analytical, be open-minded and creative, have self-discipline
- 2 Listen for certain language cues – soft exposing give-aways.

Skills

C

- 1 Ready yourself
- 2 Explore each other's needs
- 3 Signal for movement

- 4 Probe with proposals
 - 5 Exchange concessions
 - 6 Close the deal
 - 7 Tie up loose ends
- RESPECT

D

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

Working Across Cultures 3

A

Students can use the points given in the Course Book answers to give advice, for example:

If going to Saudi Arabia, bear in mind that you should ...

- 1 be ready to say something positive about the city you are visiting.
- 2 know that delays before meetings are not unusual.

B

- 1 a) There were other people there in addition to Matsumoto.
b) He did not realise Matsumoto could not take a final decision himself and that discussion with other colleagues meant the decision would be delayed.
- 2 a) He did not spend any time studying Matsumoto's business card.
b) He asked a direct question that put Matsumoto in an embarrassing position.
c) He gave white flowers, which remind the Japanese of death.

C

1

- a) During the meeting, they talked about football, the thunderstorm, his family and life in Denmark. At the restaurant, they talked about the crime rate, Amazon rainforests, the government and food.
- b) They played snooker (a kind of pool).

2

- a) He refused the cup of coffee. He tried to talk about sensitive issues such as politics.
- b) Food in different countries

3

He wasn't very sure about it, as he thought their ways of doing business were too different.

4

- a) Delays in giving his presentation
- b) The agenda not being followed
- d) Too many questions during his presentation
- g) No progress at the meeting

Task

Sample answer

From: Pedro Oliveira

To: All directors

Subject: Meeting with Sven Selig re joint venture

As some of you may know, I recently met with Sven Selig, the Chief Executive of a Danish retail store group, to discuss a possible joint venture between our organisations.

He's a very nice guy, but there were times during our discussions where there were tensions; for example, he tried to discuss difficult political issues, which he should have avoided.

There were other difficulties: for instance, he was not flexible enough when we did not follow the items on the agenda and seemed irritated by questions during the presentation when he should have welcomed them.

These are just some of the difficulties that occurred and there would certainly be others if we went ahead and worked with Selig. For this reason, I recommend that we do not proceed with a joint venture with his company.

Revision Unit C

7 Cultures

Vocabulary

Exercise 1

- 1 to get on like a house on fire
- 2 to put one's foot in it
- 3 to break the ice

Exercise 2

- 1 put my foot in it
- 2 break the ice
- 3 get on like a house on fire

Advice, obligation and necessity

- | | | |
|-------------|-----------------|------------------|
| 1 shouldn't | 3 should | 5 should |
| 2 shouldn't | 4 don't have to | 6 must / have to |

Writing

Exercise 1

- | | |
|----------------------|------------------|
| 1 would like to | 5 very much hope |
| 2 would be delighted | 6 seeing you |
| 3 are willing | 7 sincerely |
| 4 invited | |

Exercise 2

Sample answer

To: Erman Bayar **From:** J. Ferreira
Subject: Forthcoming IRTA Sales Conference

Dear Mr Bayar,

Thank you very much for your kind invitation to speak at your sales conference, which I am delighted to accept. The subject of my presentation will be 'Barriers to International Trade'. Please find the abstract attached. My fee will be €1,500. I hope this is acceptable to you. Thanks also for your invitation to the dinner on the second day of the conference. Unfortunately, I won't be able to attend, as I am giving another presentation elsewhere that evening.

Yours sincerely,

J. Ferreira

8 Human Resources

Vocabulary

Exercise 1

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

Exercise 2

- | | |
|------------------------------|-----------------------|
| 1 take a psychometric test | 4 work a probationary |
| 2 attend an interview period | |
| 3 shortlist a candidate | 5 apply for a job |

Exercise 3

- 1 b 2 b 3 d 4 c 5 a 6 a 7 a 8 c 9 b 10 d

Writing

Sample answer

Dear Mr Wilder

Thank you for coming to the interview for the post of General Manager at Fast Fitness in São Paulo.

There were many highly qualified candidates. Unfortunately, despite your skills and experience, we are unable to offer you the position at this time.

We will keep your name on file and will let you know about any future job openings in our organisation that may be of interest to you.

Sincerely

9 International markets

Vocabulary

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

Conditions

Exercise 1

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

Exercise 2

1 'll 2 wouldn't 3 'd 4 won't 5 'll 6 'd

Skills

1 c 2 e 3 b 4 a 5 d

Cultures

1 B 2 J 3 J 4 SA 5 SA 6 B 7 J 8 J 9 J, SA 10 B

Unit 10

Vocabulary

B-C

- | | |
|---|---------------------------------------|
| 1 <u>bribery</u> and <u>corruption</u> | 6 <u>tax</u> <u>fraud</u> |
| 2 <u>price</u> <u>fixing</u> | 7 <u>counterfeit</u> <u>goods</u> |
| 3 <u>environmental</u> <u>pollution</u> | 8 <u>money</u> <u>laundering</u> |
| 4 <u>sex</u> <u>discrimination</u> | 9 <u>animal</u> <u>testing</u> |
| 5 <u>insider</u> <u>trading</u> | 10 <u>industrial</u> <u>espionage</u> |

Reading

B

lie, stretch the truth, deception, dishonesty

C

- 1 Everyone else does it, companies lie about job requirements, it's hard to get a good job
- 2 They can lose their jobs.
- 3 (Ask for students' opinions.)
- 4 You begin to fool yourself and develop habits of distorted thinking.
- 5 It forces you to think clearly and creatively, it checks the accuracy of your claims, it trains your old boss in how to represent you during reference checks, your old boss may give you better ways to represent yourself.

Listening

A

- | | |
|-----------------|---------------|
| 1 international | 5 world |
| 2 conservation | 6 scientists |
| 3 education | 7 plants |
| 4 100 | 8 environment |

B

- 1 The US, the UK, India, Melbourne (Australia), Japan, China
- 2 So that members of the public, company employees, teachers, young people and young scientists can join researchers in the field as field assistants and collect real data that contributes to understanding what is happening.

C

- 1 To help to reduce the environmental impact of their operations
- 2 To educate and engage their employees and get their employees inspired and motivated to do something in their own communities or in their workplace with respect to the environment

D

Sample answer

EarthWatch is working with HSBC, the global bank, so that the bank's employees can work on data collection along with EarthWatch researchers.

This research is about how forests are coping with climate change and how animals and plants are affected.

This is a way of involving employees and getting them to go back into their companies so that they influence colleagues about climate change.

Language review

A

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

- 1 Past continuous 3 Past simple
2 Past perfect 4 Present perfect

B

- a) happened, got, was, fired, said, did [...] find out, required, found out, didn't have, wasn't, cost
b) was going, was getting, was receiving, was exceeding
c) had lied, had claimed, had [...] made up, had done, had felt, had been
d) have been, 've advised

C

- 1 had
2 launched
3 was selling
4 were getting
5 were increasing
6 went
7 started
8 were complaining / complained
9 was using / used
10 was offering / offered
11 (was) taking / took
12 felt
13 had received
14 started
15 fired
16 have recently issued

Skills**A**

- 1 He is sending in reports saying he's met customers when he hasn't; he is putting in false expense claims; he claims he's had meals with customers that he hasn't seen for a long time; he's rude and unco-operative with other members of the department
2 Have an informal chat, mentioning that all expense claims will be carefully checked in future, or tell him that if he doesn't change, he will be sent a warning letter than could lead to dismissal
3 Have a friendly chat with him to find out if there's a personal problem affecting his work

B

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

C

The problem is, he's a really good salesman.
There are two ways we could deal with this.
If we do that, he may come to his senses.
Let's look at it from another angle.
Let's see if we can sort this out.
I'll arrange for Tom to meet us.

Case Study**Ethical dilemmas****Sample answer**

The ethical dilemma the company must deal with is whether to invest a lot of money in a drug that will potentially cure a fatal disease but will not produce much profit for the company.

Unit 11**Vocabulary****A-B****Exercise A**

cautious/decisive; casual/formal; idealistic/realistic; assertive/diffident, encouraging/critical

Exercise B

dynamic/laid-back; radical/conservative; ruthless/principled; distant/approachable

C

- | | |
|--------------|----------------|
| 1 cautious | 5 ruthless |
| 2 critical | 6 approachable |
| 3 formal | 7 conservative |
| 4 idealistic | 8 principled |

D-E

Exercise D

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

(Some other pairs are possible, e.g. 1b, 4c, 5a, but the ones above are the most likely.)

Exercise E

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

Listening

A

A sense of direction, courage, communication, respect, emotional intelligence

B

- 1 Charisma, intelligence, ability to influence people
2 Not usually

C

- 1 False: '...my husband is a few years older than me'
2 False: He has 'the ability to fight like a cornered rat when he needs to' but there is no mention of boxing.
3 True
4 True
5 True

Reading

C

- 1 a 2 b 3 a 4 a 6 a 7 c 9 a 10 d

5 and 8 are not mentioned.

E

- 1 from 4 up
2 down from; over; to 5 of
3 with

Language review

A-B

Exercise A

- | | |
|--------------|--------------|
| 1 which/that | 5 who |
| 2 which/that | 6 who |
| 3 who | 7 which/that |
| 4 who | |

Exercise B

- | | |
|---------------------|------------|
| 1 which/that; where | 4 who/that |
| 2 who/that | 5 who/that |
| 3 which/that | |

C

We now need to encourage investment in new high technology industries such as clean energy and environmental technology. These are sectors **where** we have lacked political leadership not just recently, but for decades.

The Internet, **which** enables the open and free exchange of information, is critical to our future economic growth. It has already proved to be vital to entrepreneurs and America's small businesses, **which** generate up to 80 per cent of new jobs in the US.

But continuing this record will require a strong federal commitment to keeping the Internet open.

Technologies such as the Internet can also help make our government more open and responsive to citizens. But even those of us **who/that** are technology's biggest enthusiasts must recognise its limitations. In the end, it is people **who/that** have to

make the decisions.

More than ever, we need a leader **who/that** will look beyond the old thinking and orthodoxies and **who** understands the importance of investment in ideas and technology for our future.

This article expresses the personal opinion of Eric Schmidt, **who** is the Chief Executive of Google.

Skills

A

Suggested answers

a) 2, 10 b) 1, 3, 4, 5, 6, 8 c) 7, 9

- 1 Can be a good way of building rapport, but be careful in unfamiliar cultures with the use and type of humour in particular contexts. If in doubt, it is best avoided. Serious subjects require a serious approach.
- 2 But not too slowly – it can sound condescending. (Teach this word.) However, do try to vary the speed at which you speak.
- 3 Occasionally, perhaps, but don't overdo it.
- 4–5 Involve the audience by giving a presentation that they can relate to and are interested in, but you may want them to keep questions to the end to avoid digressions.
- 6 You may have to adapt if necessary, but if you have researched the audience and what they expect, this should not be necessary.
- 7 Try not to wander around too much, but occasional movement helps the audience to concentrate.
- 8 This is partly cultural – some cultures use more gesturing than others. Do what comes naturally to you, but don't overdo it.
- 9 Probably not a good idea – it will sound monotonous. But there may be key sections, quotations, etc., that it is good to have written down. If so, read out as spontaneously as possible.
- 10 Usually advisable, but it depends on the size of the audience. If there are 100 people or the setting is formal, definitely stand up. With a small audience in an informal setting, it's sometimes OK to sit down. Standing in front of a small audience can seem intimidating to them.

Unit 12

Vocabulary

A-B

- 1 field (football) – a
- 2 seat (motor racing) – h
- 3 neck (horse racing) – c
- 4 horse (horse racing) – e
- 5 player (football, baseball) – j
- 6 goalposts (football) – g
- 7 ball (tennis or any ball game) – f
- 8 game (any sport) – b
- 9 race (horse racing) – d
- 10 ropes (boxing) – i

C

- 1 playing field
- 2 a one horse race
- 3 flogging a dead horse
- 4 in the driving seat (You could also accept *ahead of the game*.)
- 5 neck and neck
- 6 major players

Reading

B

Starbucks

C

1 M 2 S 3 S 4 M 5 S 6 S 7 M 8 M 9 M

D-E

Exercise D

- 1 up 4 on
- 2 by 5 on
- 3 out to

Exercise E

- a) lose out to
- b) take on
- c) focus on
- d) replace (by)
- e) stir up

F-G

Exercise F

- 1 c 2 a 3 b 4 e (as in *take out a loan*) 5 d

Exercise G

- 1 take on
- 2 taken over
- 3 taken aback
- 4 take out
- 5 take off

Listening

A

- 1 It carries out investigations into particular mergers and markets in the UK and into regulated industries.
- 2 To see if the ownership structure is in the interests of consumers (i.e. to see if it is a competitive market)

B

- 1 False: 'It's actually a matter of ... not so much looking at the number of competitors or providers in a particular market so much as looking at the dynamics of that market.'
- 2 True
- 3 True
- 4 False: '... after in-depth investigation, it was clear that this is a market where these companies are competing actively with each other.'

C

- 1 static
- 2 switching
- 3 competing
- 4 prices
- 5 innovation
- 6 choice

Language review

A

- 1 Correct
- 2 The leadership contest was depended on the boardroom vote.
- 3 Where were you when the president was be shot?
- 4 Correct
- 5 They are **depending** on the CEO to show strong leadership.
- 6 Correct
- 7 Correct
- 8 Correct
- 9 Problems may **occur** after the leadership vote.
- 10 Correct
- 11 Correct
- 12 The audience **consists** largely of senior executives.

B

- 1 was held
- 2 was attended
- 3 was / had been circulated
- 4 was / had been intended
- 5 was (being) forced
- 6 had been cut
- 7 had been increased
- 8 had been commissioned
- 9 was informed
- 10 had been reached
- 11 were being investigated
- 12 was being / had been implemented
- 13 were being / had been considered

Skills

A

- 1 a, b 2 To make it profitable

B

- 1 e 2 d 3 c 4 b 5 a

C

- 1 would be perfect (D) 6 could help (D)
2 no good (ND) 7 will you pay us (ND)
3 far better (ND) 8 talk about (ND)
4 suggest (D) 9 To be honest (D)
5 want at least (ND) 10 must be (ND)

Working across cultures 4

A

- 1 Different cultures have different ideal distances when people are speaking. This will depend on how well people know each other and other factors. But some research has shown that, typically, two English speakers talking across a table think that 8 feet (just over 2 metres) is a comfortable distance.
- 2 This could be quite personal. Some people hold eye contact for longer than others even within the same culture, for reasons of shyness, outgoingness, etc.
- 3 In some cultures, such as Finland and Japan, silence means that you are considering carefully what the other person has said. The English-speaking world, on the whole, is not comfortable with too much silence.
- 4 English speakers would probably say that it is rude to talk 'over' someone before they have finished speaking but recordings of meetings, etc., would probably prove otherwise! Some other cultures are more comfortable with this.

B

- 1 East Asians, (North) Americans, Northern Europeans
- 2 Southern Europeans, Latin Americans
- 3 East Asians
- 4 Latin cultures of Europe and Latin America
- 5 Venezuelans
- 6 Arab and Latin cultures
- 7 North Americans and Northern Europeans
- 8 East Asians

C

- 1 How close do you like to be when speaking with a business colleague?
How much eye contact are you comfortable with?
Are you comfortable with long periods of silence?
And how do you feel about interruptions?
- 2 **These are some of the questions we will be looking at** in today's workshop on communication styles and cultural awareness.
- 3 **I've had** 12 overseas postings, including Brazil, Russia, China and India, and I speak four languages.
- 4 **By the end of the workshop today, you'll have** a better understanding of communication styles in your own culture and an introduction to those styles in other cultures ... and this is the starting point for learning how to deal with cultural differences.
- 5 It's **worth bearing in mind** that ...
- 6 **Let me tell you briefly what we are going to cover today. I'll get the workshop going with** a brief talk. **Firstly, I'm going to talk about** some ways in which we use verbal communication and **I'll look at** two areas. **Then I'm going to look at** non-verbal communication, again looking at two areas. **And after that, we'll** do some activities looking at communication styles in your own culture.
- 7 **Can you put up your hands if** you've already had an overseas posting?

Revision Unit D

10 Ethics

Vocabulary

Exercise 1

money laundering
sex discrimination
animal testing

counterfeit goods
price fixing

Exercise 2

- | | |
|--------------------|----------------------|
| 1 price fixing | 4 counterfeit goods |
| 2 animal testing | 5 sex discrimination |
| 3 money laundering | |

Narrative tenses

- | | |
|-----------------|---------------|
| 1 started | 6 had tested |
| 2 heard | 7 were losing |
| 3 was causing | 8 realised |
| 4 were doing | 9 decided |
| 5 was happening | |

Skills

- 1 Please find attached the expenses claim form that you sent to our Accounts Department last
- 2 week. I am afraid we cannot process it as it is, because it is incomplete.
- 3 Firstly, we need to know the names of the customers that you took for lunch on May 12, as
- 4 well as the name of the restaurant where you took them. We also need to know the reason for
- 5 the £60 that you entered under 'sundry expenses'. Finally, we would like to remind you that all
- 6 expenses have to be authorised by your manager.

11 Leadership

Vocabulary

Exercise 1

- | | |
|----------------|----------------|
| 1 approachable | 4 diffident |
| 2 encouraging | 5 Ruthless |
| 3 idealistic | 6 conservative |

Exercise 2

- | | |
|------------|---------------|
| 1 be up to | 4 come in for |
| 2 hand in | 5 deal with |
| 3 take on | 6 put forward |

Relative clauses

- 1 We went to the workshop that Li had recommended to us.
- 2 Most of the proposals that/which we had put forward were eventually accepted.
- 3 The firm, which organised business travel for top executives, went bankrupt last month.
- 4 What's the title of the talk that/which you are going to attend?
- 5 Mrs Martens, who is fluent in four languages, heads our translation service.
- 6 Two of the speakers that/who (or whom) we had invited were unable to come.
- 7 My favourite manager was a young man who came from Brazil.
- 8 Where is the report that/which was on my desk this morning?

12 Competition

Vocabulary

- | | |
|-------------|--------|
| 1 horse | 5 neck |
| 2 field | 6 seat |
| 3 goalposts | 7 ball |
| 4 game | |

Passives

Exercise 1

- 1 are tested
- 2 is read
- 3 will be met
- 4 must be reviewed
- 5 have been closed
- 6 is (...) being developed

Exercise 2

- 1 have (...) been accused

- 2 is being/will be sold, is estimated
- 3 are owned
- 4 was founded
- 5 is (...) known, are (...) supplied
- 6 is (...) being discussed

Writing

Exercise 1

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

Exercise 2

2, 3, 5, 4, 6, 1

Cultures: Communication styles

Exercise 1

- 1 How close do you like to be when speaking with a business colleague?
- 2 How much eye contact are you comfortable with?
- 3 How comfortable are you with prolonged periods of silence?
- 4 How do you feel about being interrupted?

Exercise 2

Ensure that students' presentations are to the point and cover all four issues above.