

Business Result Upper-intermediate

Student's Book Answer Key

1 | First impressions

Starting point

Possible answers

- 1 Answers will vary, but students might say that the business is modern and forward-thinking, that it wants to create an impact and be noticed and that it values innovation.
- 2 Answers will vary, but students might say that first impressions range from professional, relaxed, friendly, formal or distant.

Working with words

1

- 1 No. A company's image is not based on a single factor but on the total impression created by a variety of factors.
- 2 the culture of clients or customers

2

- 1 The text mentions business card, glossy brochure, fashionable display. Students might add publicity and advertising, reception area, meeting rooms, car parking, behaviour of staff, e.g. telephone manner and attitude to visitors.
- 2 'Intangibles' refers to those things which cannot be seen or touched. Added to those in the text, students might suggest areas such as attitude to staff development, the staff's approach to their work, level of corporate entertainment and attention to detail and quality.

3

- | | | | |
|----------------|-------------------|--------------|--------------|
| 1 extravagance | 3 professionalism | 5 innovation | 7 principles |
| 2 creativity | 4 rapport | 6 reputation | 8 tradition |

4

- | | | |
|-----------|-----------|---------|
| 1 project | 3 creates | 5 taken |
| 2 have | 4 build | 6 come |

6

- 1 Zhifu says that, as in traditional advertising, some things are more effective in some cultures than others.
- 2 Websites for Western consumers have lots of words and facts and are often quite complex. Websites for Asian consumers tend to be more simple, functional and less ostentatious. Asian consumers also prefer sites where you can bargain.

Business Result

7

1 reliable: trustworthy
2 unsuccessful: ineffective
3 showy: ostentatious
4 positive: favourable

5 costly: expensive
6 mistrustful: suspicious
7 practical: functional
8 complicated: complex

9 simple: modest
10 effective: successful
11 over confident: arrogant
12 cautious: wary

8

Probable answers

positive: reliable, trustworthy, positive, favourable, practical, functional, simple, effective, successful

negative: unsuccessful, ineffective, showy, costly, expensive, mistrustful, suspicious, over confident, arrogant

potentially both positive and negative: ostentatious, complicated, complex, modest, cautious, wary

Business communication skills

1

- 1 from Sean's former colleague
- 2 to help with the renewal / design of a website
- 3 call or email to arrange a meeting

2

- 1 It's a follow-up call to the email Sean sent to Ivan.
- 2 They arrange to meet to discuss things further.
- 3 Ivan is going to be in Berlin the day after tomorrow.

3

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

5

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

6

- 1 Catherine, Ivan Formanek's assistant, is calling to confirm the meeting on the 13th.
- 2 She will email a map and directions.
- 3 public transport

7

- 1 a Can you tell me how I get to Simply Speaking? Is it best by taxi or public transport?
 b There's a train that leaves at 3 o'clock.
 c Will I have time to catch that one (or should I take a later one)?
- 2 a Let me know where you're staying and I'll email you a map and directions from your hotel.
 b Let me know if you need a taxi and I'll book one for you.

Business Result

Practically speaking

1

conversation 1: 1 business card 2 phone
conversation 2: 1 text 2 mobile / text
conversation 3: 1 business card 2 email

2

a 3, 5 **b** 2, 6, 7 **c** 1 **d** 4

Language at work

1

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

2

Possible questions

Who do you work for?
Which department do you work in?
What are you responsible for?
What are you working on at the moment?
What's your typical day? / What do you do each day?
What are you doing next week at work?
How are your English studies going?
Do you often use English for your job?

4

present simple: generally speaking, on the whole, once a week, most of the time, every winter, once in a while, as a rule
present continuous: for the moment, at the moment, for the time being, tomorrow afternoon, right now, currently

Case study

Discussion

1, 2

Possible answer

1 It provides a cheap and easy way of promoting a business; groups are local and regional so you are likely to meet customers in your geographical area and you don't have to spend too much time; there is opportunity for cross-promotion as other businesses, e.g. prospective suppliers, can be recommended.

2 | Motivation

Working with words

1

1 'A reward' in business often refers to something financial though it can mean anything you receive because of something you have done. 'An incentive' refers to something that makes you want to work harder. This may be a cash reward or perk of some kind but the incentive could also be wanting to please someone or to make the company more successful.

2 Answers will vary according to students' jobs and types of business.

2

The text is negative about cash incentive schemes but is positive about incentive schemes which offer non-cash rewards.

3

1 They help companies achieve their goals by improving performance, boosting staff morale and fostering company loyalty.

2 They give employees real symbols of achievement which can be shown to others and are a 'guilt-free reward'. They are seen as having a greater value and can benefit the employee's family.

3 They can just 'disappear' or be spent on paying bills (so mean less than non-cash rewards).

4

1 motivate staff

2 achievement

3 boost staff morale

4 recognition

5 improve performance

6 incentive schemes

7 benefit

8 non-cash incentives

9 foster company loyalty

10 annual bonuses

5

	Claudia	Peter	Macie
Job	sales rep selling soap, shampoo and toiletries	manager of a car dealership	flight attendant
Benefits / rewards / incentives	BlackBerry and laptop, company car, commission of 15%, merchandise, vouchers, social events	Sales competition with prizes, reward vouchers (hot-air balloon trip, spa treatment), special trips, training / staff development, staff discount	reduced fares for the family, compensation plan (profit-sharing scheme, non-contributory pension plan, medical insurance), attendance rewards, on-time bonuses
Other factors	meeting new people, travel, autonomy, being acknowledged and recognized for achievements	Positive feedback, praise	travel and seeing different countries on long-haul flights, senior management comes round and thanks staff personally

6

- 1 company car, commission, staff discount, attendance reward, on-time bonus, compensation plan, private medical insurance, non-contributory pension plan
2 autonomy, feel valued, be acknowledged, appreciation, positive feedback, (personal) development, praise, satisfaction

Business communication skills

2

conversation 1: **1** The first speaker uses a number of the tips including 1, 3, 9 and 10. **2** The conversation fails because the second speaker answers briefly and makes no effort to develop the conversation (tip 6).

conversation 2: **1** Both speakers follow a number of the tips including 2 (repeating names) and 5 (following conversation). **2** The conversation is successful because of this.

conversation 3: **1** This conversation is a good example of two people finding a shared experience (tip 4) and tips 1, 5, 6 are used. **2** The conversation is successful because of this.

conversation 4: **1** Adam quickly starts describing problems and reasons for being depressed (tip 8). **2** The conversation is unsuccessful because of this and Adriana quickly uses an exit strategy.

3

- 1 Hello, I saw you ... but I didn't have a chance to speak to you. I'm Harry.
2 Well, it's been nice talking to you. / You don't mind if I go and get myself a coffee? / See you later.
3 Hi, I don't think we've met. I'm Paolo from ...
4 Hi, nice to meet you. I'm Sonia from ...
5 That's amazing! / What a coincidence!
6 Good evening ... / How lovely to see you here.
7 She responds by saying: Oh dear. / Oh, I'm so sorry to hear that.
8 Look, I have to go ... / Catch you later.

4

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

Practically speaking

1

- 1 My parking ticket runs out in five minutes.
2 But I'll come back when I've seen them.
3 I missed lunch because of the conference call.
4 Excuse me, I really must go and speak to him.
5 I'll call you tomorrow though.

Language at work

1

Possible answers

1 h, l 2 a, c, d, e, g 3 b, d, f, h 4 f

Business Result

2

1 *Wh-* questions

Subject questions: *Wh-* + main verb + object = *Who told you?*

Object questions: *Wh-* + auxiliary verb + subject + main verb = *Who did you come with?*

Yes / No questions

Do + subject + main verb + object = *Do you live in Italy?*

Auxiliary + subject + main verb + object = *Have you spent much time in India?*

2 subject - g; object - c

3 by using rising intonation at the end of the sentence to make it a question

4 These questions make use of question tags and the expected answer is yes.

3

Possible answers

- 1 What time does my flight leave? / What kind of hotel am I staying in? / Whereabouts in the city is it?
- 2 So, it's €200? / Delivery is 5 days, is that true? / Did you say there'll be a delivery charge of €8? / The guarantee's a year, isn't it?
- 3 You went to my college?
- 4 Are you here for an interview? / Have you done this kind of job before?

4

Possible answers

- 1 That wasn't ..., **was it?**
- 2 The negotiations have been ..., **haven't they?**
- 3 The manager was ..., **wasn't he?**
- 4 The meeting won't ..., **will it?**
- 5 Emily's looking ..., **isn't she?**
- 6 You're going ..., **aren't you?**
- 7 Ken can't ..., **can he?**
- 8 Nobody got ..., **did they?**

Case study

Discussion

1, 2, 3

- 1 Reasons may include: low pay, poor working conditions, lack of feedback and praise, no rewards or incentives, no prospect for promotion.
- 2 In the case of Palmate Hellas, the HR Department is advisory so departments are not following guidelines for motivating staff. This suggests that it is important. (Students may be able to describe any guidelines at their company.)
- 3 Low priority is given to personal development of staff, and hours are fixed (no opportunity for flexible working).

3 | On schedule

Starting point

Possible responses

- 1 Key factors may include staff, budget, planning, expertise, realistic aims.
- 2 A project can be completed on time and within the budget. On the other hand, it might run over schedule or require extra money.

Working with words

3

1 C 2 A 3 D 4 E 5 B

4

Probable answers

S: within budget, upfront planning, stay on track, make the launch date, accurate forecast, ahead of schedule

U: run out of money, behind schedule, miss the deadline, over budget, out of control, lack of planning, unrealistic budget

S or U: budget constraints

5

1 resolve 2 prioritize 3 keep 4 allocate 5 make 6 check

6

1 run 2 stay 3 check 4 set 5 keep

Business communication skills

1

2 has a realistic schedule and extra time has been planned

3 booked two weeks ago

4 already received offers, most within budget, final choice not made yet

5 problem with handset battery life - can run out in six hours

6 may have to reschedule

2

- 1 How are things with ...? / How's the ... coming along? / How far are you with ...? / How does your side of things look?
- 2 So what do you mean exactly? / So what you're saying is ...? / So the real problem lies with ...?
- 3 Up to now ... / We've set ... / We're on track. / He booked the venue two weeks ago. / I've already ... / I haven't made a final choice yet. / Things aren't running as smoothly as I'd hoped. / We've hit a problem with ...

3

- 1 It wouldn't help meet the deadlines.
- 2 Their reputation is at stake.
- 3 They will look at what they can reschedule.

4

- 1
 - a How about finding
 - b We could
 - c Why don't we wait
 - d would be my proposal
 - e If you ask me, we should
- 2
 - a I don't think that would help us ...
 - b That's possible, but ...
 - c That's not an ideal solution.
 - d I'm not convinced.
 - e I suppose so.

Practically speaking

1

- 1 free-time activities
- 2 their jobs (the second speaker has a new job)
- 3 holidays
- 4 whether they still work for the same company

2

conversation 1: What are you doing at the moment? (I'm learning Mandarin ...) / What about you? Are you still playing golf? (Yes, I am. But I don't play as much as I used to.)

conversation 2: How's the new job going? (It's going well, thanks. I'm really enjoying it.) / How are things with you? (Oh, fine.)

conversation 3: Have you been away recently? (I've just come back from a long weekend ...) / How about you? (No, I haven't been on holiday for ages.) / Have you booked any holiday? (Not yet. It's difficult to find the time. I'm always so busy.)

conversation 4: Do you still work for the same company? (Yes, and we're really busy.) / Are you still enjoying it? (Yes, definitely. It's always different. And it keeps me on my toes.)

Language at work

1

1 b, d

2 c, f

3 a, e

4 already

5 yet

2

1 last week, a couple of weeks ago, yesterday

2 up to now, so far (this week), since our last meeting, to date, just, over the last few months

3 The expressions *today* and *this morning* could work with either. The past simple will refer to a finished action: *We spoke this morning*. We could also use the present perfect if the action has occurred this morning or today and it is still recent: *We've worked on it this morning* (and it is still the morning or very recent). *In the last month* could also be used with either. If you are talking on the 30th of the month, you might say *In the last month we've sold 12,000 units*. However, if the month is in the past, we would use the past tense: *2004 was an excellent year, and in the last month we sold 20,000 units*.

Case study

Discussion

Possible answers

1 By sending out regular information, big companies give the impression they are not hiding anything and are being transparent. This in return builds trust.

2 The following tasks may be involved: decide suitable dates and destination for each road show, choose and invite investors, book venues for presentations including catering, arrange travel and accommodation.

4 | New ideas

Starting point

- 1 'Invention' usually refers to a machine or new system. 'Innovation' refers to both inventions and new ideas or concepts.

Working with words

1

- 1 The charity rewards and promotes sustainable energy solutions in the UK and developing countries. It aims to raise international awareness of the benefits of sustainable energy in order to deal with climate change and improve the quality of people's lives. It also aims to encourage more people around the world to find new ways of meeting energy needs and to change the thinking and policy among governments and non-governmental organizations (NGOs).
- 2 It gives cash prizes, publicizes the winners in order to encourage others to follow their example and brings together the winners and main decision-makers of governments and organizations.
- 3 The use of local, renewable energy sources, e.g. solar power, wind power, wave power, hydroelectricity, nuclear power and biofuels.

2

- 1 **project 1:** to help villagers build their own biogas systems to provide fuel as an alternative to cutting down trees
project 2: to produce affordable wind turbines to fit on people's houses to generate electricity
- 2 **project 1:** It's reliable and cheap and can be built by local people. The fuel is clean and provides excellent fertilizer. It means trees don't have to be cut down.
project 2: The turbines are small enough to fit on the roof of a building and can produce a significant fraction of household electricity for less money. The turbine is vibration-free and almost silent.

3

technological breakthrough
key feature
cutting-edge technology
major advantage
revolutionary idea

practical solution
potential benefit
innovative concept
commercially-viable proposition
state-of-the-art design

Other combinations

There are many possibilities. The most common include: technological design / feature / solution; practical idea / advantage; key concept / benefit / advantage; potential solution / breakthrough; cutting-edge design; innovative design / feature / idea / solution / technology; major feature / benefit / breakthrough; commercially-viable solution; revolutionary concept / technology; state-of-the-art technology.

Business Result

5

- | | | |
|----------------|----------------|--------------|
| 1 get round | 4 take forward | 7 bring down |
| 2 bring about | 5 pay off | 8 take up |
| 3 come up with | 6 carry out | 9 set up |

6

- | | | |
|----------------|----------------|----------------|
| 1 come up with | 4 taken up | 7 carrying out |
| 2 get round | 5 bring about | 8 paid off |
| 3 set up | 6 take forward | 9 bring down |

Business communication skills

2

- | | |
|-------------------------------|--|
| 1 Overview of the product | 6 intensive R&D |
| 2 Advantages for your company | 7 on the market |
| 3 Demo film | 8 are identified by their fingerprints |
| 4 state-of-the-art security | 9 scan their fingerprints |
| 5 fingerprint scanning | 10 compares them with a central database |

3

- | | |
|--|--------------------------------|
| 1 do in this presentation is basically | 4 call the system |
| 2 give you a brief overview | 5 the result of two years of |
| 3 'd like to show you | 6 it's a pretty simple concept |

4

The main advantages are enhanced security (because no one can copy a fingerprint compared to using a code number) and increased flexibility (because you can control the parts of the building or computer systems that people have access to).

5

- | | | |
|---|---|---|
| 1 | a | There are two main benefits of using ... / The biggest potential benefit of ... / This means that ... / Another advantage is that ... / The other major advantage of ... is ... / And this is another great thing about ... |
| | b | With your current system ..., they can ... / However, with ... they won't be able to ... / At the moment, you can only ... whereas in the future, you'll be able to ... as well |
| 2 | a | So, is everything clear so far? |
| | b | ... now I'd like to move on to ... |

Practically speaking

1

- 1 Someone has visited a company.
- 2 Someone has copied a document.
- 3 Someone has bought a guest lunch.
- 4 Two people have had a meeting.
- 5 Someone is starting a presentation.
- 6 Someone is allowing someone else to do something first.

2

	Formal	Informal
Thank someone	Thank you for having me. Thank you very much for lunch. I'd like to thank you for inviting me here today.	Thanks a lot Thanks for your time this morning. Thanks
Respond	It's a pleasure. It was good to see you. You're welcome. Thank you for coming.	No problem. That's OK.

3

- 1 ... it was a really interesting visit. / ... it was good to see you.
- 2 I appreciate it. / ... any time.
- 3 ... it was delicious. / I really enjoyed it.
- 4 ... it was good of you to come in. / ... thanks for your help.
- 5 ... we're glad you could be here.

Language at work

1

- 1 It's a specialist Internet service provider that provides wireless Internet access at all the major marinas in the country.
- 2 They can only access it on land or they have to have the right technology.
- 3 They'll be able to access the Internet from their boats for a basic monthly fee.
- 4 They have exclusive contracts in all the major marinas in the country for the next seven years.

2

- 1 c, f 2 a, e, h, l 3 b, d, g, j

3

- 1 can, is / are able to
- 2 be able to
- 3 has / have been able to
- 4 could
- 5 was / were able to, couldn't, wasn't / weren't able to

Case study

Discussion

1, 2, 3

Possible responses

- 1 They could borrow money from a variety of sources, e.g. governments or funding bodies for NGOs, wealthy relatives, banks or private investors. The key point to remember is that if someone invests they will want a percentage of any future profits.
- 2 Potential investors might want to know more about how it will be marketed and distributed. We also don't know the future manufacturing costs and whether, after testing, the idea will work in reality. All of this information will probably be given to investors in the form of a business plan.

5 | Customer service

Working with words

3

- 1 The woman arrived two minutes after closing and couldn't buy the chocolates. The assistants wouldn't open up for her so the problem wasn't resolved.
- 2 She clearly has a negative view of the shop's customer service.
- 3 She probably won't use the shop again. ('I do know that if they had tried to help me, I would have been a customer for life.')
- 4 Students can argue for or against. You could argue that the assistants were probably following procedure and if they had stayed open late for one customer then they would regularly have to stay open for other 'late' customers. On the other hand, their actions lost a customer and created bad word-of-mouth publicity.

3

The main points of each post are

- 1 the assistants were probably following the rules but they shouldn't have argued about a couple of minutes; it's harder to gain another new customer than to lose an existing one
- 2 customers should be aware of the needs of the employees and the shop
- 3 you should always exceed the expectations of the customer
- 4 the manager is at fault and needs to train staff properly
- 5 again, the manager needs to train staff properly to give high-quality service.

4

- | | | |
|--|------------------------|------------------------|
| 1 <u>uncaring</u> | 5 <u>efficient</u> | 9 <u>loyal</u> |
| 2 <u>courteous</u> / <u>discourteous</u> | 6 <u>responsive</u> | 10 <u>repeat</u> |
| 3 <u>attentive</u> | 7 <u>satisfied</u> | 11 <u>dissatisfied</u> |
| 4 sub- <u>standard</u> | 8 high- <u>quality</u> | 12 <u>existing</u> |

5

- 1 uncaring, courteous, discourteous, attentive, substandard, efficient, responsive, high-quality
- 2 satisfied, loyal, repeat, dissatisfied, existing

7

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

Business communication skills

2

- 1 Sales
- 2 training course
- 3 02/584
- 4 by Friday
- 5 Check the figures and ask Angela to sign it. Fax contract to Training Direct.
- 6 blank screen but hard drive light is on
- 7 Look into the problem and call Johann back.
- 8 AS Consulting
- 9 order arrived out of office hours and left outside building / too much paper and no envelopes
- 10 Check details and call back.

3

- 1 What seems to be the problem? / How can I help you? / What can I do for you today?
- 2 Could you give me ...? / Can/Could you tell me ...? / Could you explain exactly what the problem is?
- 3 Let me get this straight. What you're saying is ... / You mean ... / If I understand you correctly ... / Could I just clarify what you're saying?
- 4 I'll look into it. / What I'll do is ... and see if ... / If you ..., I'll ... / I'm going to have to look into this. I'll get back to you shortly. / Once I've ..., I'll ... / As soon as I've ..., I'll ...
- 5 by Friday at the latest / in time for the deadline / by lunchtime / as soon as

Practically speaking

1

- 1 The speaker has had a bad day in her new job.
- 2 A client was going to complain about the speaker.
- 3 The speaker has had a long phone call with a difficult customer.
- 4 The speaker has broken an expensive bulb.

2

- 1 How's the new job going?
- 2 How did the call with that difficult client go?
- 3 What's the matter?
- 4 You seem a bit unhappy.

3

- 1 b 2 a 3 b 4 b

Language at work

1

- a 4 b 5 c 1 d 3 e 2

Business Result

3

Possible answers

- 1 Who did you speak to last time? / Can you tell me who you spoke to last time?
- 2 When can I deliver it? / Could you let me know when I can deliver it?
- 3 What exactly is the problem? / Could you explain exactly what the problem is?
- 4 Is the train cancelled? / Do you know if the train is cancelled?
- 5 How long have you had it? / Can you tell me how long you have had it?

Case study

Discussion

2

- 1 Students may have different views, but since the customer is still doing business with CBE Brasilia their answer is likely to be positive.
- 2 The main lesson would be that the company needs to keep better documentation of orders.
- 3 Suggestions might include that the customer service team has a policy of returning calls more quickly and advising clients on progress of their orders.

6 Ethical business

Starting point

Possible answers

- 1 Some of the areas may include: paying fair prices for goods (e.g. to workers in developing countries), pollution from factories, using recycled materials, giving staff incentives to share cars to work, sponsoring local charities / events.
- 2 Many countries have companies which are known for social responsibility. For example, The Body Shop has always promoted itself and its products on the basis of its ethical principles.
- 3 In recent years, various clothing companies like Gap and Nike were accused of exploiting cheap labour in poor working conditions to produce garments for high-street stores. For some time, they suffered some image problems and have worked hard to counter this by stressing their ethical principles.

Working with words

1

Possible answer

- concerned about its impact on the environment
- pays a fair salary to employees
- charges a fair price
- is ethical in its financial dealings (e.g. with shareholders)
- gives a proportion of its turnover or time to non-profit activities which are beneficial to the local community

3

- 1 They are people who love 'wild and beautiful places' and therefore 'take an active part in the fight to repair the damage that is being done to the health of our planet'.
- 2 It is committed to protecting the environment. It shows this by donating time, services and at least 1% of sales to environmental groups.
- 3 They work to reduce pollution, and use recycled polyester and organic cotton.
- 4 They have stayed true to their principles over the last thirty-plus years.

4

- 1 comply with regulations
- 2 donate time
- 3 reduce the impact
- 4 act responsibly

- 5 take an active part in
- 6 stay true to its principles
- 7 share a strong commitment to

6

- 1 The interviewer's style is quite aggressive.
- 2 The spokesperson's response is calm and he replies to each question with examples of the good work his company is doing.
- 3
 - a It is fair and combats discrimination and prejudice within the organization; it improves working conditions and safety; it has schemes for staff education, health and training.
 - b It has reduced its methane and hydrocarbon emissions and provides financial support for turtle conservation in Bangladesh.
 - c It has set up a community project to provide skills training for unemployed youths in Sangu, and health initiatives and other schemes to encourage sustainable livelihoods in Rajasthan.

7

- 1 ethics, responsibility, fairness, generosity, values, credibility
- 2 bribery, deception, corruption, prejudice, greed, discrimination

8

deception – deceptive
responsibility – responsible
fairness – fair
generosity – generous
credibility – credible

ethics - ethical
corruption - corrupt
prejudice - prejudiced
greed - greedy
discrimination – discriminatory

Business communication skills

1

- Trip to China (not South Africa) is confirmed
- Four days at one tea plantation
- No opportunities for sightseeing
- Two dates: February (15th-20th - need bookings by January the 10th) and one in May
- A lot of road travel and one internal flight

2

- 1 'll email you the final itinerary
- 2 we're planning to show you
- 3 idea is to
- 4 'll get the opportunity to
- 5 we're going to arrange

3

- 1 watch the tea being prepared and sample local specialties produced by the cooperative, visit a project to promote schooling in Tibetan language, visit the site of a reforestation scheme, talk to the coordinators of the business in China
- 2 stay with the guide who can interpret (because no one speaks English)

4

- 1 'd like to invite you to
- 2 we strongly recommend you stay
- 3 you're also welcome to visit
- 4 sounds, 'd like to take you up on that
- 5 would be a good idea to
- 6 is highly recommended
- 7 well worth a visit
- 8 That's not really what
- 9 we'd be delighted to
- 10 it's just the kind of thing I need

Business Result

5

a 1, 3, 9

b 2, 5, 6, 7

c 4, 8, 10

Practically speaking

1

invitation 1: 1 have a coffee 2 P
invitation 2: 1 go to the cinema 2 D

invitation 3: 1 go to a pizzeria for lunch 2 A

2

- 1 How about ...? / Do you feel like ...? / Would you like to ...?
- 2 Why not?
- 3 Maybe. / Can I let you know later?
- 4 Sorry, I'm ...

Language at work

1

1 e (*will future*)

2 c (*going to future*)

3 a (*present continuous*)

4 b (*will future*)

5 d (*present simple*)

2

- 1 'll do (The speaker has already arranged something on Friday. It isn't an instant decision.)
- 2 's being (We rarely use the verb *to be* in the continuous form and it doesn't refer to an arrangement.)
- 3 is going to arrive (The event isn't intended but is timetabled.)
- 4 'm letting (The speaker has only just learnt of the news so can't have planned or arranged it.)
- 5 'll (same explanation as 1)
- 6 meet (This is for timetabled or regular events. If the speaker met Mrs Brasseler every day at 3.30, it would be correct.)
- 7 email (The speaker is making an instant decision and not describing a regular event.)
- 8 is noticing (Greta isn't at work yet. The speaker is making a prediction.)

Case study

Discussion

1, 2

Possible responses

- 1 Likely customers are people who believe in social and corporate responsibility and will be willing to pay extra for products produced ethically.
- 2 The companies all have activities to promote their ethical position such as an affiliated charity (Tribes Travel) and Climate Change College (Ben & Jerry's). These projects serve both the function of taking practical action whilst promoting the brand as an ethical business.

Business Result

7 | Making decisions

Working with words

1

1 judger

2 thinker

3 extrovert

4 intuitive

2

2 methodical

6 flexible

10 conventional

14 focused

3 indecisive

7 outgoing

11 rational

15 impulsive

4 determined

8 thoughtful

12 tactful

16 pragmatic

5 instinctive

9 creative

13 self-contained

4

Extroverts - good with people / prefer to do lots of things at once

Introverts - prefer to focus on one thing at a time and be behind the scenes

Sensors - good at understanding details and remembering facts and specifics

Intuitives - like to focus on the big picture and future possibilities / prefer to learn new skills

Thinkers - prefer to remain detached

Feelers - good at complimenting

Judgers - like to complete projects

Perceivers - like to be flexible and keep options open / like to start projects / prefer to play now and work later

6

Speaker 1: Introvert

Speaker 2: Intuitive

Speaker 3: Thinker

Speaker 4: Judger

7

weigh up information

consider all the options

delay my decision

have confidence in (my) own judgment

rely on feelings

get different perspectives

trust my instincts

decide between two things

Business communication skills

1

Points 2, 3 and 5 are discussed.

2

1 if we look at the facts, we'll see that

2 Look at, here in black and white

3 thing is

4 A classic example is

5 what you're getting at

6 not convinced

7 far as I'm concerned

8 is right, I think it would be crazy to

Business Result