

Business Result Advanced

Student's Book Answer Key

1 | Connections

Starting point

1, 2

Possible answers

- 1 Cultural awareness is needed if you are doing business with someone from another culture. Simple rules of etiquette are important so that you don't appear impolite. For example:
 - In Japan, people greet each other by bowing.
 - In France, you shouldn't use the familiar 'tu' form, or use first names unless invited to do so.
 - In America, you might have lunch out of a box during a meeting, and drink a coffee out of a plastic cup while walking to work. In Italy you would be more likely to take a visitor for a longer lunch in a nice restaurant, and talk business over a coffee in a café. Americans are clock-watchers whereas Italians place more importance on social rapport.
- 2 Company culture is influenced by styles of decision-making and by accepted styles of relationships between management and staff. The culture of the country where a company is based will determine what these accepted styles are.

Working with words

1

Possible answers

- 1 No. Every company has its own way of doing things.
- 2 Not necessarily more weight, but body language / gestures communicate meaning and people also judge others according to how they are dressed, etc.
- 3 No. Some cultures are very time-conscious – being on time is very important; in other cultures it's less important.
- 4 No. Within every culture individuals vary enormously.
- 5 Yes. It's important to be open and accept that there are situations you won't necessarily understand.
- 6 Yes. It helps you to understand different styles and approaches to business and enables you to avoid offending business contacts from other cultures.

2

- 1 Each organization has its own culture, personality, and way of doing things.
- 2 Noticing how people act, dress, and treat each other can be helpful.
- 3 Cultures may have totally different concepts of time.
- 4 Values and behaviour are also influenced by background, experience, and personality.
- 5 It's important, but this can be difficult. Business is about managing unknowns.
- 6 It gives you a better insight into working across cultures.

3

1 build 3 process 5 take 7 form 9 work 11 weigh up
2 keep 4 read 6 keep 8 manage 10 build 12 give

4

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

6

Speaker 1: negative

Speaker 2: positive

Speaker 3: positive

7

1 P 3 E 5 PL* 7 P 9 P 11 PL
2 PL 4 E 6 P 8 E 10 P 12 E

* *up-and-coming* can also be used to describe a person who is likely to become famous in the future

8

a 4 b 7 c 8 d 9 e 11 f 10

open-minded = open to new ideas

out-of-the-way = isolated, not central

time-consuming = something that takes a lot of time

up-and-coming = popular, likely to be successful in the future

self-assured = confident about yourself

unexpected = something you hadn't imagined, a surprise

Business communication skills

1

Possible answers

Johanna will probably be expecting to hear details about the location, the facilities available, any competition in the area, property prices, etc.

2

Probable location = the Krakow area (third party / another source)

up-and-coming (third party / another source)

+ **points** = beautiful, lively, a lot going on (personal observation)

the area is being pushed for development (third party / another source)

- **points** = a number of hotels already catering for the business market (personal observation)

Conclusions / action points = several interesting sites worth considering outside Krakow (third party / another source)

Action = go exploring, visit other sites (third party / another source)

3

The client has told us that the site is likely to be around the Krakow area. (Johanna may want to emphasize this is not her decision.)

Apparently, it seems that Krakow is quite an up-and-coming place. (Johanna hasn't been there herself and is judging based on what she has heard.) (The city centre) is really beautiful and lively. **I get the impression that** there's a lot going on there. (It was his subjective opinion which others may or may not share.)

According to the local tourist office, they're really pushing the area for development. (This is what Peter was told, but it may not be 100% accurate.)

From what I could see, there are already a number of hotels catering for the business market. (In his short time of looking around the city, Peter felt there was already competition.)

I gathered from the locals that there were several interesting sites worth considering nearby. (The locals told Peter there were other sites of interest around the city.)

As it was made clear that I should go exploring, I cut this short so that I could visit other sites. (Peter had been told to look at other alternatives and find out more.)

5

1 Mountain site

Zakopane - more of a ski resort than a business centre activities: skiing, walking, saunas
location: at least a couple of hours' drive from the airport local workforce: level of English a problem - it's not their *first* second language

2 City outskirts site

the edge of Krakow
infrastructure: already in place
facilities: local facilities are first class
possible site for purchase: old brewery to acquire and refit

6

1 Extract 2 2 Extract 2 3 Extract 3 4 Extract 2 5 Extract 3 6 Extract 3

7

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

8

Possible answers

- 1 **A** The major advantage is that by arranging the desks on the outside of the room, we'd have more space.
 B I'm a bit reluctant to do that – what would we do with the empty space in the middle?
- 2 **A** I'm just not 100% convinced that now is the right time to buy.
 B That's not a reason to avoid discussing it with them.
- 3 **A** I've got to say that you'd be exactly the right person for this project.
 B I can't promise anything. I'm not sure that I can commit to such a long-term project.
- 4 **B** It's not that I'm not willing to work Saturdays, it's just that I'd like to avoid it, if possible.
 A I'm sure you'll agree that if we work on the next two Saturday mornings, we'll meet the deadline.

Language at work

1

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

* In this example, what was decided in the past didn't happen, but this structure can also be used to describe a past plan that *did* actually happen at a later time.

2

- a This sentence suggests that this is a repeated action, i.e. the client has told us this several times. The sentence used in the audio suggests that they only told them once.
- b There is only a slight difference in meaning. This sentence suggests that the action started in the past and is still continuing. In the script, the emphasis is on the fact that it is happening now and there is no mention of the past.
- c This sentence emphasizes that the action was in progress over a period of time in the past. The sentence in the script implies that more information will follow, i.e. it sounds more like the beginning of a story.
- d There is very little difference in meaning here. Both sentences refer to a plan that was made in the past. The sentence in the script could also imply that the plan didn't happen, depending on intonation and what follows.
- e This sentence refers to something in the past that you didn't do, but that would have been advisable to do and you regret not doing it. The sentence in the script is a simple recommendation.
- f This sentence implies that there is a possibility it will be a bit more complicated. The sentence in the script suggests that it definitely will be more complicated, as *going to* is usually used to make a prediction based on evidence.
- g This sentence implies that the action will be completed by a given time in the future. The sentence in the script suggests that the action will be in progress at a given time in the future.

3

Mistakes:

~~had been skimming~~ have been skimming

~~was gathering~~ have gathered

~~should have pointed out~~ should point out

~~are being expected~~ are expected

~~had heard~~ have heard

~~we try~~ we have been trying / we tried

~~have been insisting~~ have insisted

~~I'll have got back to you~~ I'll get back to you

~~I know what will be happening~~ I'll know what is happening

Alternative verb forms:

It won't be (isn't going to be) as straightforward as we had hoped. – tone doesn't change

If we haven't heard (don't hear) by then. – tone doesn't change

We need (will need) to take legal action. – tone doesn't change

We need to take (we will be taking) legal action. – tone changes: the alternative sounds like a definite plan, so is more formal / decisive

Practically speaking

2

Possible answers

Answers will vary, but students might make some of the following observations.

Speaker 1: hasn't structured her presentation very well, although her warning that she can talk too fast might be appreciated.

Speaker 2: she's much more formal, but could be seen as arrogant because she gives herself lots of credit (although she does want to share her knowledge, which is positive).

Speaker 3: this is very informal (some might see this as good, others will see it as bad) and he is also quite boastful.

3

1 who are they
2 role

3 reason for being there
4 achievements / activities

5 aspirations

4

- 1 my name's, I'm from
 - 2 I'm accountable for
 - 3 I've now managed to
 - 4 Lately I've been concentrating on
 - 5 I'm ready to
 - 6 those of you who don't know me already, I am
 - 7 My responsibilities include
 - 8 I'm empowered to, have the task of
 - 9 I'd like to point out that, I have been continually improving
 - 10 I hope to
 - 11 As most of you will know
 - 12 Basically my role is to
 - 13 This entails a lot of
- who they are:** 1, 6, 11
reasons for being there: 5, 10

achievements / activities: 3, 4, 9
aspirations: 10

Case study

Discussion

1–4

Possible answers

- 1 They provide a personalized and friendly service. They help visitors to enjoy the *real* culture of Madrid - they aren't just restricted to the typical tourist areas.
- 2 Answers will vary.
- 3 He needs to think about the competition, the costs of setting up in a new location, potential language problems, how to recruit local staff, customer profile, etc.
- 4 Answers will vary.

Business Result

Task

1

He wants an overall impression of the place from an outsider's perspective. Restaurants and local delicacies are of particular interest.

He needs useful information about tourist numbers and origins (where they come from).

It's important to get specific information on the type of business visitor the city gets. Do they come alone, or with colleagues? What are their activities?

He wants first-hand knowledge about the local economy – types of businesses or industries, international connections, etc.

It's also important to find out if there is any competition. He also wants to know if there are any language or cultural issues to consider.

2 Careers

Working with words

3

Possible answers

List 1 represents the snakes and list 2 represents the ladders. These answers may be surprising as the attitudes / strategies in list 1 seem more openly career-driven. However, the implication in the text is that although some people move up the career ladder with the attitudes / strategies from list 1, they don't hold their positions for long, whereas good companies value the strategies in 2.

4

stand up for	get on with	come up with	look out for
stick up for	stand out from	keep in with	move on to
stay ahead of	cling on to	hold on to	stand up to

5

Possible answers

stand up for = to defend an idea or a person
stick up for = to defend a person (slightly more informal than stand up for)
stay ahead of = to make sure you have an advantage
get on with = to continue (without being distracted)
stand out from = to be recognized as different or better
cling on to = to keep / not to give to another person (stronger than hold on to)
come up with = to think of (an idea)
keep in with = to remain popular with
hold on to = to keep / not give to another person
look out for* = to pay attention to OR to take care of someone and make sure nothing bad happens to them
move on to = to progress
stand up to = to defend yourself against (a person)
* Note that two different meanings of this multiword verb are used in the texts

6

Possible answers

- 1 Is it easy to stand up for what you believe in at work?
- 2 Do people in your team stick up for colleagues if they are being unfairly treated?
- 3 What do you think today's employees have to do to stay ahead of the competition?
- 4 Are you a workaholic or do you prefer just to get on with your life?
- 5 If your company asked for voluntary redundancies, would you cling on to your job or offer to leave?
- 6 Can you come up with any ideas for making your job more interesting?
- 7 How important is it for staff in your company to keep in with their boss?
- 8 What perks would you want to hold on to if you changed jobs?
- 9 Do you always look out for new job opportunities in your company?
- 10 What sort of job would you like to move on to next?
- 11 Have you ever had to stand up to your boss?

7

- 1 False 2 True 3 False

8

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

9

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

Business communication skills

1

Possible answers

What would the training needs of school-leavers be?

How would suitable school-leavers be selected?

What would the conditions of employment for school-leavers be?

Will they have to work the same number of hours with the same salaries as graduate trainees?

Will taking on school-leavers have an impact on quality of work completed by the company and therefore affect the company's reputation?

Would graduates be better for the company?

2

- 1 The first point is covered.
- 2 Just after each of Arun's contributions to the discussion.
- 3 **start meeting:** ... so let's get started, shall we?
establish meeting objectives: The purpose of today's meeting is to ...
ask Arun to present his findings: Perhaps Arun, you'd like to run us through some of your findings.
get Arun to talk about this: Arun, did you want to talk about staff retention issues as well?

Business Result

3

- 1 An in-house training programme would be set up for them, whereby they would work and study at the same time. They would be paid modestly for the five-year duration of the plan.
- 2 A lot of good students are worried about the cost of being at university and being in debt. They would be happy to have secure employment.
- 3 She thinks school-leavers are too young to make career decisions, and therefore might not be as committed to the profession as a graduate.

4

- 1 b 2 a 3 d 4 c

5

- 1 The obvious solution to this problem must be to ...
I know you're not keen on it, Rachel, but ...
I'm sure you'll understand the need to ...
I'm not sure what your feelings are about this, but ...
We were wondering if ...
Given that ... wouldn't it ...?
Something else we've been thinking about is ...
- 2 I'm sorry, but ...
What makes you so sure?
But surely ...?
... it's interesting you should say that, because actually ...
I suppose so.
But do you really think ...?
- 3 Could I just say something here ...?
If I could just come in here for a moment ... Would this be the right moment to mention ...?
- 4 Can I suggest we come back to ...?
Go ahead.
I'll get on to that in a moment.
Coming back to ...

6

- 1 I know you're not keen on it, Rachel, but ...
You probably won't like this idea ... I'm not sure what your feelings are about this, but ...
- 2 Something else we've been thinking about is ...
We were wondering if ...
- 3 I'm sure you'll understand the need to ...
The obvious solution to this problem must be ...

Language at work

1

Conversation 1

- 1 I'm so glad I finally had
- 2 it's just as well I brought you along
- 3 I'd thought about it, I could have brought
- 4 It would have been good if we'd made
- 5 if only I'd known
- 6 we should have anticipated

Conversation 2

- 7 might have been
- 8 could have been awful if
- 9 suppose I hadn't been there to present
- 10 would have happened if I hadn't suggested
- 11 still don't think Arun brought
- 12 it's a good thing he came

2

- a** 1, 12 **b** 2, 8, 9, 10 **c** 11, 5* **d** 3, 4, 5*, 6, 7
* could be c or d

3

- a** 3, 4, 10 **b** 6, 7, 8 **c** 1, 2, 11, 12 **d** 5, 9

Practically speaking

1

Possible answers

You can use language to

- ask if someone has understood
- give the listener an opportunity to ask for clarification
- repeat what you said in a different way - perhaps using more simple vocabulary
- give an example of what you mean.

You could also use your voice or body to

- change your intonation
- make gestures
- refer to visual aids.

2

- 1 would it help if I gave you an example
- 2 I was actually referring to
- 3 if you look at, you'll see
- 4 sorry, let me rephrase that
- 5 What I'm saying is that
- 6 In other words
- 7 the fact of the matter is
- 8 the point I'm trying to make is
- 9 what I mean by 'well-informed' is
- 10 to put it another way

3

a 4, 6, 10

b 2, 5, 8, 9

c 1, 3

d 7

Discussion

1, 2, 3

Possible answers

- 1 In the past, staff were able to develop in their own roles and there were no web tools or established procedures to encourage them to look beyond this. However, the new process allowed them to have a longer-term and wider view - they were then able to find out what possibilities there were in the company outside their existing job.
- 2 Axtrin became better able to keep staff. Moreover, the staff would be more satisfied, as they would be more likely to realize their own potential. Ultimately, this could improve the profitability of the company.
- 3 tpmg made the process extremely efficient because they are experienced professionals: they used sophisticated IT tools to set up systems / procedures to develop career reviews.

3 | Change

Starting point

Possible answers

- 1 Answers will vary.
- 2 Flexible working could include working part-time, flexitime, job sharing, working from home, working on short-term contracts, etc.
- 3 Answers will vary. Students may mention changes to working times and hours or the technology used at work, changes in contract, etc.

Working with words

3

- | | | | | |
|-------------|----------|----------------|-------------|--------------|
| 1 effective | 3 means | 5 transformed | 7 procedure | 9 dynamic |
| 2 accessing | 4 option | 6 put in place | 8 purpose | 10 implement |

4

- 1 Both words could be used, but the meaning would be slightly different. *Efficient* means that somebody is able to do something well or successfully without wasting time, whilst *effective* means that something works well and the result is good.
- 2 Only *enter* could be used here as the sentence refers to a period of time. *Enter* means to go into a place or begin a period of time, whilst *access* means to be able to get into something, e.g. a file or a place.
- 3 Both words could be used, but the meaning would be slightly different. *Ability* means having the skill to do something, whilst *means* are the resources you need to do something.
- 4 Both words could be used, but the meaning would be slightly different. *Opportunity* means the chance, whilst *option* means the choice.
- 5 Both words could be used, but *transformed* sounds more dramatic than *changed*. *Change* means to make some alterations, whilst *transform* means to change completely.
- 6 Only *carry out* is possible as a collocation of *research*. *Carry out* means *to do something*, whilst *put in place* means *to set up something*.
- 7 Only *process* is possible here. *Process* refers to a series of actions completed in order to achieve something, whilst *procedure* refers to the way or system of doing something.
- 8 Both words could be used, but the meaning would be slightly different. *Meaning* means the significance of something, whilst *purpose* means the reason for something.
- 9 Both words could be used, but there would be a slight difference in meaning. *Energetic* means showing a lot of enthusiasm and determination, whilst *dynamic* means being full of energy and new ideas.
- 10 Only *install* is possible as a collocation of *software*. *Install* means *to put in*, whilst *implement* means *to put in place*.

5

1 infrastructure, i.e. information and communication technologies; the physical environment, i.e. architecture and use of office space; cultural aspects, i.e. working practices.

2 They help companies move with the times; implement cost-saving measures; become more productive; have more efficient and effective processes, teams, and working practices; raise the level of motivation.

3 People at the bottom of the hierarchy tend to be quite happy to get something new; those at the top of companies are the champions or sponsors of these new concepts so will naturally be happy about them. However, middle management tend to be very resistant to change.

6

1 needs / requirement

5 enthusiasm

2 results

6 information / knowledge / ideas

3 problems

7 progress

4 Cultural (change)

8 success

7

a 2

b 1

c 5

d 6

e 8

f 4

g 7

h 3

8

Possible answers

A Does your company **accommodate the needs** of its employees?

B Not always. For example, we can't work flexitime. This isn't good for me because I've got children and I can't organize my day so that it fits in with school hours.

B How do managers **assess performance** in your company?

A We have appraisals every four months and we have performance objectives that we have to meet within a certain period of time.

9

Possible answers

1 Students outline the main points from the email.

2, 3 Ideas could include: ensuring that all staff have received adequate training to use new technology in production, introducing flexitime and ensuring that shift times accommodate the needs of employees, introducing bonuses for employees who exceed their targets, etc.

Business communication skills

2

Possible answers

- 1 Research from Henley Management College: middle managers are under increasing pressure and it's going to get tougher.
- 2 Demuting = working remotely from wherever you are. 20th century = 47.6-hour week for British workers. 21st century = new generation of 'career nomads'.
- 3 Employees will be working harder and longer unless organizations devise formal policies to deal with new working practices.
Shadow careers = amateur activities are pursued to professional standards.
Local communities could be revived if more people work from home.
- 4 Employers will have to tempt people away from working for themselves, rather than from working for the competition. Employers need to recognize the choice available to the workforce and start planning for it now.

4

- 1 ... just to fill you in on some of the background ...
- 2 ... I'll return to this point later.
- 3 I've divided my talk up into three sections. First of all, I'll ..., After that, I'll ..., I'll conclude with ...
- 4 I'd like to start by saying a few words about ...
- 5 By 'demuting' I mean..., Now, I don't know if you're familiar with this term? Well, ... refers to ...
- 6 OK, moving on now to look at ...
- 7 ... this is where ..., and perhaps here I should just explain what I mean by ... - that's when ..., So, for example ...
- 8 Turning to the next point, ...
- 9 ... and as I said earlier, ...
- 10 Just to digress for a second ...
- 12 So, that brings me to the end of my talk. Thank you very much for listening. And I'll be happy to take any questions now.

Language at work

1

- 1
 - a future simple (*will*)
 - b very
 - c *is going to* + infinitive
 - d very little, but the use of *be going to* would suggest that the speaker thinks there is more evidence in support of the prediction
- 2
 - a future perfect continuous
 - b Fairly, but the use of *estimated* in the sentence reminds us that it's a prediction.
 - c The future perfect simple could be used.
 - d Using the future perfect continuous emphasizes the action of working and implies that it will have started previously and will still be going on at that time in the future, whereas using the future perfect simple would mean that the action may have finished at this point in the future.

Business Result

- 3
- a future continuous
 - b fairly
 - c *will* or *be going to* + infinitive
 - d No significant change in meaning, but the use of the future continuous emphasizes the activity of working and raises the level of formality slightly.
- 4
- a *be going to* + infinitive
 - b very
 - c *will*
 - d Little difference in meaning, but the use of *be going to* rather than *will* suggests that the speaker has evidence to support their argument.
- 5
- a modal verb + infinitive
 - b not certain, but there is a possibility
 - c Could be replaced by *is going to have*, *will have* and other modals could be used, e.g. *might / may / would*.
 - d It would alter the degree of certainty. *Could / may* means that the speaker thinks it's slightly more likely to happen than if they used *might*, and using *would / will have / is going to have* would mean that the speaker is more certain that there will be 'other positive side effects'.
- 6
- a future simple
 - b fairly
 - c As it is a prediction, *will* and *be going to* are interchangeable.
 - d *Be going to* implies that the speaker has evidence to support their views.
- 7
- a *to be* (present simple) + adverb + infinitive
 - b fairly
 - c several, e.g. *will probably*, *are going to*, *are bound to*
 - d Some structures change the meaning, i.e. *are bound to* means it is extremely certain.
- 8
- a future perfect simple
 - b fairly
 - c Could be replaced by future continuous, e.g. *will be taking place*, or with another modal verb, e.g. *may / might*.
 - d Using the future continuous would mean that the change will be in progress in the middle of the 21st century, but using the future perfect simple means that the change will have already occurred by this point. Using different modals would affect the levels of certainty.
- 9
- a present simple passive + *be* + *-ing* form
 - b very
 - c No, but word order could change, e.g. *It is expected that people will be working ...*
 - d It wouldn't.
- 10
- a modal + adverb + infinitive
 - b very
 - c *will / be going to*
 - d no

2

- 1 ... **it's bound to** happen sooner or later.
- 2 **It may happen**, but **it's not very likely**.
- 3 I think **it's possible that we'll** see new innovations in this area, yes.
- 4 **It may well be that** things change in the next few years.
- 5 **Definitely**, yes – there's certain to be a major change at some point in the future.
- 6 I think **it's very unlikely** that will happen, to be honest.
- 7 Oh most certainly, yes, and **it's highly likely to** impact on all our lives.
- 8 **It's quite probable that we'll** see some big changes in the near future.
- 9 **It's certain that** there will be significant changes, yes.
- 10 Oh **definitely**, and **there's a good chance most of us will** benefit from these changes.

3

- 1 **certain**: it's bound to, definitely, there's certain to be, it's certain that,
- 2 **probable**: it's highly likely to, it's quite probable that we'll, there's a good chance most of us will
- 3 **possible**: it may happen, it's possible that we'll, it may well be that
- 4 **unlikely**: it's not very likely, it's very unlikely

4

sooner or later
in the next few years
at some point in the future
in the near future

Practically speaking

1

- 1 The first speaker has a lot of work, and the other speaker responds by empathizing and explaining that they are in a similar situation.
- 2 The second speaker's presentation didn't go according to plan. The other speaker agrees and says the organization at the conference hasn't been great, and makes a suggestion.
- 3 The first speaker feels that they are spending most of the time passing on messages now that the team has split up, and cannot get on with work. The other speaker empathizes.
- 4 The first speaker is annoyed because nobody has responded to a message. The other speaker makes a suggestion.

2

- | | |
|------------------------|--------------------------------|
| 1 what you mean | 6 know this is a tricky time |
| 2 hectic over here too | 7 see where you're coming from |
| 3 hasn't, has it | 8 had a similar problem |
| 4 might be worth | 9 still think you should send |
| 5 what you're saying | 10 you might want to |

3

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

Business Result

4

Possible answers

- 1 I know what you mean (It's quite hectic over here too).
- 2 I had a similar problem when I gave a presentation last week.
- 3 I know what you mean. I thought it was very confusing too.
- 4 I see where you're coming from – you might want to have a chat with Paul about it.

5

Possible answers

Problem 1: You might want to organize video conferences with them.

Problem 2: I can see where you're coming from. I think you should draw names out of a hat.

Case study

Discussion

3

Possible answers

- 1 Having two separate sites (one for HQ functions and general offices and one for the labs) could have a negative effect on communication between departments.
- 2 The new layout provides optimum communication between management and staff, the design is flexible so you can move people and work stations around easily, initial consultation with staff means their needs have been taken into account.
- 3 Ideas could include:
 - ergonomic principles (safety, comfort, ease of use, productivity and performance as well as aesthetics)
 - consideration of what staff do, where they do it, who they need to interact with
 - provision of space that allows easy communication with management, but that also respects privacy
 - management of the project (use of computer-aided designs, scheduling, cost, contractors, clear plans)
 - decisions on fittings and furniture, lighting, materials, colours, etc.
 - consultation with staff, as well as designers.

4 Risk

Working with words

1

Possible answers

Investment in new products – may or may not be a commercial success.
Investment in new technology – may be obsolete within a few years. Moving into new markets – cultural sensitivities, different working practices, local laws.
Employing someone on the basis of one interview and their CV – they may not fit in.
Takeovers – could lead to staff issues, differences in infrastructure and in shareholders' objectives, legal problems, etc.
Giving credit to new customers – they may not pay on time, leading to cash flow problems.

2

risks in our everyday lives: We manage risks without thinking about it.
risks in the telecommunications sector: Shifts in taste move extremely fast, risk of being left behind by competitors. the link between survival and change: Species most likely to survive is one most responsive to change, but change is no longer linear or predictable.
technology versus human skills: New software is impressive and allows you to view various risk factors at a glance, but as we can't be certain we've anticipated all possible eventualities, technology needs to be supported by intuitive opinions of an experienced risk manager.

- 1 predict, anticipate
- 2 evaluate, gauge (Note that *gauge* is used more often to judge people's feelings / attitudes.)
- 3 identify, recognize
- 4 weigh up
- 5 minimize
- 6 expose something / someone to
- 7 run the risk of
- 8 determine
- 9 accept

5

Possible answers

Speaker 1: CEO, risks = signing agreements, cutting prices, managing shareholders' money
Speaker 2: Sales Representative, risks = what deal to offer, who to follow up - risk of time wasting
Speaker 3: Actuary (Risk Assessor), risks = potential risks in a company - both health and safety and external risks

6

Speaker 1: over-cautious, reckless, bold, rash, imprudent, prudent, foolhardy
Speaker 2: sensible, cautious
Speaker 3: prudent, risk-averse*
* Note that *risk-averse* is not generally used to describe decisions / actions.

Business Result

7

Positive connotation: sensible, cautious, prudent, bold

Negative connotation: imprudent, reckless, rash, foolhardy, risk-averse*

**risk-averse* is considered negative in the audio, but it could also be perceived as positive in other contexts

8

Suggested answers

1 **Luis:** risk-averse, (over-)cautious

2 **Anastasia:** sensible, prudent

3 **Victoria:** imprudent

4 **Lothar:** reckless, rash, foolhardy, bold

Business communication skills

2

1 Everyone seems to be familiar with the agenda.

2 Jean-Luc and Khalid talk over people.

3 Nobody introduces themselves each time they come into the conversation. Jean-Luc doesn't identify everyone. Thomas, Joana, and Greta don't identify themselves, but they might have done before Extract 1. Khalid identifies himself.

4 Jean-Luc nominates Greta to speak.

5 Thomas checks he's understood correctly.

6 Thomas digresses. Jean-Luc keeps people to the agenda and encourages everyone to do the same.

3

a 1, 7, 12 b 5, 8, 10 c 2, 11, 13 d 4, 6, 15 e 3, 9, 14

Note that 7 could also fit category d.

4

Possible answers

A is more formal / tentative (Could you ...? / Am I right? / I'd be interested ... just ... / we seem ...) whilst **B** is much more direct / less formal.

5

Possible answers

2 You've said enough. Let Joana speak.

3 I don't agree

4 That's enough!

5 This is irrelevant.

Possible answers

- 1 X, could you talk us through this?
- 2 You're saying that ...
- 3 X, I'd be interested to hear what you think about this.
- 4 Maybe we're digressing a little.
- 5 If I could just bring the conversation back to the agenda.
- 6 I'd like to draw things to a close.
- 7 Can I just ask everyone to sum up their views?

Language at work

1

- 1 *That* refers to the comment the speaker has just made. *It* refers to the subject related to the comment.
- 2 *This* is the subject under discussion. *That* refers to last year when the solution was explored. *It* was the solution proposed.
- 3 *This* is the subject under discussion.
- 4 *This* is the proposal the speaker is about to make.
- 5 The first *that* refers to the point that has been reached in the discussion. The second *that* refers to what the speaker is saying.
- 6 *It* refers to the suggestion just made.
- 7 The first *it* refers to the decision-making process. The second *it* refers to the subject the speaker is about to talk about.

2

- 1 that 2 this

3

- 1 That 2 That 3 It 4 that 5 this 6 It

Practically speaking

1

Possible answers

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

2

Extract	Relationship	Methods	Phrases
1	1st meeting, colleagues in same company, different locations	e d	It's Steve, isn't it? I've seen your picture on the website. How was the journey?