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Unit 1

1 Suggested Answers

1. When I meet a friend I will usually say "hi" and ask them how they are. If I have not seen them for a long time I will shake their hand.

2. In my country people mostly shake hands when they greet each other, although nowadays people have started to kiss each other as well. In some ways this is a nice greeting between close friends, but it is not very healthy when many people do it as it can spread disease.

2 1 B 2 B 3 C

Suggested Answer

Three customs are mentioned in the text.

3 1 Pleased to meet you
2 greet
3 cheek
4 It was nice meeting you

4 1 customs, bow
2 kiss, shake hands

5 1 F 2 T 3 T

6 1 polite
2 custom
3 pleased to

7 Suggested Answer

A: When you meet Mr. Yakomoto you must be polite. He is a very important client.

B: It is the custom to bow in Japan. Should I do that?

A: No, you don't have to bow. Just say "Pleased to meet you" and shake hands.

B: Ok.

A: Don't make your handshake too firm. Japanese people usually have a softer handshake.

B: And when he leaves. What then?

A: Just say "It was nice meeting you" and shake his hand again.

B: Ok, that's fine!

8 Suggested Answers

When greeting clients, you must always be polite. With American clients, shake their hands firmly. With Japanese clients, shake their hands softly. When you greet the client, say "Pleased to meet you." When the client leaves, say "It was nice meeting you" and "I hope we meet again."

Unit 2

1 Suggested Answers

1. Sometimes you have to introduce people at a party or social event if they are new to your social circle. You may also have to do the same in work with a new colleague, or when a colleague meets a friend of yours outside work.

2. A good introduction is when you make the other person feel comfortable. You can do this by introducing them quickly and not leaving them to stand on their own while you talk to the other person. The other thing you can do is to try and find something they have in common with the person you are introducing them to. A bad introduction is the opposite of this: you leave one person with nothing to do when you are talking to the other person, and when you finally introduce them you make no effort to mention things that they might have in common.

2 1 F 2 F 3 T

3 1 C 2 B 3 A 4 C

4 1 A 2 B 3 A

5 Suggested Answer

You should use phrases such as "I'd like you to meet..." or "Let me introduce you to..." Mention each person's occupation and think of something they may have in common.

6 1 T 2 F 3 F

7 1 my friend
2 one another
3 his birthday

8 Suggested Answer

A: Martin, I'd like you to meet my friend Jane. Jane, this is Martin.

B: Hi Martin, it's a pleasure to meet you.

C: And nice to meet you too. How do you two know one another?

B: Oh, we work together.

C: That's right. Bob mentioned that some of his colleagues were coming to his birthday party.

A: You know Martin, you and Jane have something in common.

B: Really? What's that?

A: You're both really interested in history.
9 Suggested Answer
Date 23rd October
Today I went to a friend's party.
While I was there I met Jane.
She works with my friend Bob.
We have something in common. We are both really interested in history.
Hopefully, we'll meet again.

Unit 3

1 Suggested Answers
1. When I talk to someone I don't know well I usually talk about the place that we are in, or possibly something about our jobs. Other times I might talk about the weather if it is unusual that day, for example if it is very warm or raining a lot.
2. When a conversation is going poorly I try and find something that interests the other person so that we can talk about that. If I cannot find something then I will try and find an excuse to talk to someone else.

5 Suggested Answer
The best way to make conversation flow is to ask questions. However, avoid personal questions until you know someone better.

8 Suggested Answer
A: Well I'm sure you'll think of something. However, please avoid talking about his marital status.
B: Good to know, thanks.

9 Suggested Answer
Dear Miranda,
You said you are worried about making small talk in your new job. Here are some ideas.
Ask lots of questions because that helps a conversation to flow.
Ask questions about what they do for a living, and what their job involves.
You could also discuss your home town and your education.
Avoid talking about people's religion, age and marital status.
At least until you know them better.
Hope this helps!

Unit 4

1 Suggested Answers
1. Sometimes I might have to end a conversation before someone has finished talking because my telephone rings and I am expecting an important call. Another time might be when I am very busy at work I will have to cut a conversation short because I have too much work to do.
2. There are a number of phrases you can use to end a conversation properly. You can say, for example, "I'm really sorry but I'm terribly busy now, can we talk about it another time?" or "Sorry, I've got to run."

2 Suggested Answer
The text gives four examples of how to end a conversation.

5 1 X 3 X 5 X
2 v 4 v 6 X

7 1 small talk 3 involves 5 topic
2 living 4 discuss 6 marital status

8 Suggested Answer
A: Miranda, I have to take a phone call. Can you make small talk with Mr. Jones until I'm free.
B: But I don't know him. I have nothing to talk to him about.
A: Just ask him what he does for a living.
B: But I already know what his work is. After all, he's our consultant.
A: Then why don't you discuss the weather.
B: It's not a very interesting topic.
7 Suggested Answer
A: Hey John! How was your vacation?
B: Oh hi Susan. It was wonderful. Barcelona is amazing.
A: Wow! I want to go to Spain. Was the weather nice?
B: Yes, the weather was fantastic. And the people are very friendly.
A: Great. Tell me more. Was it expensive?
B: Well I'm afraid I'm really busy at the moment. Can we talk later?
A: Sure, no problem.
B: Ok. See you at lunch.

8 Suggested Answer
Hi John,
Sorry to hear so many people are bothering you at work. If I were you, I'd just end the conversation early. After you have spoken a little, just say "I'm afraid I'm very busy at the moment." Or you could ask "Can we talk another time?"
That's my advice. Hope it helps!

Unit 5
1 Suggested Answers
1 When people are ordering numbers they sometimes confuse the type of numbers that can be ordered (ordinal numbers), like 1st, 2nd, 3rd and 4th and those which cannot (cardinal numbers) because they refer only to quantities e.g. 1, 2, 3, and 4.
2 Numbers are important when giving directions because they allow you to give clear and simple directions that will be easy for someone to follow.

T 2 F 3 T

3 1 21st of July 4 30th Avenue
2 three blocks 5 second building
3 First 6 floor

4 1 A 2 B 3 B

5 Suggested Answer
He should give Lena Jenner a call if he has a problem.

6 1 C 2 A

7 1 speaking 3 actually 5 instructions
2 It’s 4 21st 6 mistake

8 Suggested Answer
A: Hilson and Sons. Mr. Canham speaking. How can I help you?
B: Hi Mr. Canham. It's Lena from Mr. Dalton's office.

A: Oh, hi Lena. How are you?
B: I'm well thanks. I'm actually calling about your visit on November 7th.
A: Yes, I received your instructions yesterday.
B: Oh good. Well, I'm afraid there's a mistake. Our building is actually the fourth building on the left, not the second.
A: Ok. Let me make a note of that. Anything else?
B: No. That's everything.

9 Suggested Answer
Date of meeting: 7th November
Directions to the office: First, take the "South Exit" out of the train station and walk up to Broadway. Turn left and walk up to 30th Avenue. Take the third right onto Seventh Street. Continue straight on down Seventh Street. Our building is the fourth building on the left. Please enter through our main entrance.
Office floor #: Fourteenth

Unit 6
1 Suggested Answers
1 Numbers and figures can be expressed in several ways. They can be expressed as percentages: that is how many times something exists for each one hundred actions or examples. For example, if someone gets fifty percent in a test, this means that if the test had one hundred questions they would get fifty of them correct. Alternatively they can be expressed as fractions: for instance '1/4 (one quarter) means that something happens/is correct for example only one in four times. So if a person took a test with one hundred questions and got 1/4 of them correct this means they have answered twenty five questions correctly.
2 Mistakes in figures can have very serious consequences. They can lead to incorrect or even dangerous decisions being made. If a doctor gives a patient the wrong amount of a drug because the label has the wrong figure on it, the patient could be harmed or even killed. In business companies can lose lots of money if they make decisions to invest in something based on figures that they later discover had mistakes in them.

T 2 F 3 T

3 1 A 2 C 3 B

4 1 percent/fraction 3 approximately/exact
2 Forecast/estimate

5 1 F 2 T 3 T
6 1 here  3 afternoon  5 forecast
2 quarter  4 results  6 bigger

7 Suggested Answers
A: Hello.
B: Hello Phyllis. Lucas here.
A: Oh, hi Lucas. What can I do for you?
B: I'm actually calling about your sales report for the quarter. Is it ready?
A: Almost, I'll finish it later today. I can send it to you by this afternoon.
B: Great. How about the results? Do they look good?
A: Amazing! Our sales figures are better than expected. And our market share is five percent higher than last quarter.
B: Wow! That is great news.

8 Suggested Answers
Name of salesperson: Lucas
Report Complete? Y / N
Due date: December 31st
Sales results for the quarter:
Sales figures not yet available
Market share Up 5% on previous quarter
OR
Name of salesperson: Lucas
Report Complete? Y / N
Due date: December 31st
Sales results for the quarter:
Sales figures 3% up on previous year
Market share Up 5% on previous quarter

Unit 7

1 Suggested Answers
1 Technology helps people stay organized by allowing them to keep their schedule on them at all times using an electronic planner. This ensures that they do not miss appointments or deadlines and allows them to quickly and easily make changes to appointments if this is necessary for any reason.
2 Once I forgot about an appointment I had with a colleague. I was simply so busy with work that I completely forgot about it, even though I had it in my diary!

2 Suggested Answer
You can make yourself more successful in business by scheduling time off to relax.

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

4 1 calendar  4 electronic planner
2 up-to-date  5 schedule
3 priority

5 1 F  2 F  3 T
6 1 cancel  3 free  5 perfect
2 reschedule  4 sound  6 problem

Unit 8

1 Suggested Answers
1 Some phrases used to mark time include 'quarter to' (the hour), 'quarter past' (the hour) and half past (the hour). These are not too confusing. But in British English they say, for example, 'half five; which means 'half past five', not five thirty!
2 When I see someone who is early to a meeting I think that they are very keen to get started and use the meeting productively. Those who come late are perhaps less enthusiastic about the meeting, or perhaps just less organized.

2 Suggested Answer
She wants to go to lunch to relax after a busy morning.

3 1 sharp  2 book a table  3 break
7 Suggested Answer
A: Good morning, Sarah. Ready to go over the presentation?
B: Hi Mark. Actually, there’s been a change.
A: Oh? What’s that?
B: The meeting is delayed until half past ten.
A: Oh well. We can just spend the extra time practicing.
B: True. And we’ll have a longer break. But we’re going to miss our lunch reservation.
A: I’ll call and reschedule.
B: Good idea. Try to book a table for two o’clock.

8 Suggested Answer
Day of the meeting: 14th June
Practice presentation: quarter to eight
Coffee break: quarter to ten
Meeting start time: half past ten
Meeting end time: half past one
Lunch: two o’clock

Unit 9
1 Suggested Answers
1 I think that there should be more public holidays in my country. People here work very hard and they need time to themselves to relax. This will make them happier and better at their jobs too! I think there should be less public holidays in my country. People here get lots of vacation time from their employers already and I believe it is best for people to choose to have holidays whenever they want.
2 People in the U.S get an average of ten days paid vacation time, as well as a number of public holidays. This is much less than other western industrialized nations where a minimum of twenty days paid vacation time plus public holidays is common.

2 Suggested Answer
They calculate VAT for orders outside the USA.

8 Answer Key
3 1 D 3 C 5 G 7 F
2 B 4 A 6 E
4 1 A 2 B 3 A
5 1 B 2 D

6 1 price quote 3 basic price 5 shipping
2 need to know 4 sales tax 6 150

7 Suggested Answer
A: Horton's furniture, David speaking. How can I help you?
B: Hi. I'm calling about the oak furniture in your brochure.
A: Yes, the Britannia line. Do you want a price quote?
B: Yes please. It's the coffee table, and I'm in New York City.
A: Ok. Our basic price is $600, but with the sales tax it's about $700.
B: Does that include shipping costs?
A: No. With shipping it will be another $100.
B: Got it, thanks.

8 Suggested Answer
Product: Coffee table
Basic price: $600
Price with tax: $700
Shipping costs: $100
Delivery to: New York City

Unit 11

1 Suggested Answers
1 The jobs that pay the highest salaries are usually those that require a lot of responsibility, for instance being the boss of a multinational company. The other jobs that pay the highest salaries are ones where individuals can make very large amounts of money for a company: for example traders who buy and sell stocks. The jobs that pay the lowest salaries are those that anyone can do without any qualifications, for example washing dishes in a restaurant.

2 Yes I think the most difficult jobs get the highest wages. Not everyone can be the boss of a multinational company, or trade in shares. You must be very intelligent, hard-working and determined to succeed in these jobs.

No I don't think the most difficult jobs get the highest wages. People who work very hard, in mines for example, often do not get paid very well. And those in charge of big companies might do long hours, but they spend most of their times in meetings or on the golf course rather than doing actual hard work.

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

4 1 overtime 3 raise
2 pay review 4 rate
5 1 F 2 T 3 T
6 1 minimum wage 4 shifts
2 raise 5 weekends
3 overtime 6 sign up

7 Suggested Answer
A: Hi John. Can you do me a favor?
B: Maybe. What is it?
A: Well, I'm making minimum wage. And $7 an hour isn't that much.
B: Yeah, that's hard. I remember what it was like before my raise.
A: So I'm hoping to earn some overtime. Can I take one of your shifts?
B: Oh, sorry. I need all the hours I can get. But I know they need help on weekends.
A: I didn't know that. How can I sign up?
B: Just talk to Jose, the weekend manager.

8 Suggested Answer
Name: John
Current rate of pay: $7
Overtime rate of pay: $10.50
Reason for request: need extra income
When would you like extra hours: on weekends

Unit 12

1 Suggested Answers
1 Jobs like being an accountant, bank clerk or factory worker suit me because I have a 'conventional' personality type.

2 Jobs like being a teacher, a designer or a salesperson don't suit me. Because of my personality type I would find them frustrating.

2 Suggested Answer
You should choose an occupation that suits your personality type.
1 F 2 T 3 F
Book 1 Answer Key

3 1 D 3 C 5 E  
2 F 4 B 6 A  
4 1 B 2 A 3 A 4 B  
6 1 job-compatibility 3 friendly 5 agree  
2 social 4 nursing 6 teacher  

7 Suggested Answer  
A: Hey Bill. Did you take that job-compatibility test I sent you? What is your personality like?  
B: Yeah, it was really interesting. The results say I have a 'conventional' personality.  
A: Really? What does that mean?  
B: It means I like to have order in my life.  
A: So what kind of jobs did it recommend? What kind of occupation is right for you?  
B: Any job in an organized environment. Like being an accountant or a bank clerk.  
A: I have to agree. I could see you doing either of those jobs.  
B: Thanks. I think I'd make a pretty good accountant.  

8 Suggested Answer  
You have a 'conventional' personality.  
You are best suited to working in organized environments.  
You would be compatible with these careers: Accountancy, banking, factory work  
You may not be compatible with these careers: Teaching, designing and sales.  

Unit 13

1 Suggested Answers  
1 It is better to have a part-time job than a full-time job when you have other responsibilities. For example when you are at college or when you become a parent and have a child at school.  
2 The main advantage of temporary work, for both the employer and the employee, is that you can see whether you like a job and if you are good at it. It can also be a good way to earn money when you can only work for a short period of time, for example during school holidays. The disadvantages of temporary work are that you often don't know for sure how long you will have a job for and you are worried about what will happen when the job comes to an end.  

2 Suggested Answer  
A retirement plan is available to permanent employees.  
1 T 2 T 3 T  
3 1 A 2 B 3 A 4 A  
4 A full-time D contract  
B vacancies E terminate  
C retirement plan  

5 1 F 2 F 3 T  

6 1 part-time 4 temporary  
2 permanently 5 permanent  
3 retirement plan 6 interested  

7 Suggested Answer  
A: Excuse me, is this the break room?  
B: It is, come in. What's your name?  
A: Jim. I just started working part-time in customer service.  
B: Nice to meet you. I'm Valentina. So how do you like it?  
A: It's great! I wish I could keep the job permanently and get the retirement plan.  
B: Oh, you're a temporary hire? Don't worry, that's how I started too.  
A: But you got a permanent position? How?  
B: I told my manager I was interested, and I worked really hard.  

8 Suggested Answer  
Dear Penelope,  
This is Jim. I'm writing to inform you that I am interested in working for the company permanently. I'm willing to work really hard in order to achieve this goal. Please tell me if there is anything else I can do. Sincerely, Jim.  

Unit 14

1 Suggested Answers  
1 I don't mind how far I travel to work, as long as it doesn't take more than one hour. On a train this could mean that I travel a hundred kilometers, but only twenty on my bicycle.  
2 Most people where I live go to work using public transport - the metro, trains, trams and buses. The system is good but gets very overcrowded sometimes. It could be improved by providing more trains etc. or by encouraging more people to walk or use their bicycles.
2 Yes, I think skilled workers work harder than unskilled workers: because their skills are so important they often work more hours than they are paid to do. People with unskilled jobs do their hours and then go home. No, I think skilled workers don't work harder than unskilled workers: because their skills are so important they know they don't have to work too hard in their jobs because it is difficult to replace them.

2 Suggested Answer
You should call Alice Beham to arrange an interview.

1 B 2 B 3 B

3 1 B 2 C 3 D 4 A 5 E

4 1 shift 4 applicants
2 qualifications 5 training course
3 research

5 1 T 2 F 3 F

6 1 glad to be here 4 run
2 experience 5 computers
3 research 6 check the numbers

7 Suggested Answer
A: Good morning. Thanks for coming in.
B: I'm glad to be here. I'd love to work at Bio labs.
A: Well, it's a great place to start a career in science. Now let's talk about your experience.
B: Well, I was a research assistant in my biology professor's lab.
A: And how long were you there for?
B: I was there for almost three years.
A: Great. So did you run his data through computers?
B: No. He liked to check the numbers by himself.

8 Suggested Answer
Applicant name: Sriti Horner
Position Wanted: Research Assistant
Applicant has degree? Y / N
Previous Experience: Yes
Length of Experience: 3 years
Computer skills: No
Suggested for hire? Y / N

Unit 15

1 Suggested Answers
1 Yes, jobs that require special skills should be paid more than unskilled jobs because usually it takes a lot of time and effort to develop those skills and people will only do this if they are rewarded for it. No, jobs that require special skills shouldn't be paid more than unskilled job because each person is as good as the next person and deserves to get the same things in life.
Unit 1
Manager (M): When you meet Mr. Yakamoto, be very polite. He is a very important client.
Colleague (F): It's the Japanese custom to bow. Should I do that?
Manager: No, you don't have to bow. Just say "Pleased to meet you," and shake hands.
Colleague: Okay.
Manager: But don't make your handshake too firm. Japanese people usually have a softer handshake.
Colleague: And when he leaves? What then?
Manager: Just say "It was nice meeting you," and shake his hand again.
Colleague: Okay, that's fine!

Unit 2
Man 1: Sarah, I'd like you to meet my friend, John. John, this is Sarah.
Woman: Hi John, it's a pleasure to meet you.
Man 2: And nice to meet you, too. How do you two know one another?
Woman: Oh, we work together.
Man 2: That's right. Bob mentioned that some of his colleagues were coming to his birthday party.
Man 1: You know, Sarah, you and John have something in common.
Woman: Really? What's that?
Man 1: You're both in the same adult soccer league.

Unit 3
Businessman (M): Sarah, I have to take a phone call. Please make small talk with Mr. Jensen until I'm free.
Colleague (F): But I don't know him! I have nothing to talk to him about.
Businessman: Just ask him what he does for a living.
Colleague: But I already know what his work involves. After all, he's our consultant.
Businessman: Then why don't you discuss the weather?
Colleague: It's not a very interesting topic.
Businessman: Well, I'm sure you'll think of something. Just don't bring up his marital status.
Colleague: Good to know, thanks.

Unit 4
Colleague 1 (F): Hey John! How are you? How was your vacation?
Colleague 2 (M): Oh, hi Susan. It was wonderful. Aruba is amazing.
Colleague 1: Wow! I want to go to the Caribbean. Was the weather nice?
Colleague 2: Yes, the weather was fantastic. And the people are very friendly.

Colleague 1: Great. Tell me more. Was it expensive?
Colleague 2: Well, I'm afraid I'm really busy at the moment. Can we talk at lunch?
Colleague 1: Sure, no problem.
Colleague 2: Okay. See you then.

Unit 5
Visitor (M): Hillson and Sons. Mr. Canham speaking. How can I help you?
Receptionist (F): Hi, Mr. Canham. It's Lena from Mr. Dalton's office.
Visitor: Oh, hi Lena. How are you?
Receptionist: I'm well, thanks. I'm actually calling about your visit on July 21st.
Visitor: Yes, I received your instructions yesterday.
Receptionist: Oh, good. Well, I'm afraid there's a mistake. Our building is actually the fourth building on the left, not the second.
Visitor: Okay. Let me make a note of that. Anything else?
Receptionist: No. That's everything.

Unit 6
Colleague 1 (F): Hello.
Colleague 1: Oh, hi Lucas. What can I do for you?
Colleague 2: I'm actually calling about your sales report for the quarter. Is it ready?
Colleague 1: Almost, I'll finish it later today. I can send it to you by this afternoon.
Colleague 2: Great. How about the results? Do they look good?
Colleague 1: Amazing! Our sales figures are better than forecast. And our market share is 3% bigger than last quarter.
Colleague 2: Wow! That is great news.

Unit 7
Man (M): Hi Sandra, it's Mark.
Woman (F): Hi Mark, how can I help you?
Man: Well, I'm really sorry, but I need to cancel our appointment on the 21st.
Woman: Oh, that's okay. Do you want to reschedule?
Man: That'd be great. Are you free on the 27th of June?
Woman: Let me see. Yes, I am. How does noon sound?
Man: That's perfect. Thank you very much.
Woman: No problem. See you then.

Unit 8
Man: Good morning, Sarah. Ready to go over the presentation?
Woman: Hi Mark. Actually, there's been a change.
Man: Oh? What's that?
Woman: The meeting is delayed until half past eleven.
Man: Oh well. We can just spend the extra time practicing.
Woman: True. And we'll have a longer break. But we're going to miss our lunch reservation.
Man: I'll call and reschedule.
Woman: Good idea. Try to book a table for a quarter past two.

Unit 9
Supervisor (F): Hi, Jordan. Have a seat. What can I do for you?
Employee (M): I want to request some time off.
Supervisor: Sure. Do you know how much vacation time you have?
Employee: Ten days. I used the rest on that trip to Spain.
Supervisor: And when do you want to leave?
Employee: Sometime in the first week of June. I didn't want to buy plane tickets until I got the time off.
Supervisor: Well, that sounds fine. Just turn in the request form by Friday.
Employee: Great, thanks!

Unit 10
Salesman (M): Horton's Furniture, David speaking. How can I help you?
Customer (F): Hi. I'd like a free price quote on the oak furniture in your brochure.
Salesman: Yes, the Britannia line. I just need to know what furniture and where you're calling from.
Customer: It's the dining table, and I'm in New York City.
Salesman: Okay. Our basic price is $1,200, but with the sales tax it's about $1,300.
Customer: Does that include shipping costs?
Salesman: No. With shipping, it will be another $150.
Customer: Got it, thanks!

Unit 11
Employee 1 (F): Hi John. Can you do me a favor?
Employee 2 (M): Maybe. What is it?
Employee 1: Well, I'm making minimum wage. And $7 an hour isn't much.
Employee 2: Yeah, that's hard. I remember what it was like before my raise.
Employee 1: So I'm hoping to earn some overtime. Can I take one of your shifts?
Employee 2: Oh, sorry. I need all the hours I can get. But I know they need help on weekends.
Employee 1: I didn't know that. How can I sign up?
Employee 2: Just talk to Mary, the weekend manager.

Unit 12
Man: Hey, Jenny. Did you take that job-compatibility test I sent you?
Woman: Yeah, it was really interesting. The results say I have a 'social' personality.
Man: Really? What does that mean?
Woman: It means I'm friendly and helpful.
Man: So what kind of jobs did it recommend?
Woman: Any social occupation. Like nursing or teaching.
Man: I have to agree. I can see you doing either of those jobs.
Woman: Thanks. I think I'd make a pretty good teacher.

Unit 13
Man: Excuse me, is this the break room?
Woman: It is, come in. What's your name?
Man: Ben. I just started working part-time in customer service.
Woman: Nice to meet you. I'm Lyn. So how do you like it?
Man: It's great. I wish I could keep the job permanently and get the retirement plan.
Woman: Oh, you're a temporary hire? Don't worry, that's how I started, too.
Man: But you got a permanent position? How?
Woman: I told my manager I was interested, and I worked really hard.

Unit 14
Commuter 1 (M): Excuse me, is anyone sitting here?
Commuter 2 (F): No, please, take a seat.
Commuter 1: Is it always this crowded? I don't usually take the train.
Commuter 2: To be honest, I don't know. I'm usually in a carpool with a co-worker.
Commuter 1: Oh? How did you end up here, then?
Commuter 2: She's out sick and I don't have a car. What about you?
Commuter 1: Most days I catch the bus, but I missed it this morning.
Commuter 2: Well, at least we won't have to sit in any traffic jams, right?

Unit 15
Manager (F): Good morning. Thanks for coming in.
Applicant (M): I'm glad to be here. I'd love to work at Bio Labs.
Manager: Well, it's a great place to start a career in science. Now, let's talk about your experience.
Applicant: Well, I was a research assistant in my biology professor's lab.
Manager: And for how long were you there?
Applicant: For about two years.
Manager: Great. So did you run his data through computers?
Applicant: No. He liked to check the numbers by himself.
Unit 1

1 Suggested Answers

1 Some things that people look for when purchasing a product include its suitability for its intended purpose, new features, its quality and its price. They may also look around to see if other people are using the product they are considering.

2 With the exception of most basic products, a successful advert creates a need for the product in question, even if it is possible to live perfectly well without it! Successful adverts are those which make people feel something and encourage them to do something, be it to actually buy the product or at least find out more about it to start with. They are well targeted at the appropriate audience on the right medium, for instance if it is to appeal to young people it needs to appear on the Internet (and possibly other places at the same time). Finally they need to be creative and have something about them that is different to other adverts for similar products.

2 Suggested Answer

The Galaxy is better than the Star as it has a more user-friendly touch screen and higher speed Internet capabilities. It also has longer battery life and a brighter display screen.

1 F 2 T 3 F
1 D 3 B 5 E 7 F
2 C 4 A 6 G
3 1 x 2 \checkmark 3 x 4 \checkmark 5 x 6 x
4 1 available features 3 quality
6 1 there's a problem 4 available features
2 shipping date 5 assembled
3 distributed 6 quality standards

7 Suggested Answer

A: Good morning Paul, do you have a moment?
B: Of course, what do you need?
A: Well, there's a problem with the Galaxy press release.
B: Oh? What's wrong?
A: I guess there's a change in the shipping date.
B: So it won't be distributed on time?
A: No, definitely not. Everything has been pushed back two weeks.
B: Ok, I'll make the changes to those items right away. Anything else?
A: Well, we want to keep customers interested, even though there's a delay. So we want to add some more details to the available features section.
B: Will do. What's the cause for the delay anyway?

A: There was a problem with the batteries. They weren't meeting our quality standards.

8 Suggested Answer

Omega Electronics COMES OUT with New Galaxy!

Two years ago, Omega launched the Omega Star mobile phone. Now our designers have developed an even better phone. We are pleased to announce the arrival of the Omega Galaxy. The Galaxy is manufactured solely for use by TeleCom Wireless customers. Omega is proud to partner with the nation's leading mobile service provider.

The Galaxy comes with all the amazing features that the Star does. But it has a longer battery life and brighter display screen. It has been assembled to Omega's quality standards.

Benefits of the Galaxy include a more user-friendly touch screen and higher speed Internet capabilities. For customers who prefer a simpler phone, the Star will remain available for purchase.

The Galaxy will be shipped from our factories in two weeks. Then, they will be distributed by TeleCom Wireless to their stores across the country. The phones will be available to purchase in TeleCom stores on May 27.

Unit 2

1 Suggested Answers

1 I prefer to shop in person rather than online. When you shop in person you can touch and feel the product you are interested in, and possibly try it out too. You can be sure what you are buying is exactly what you want.

I prefer to shop online rather than in person. There is so much more choice online and you can order things whenever you want, you don't have to wait for the shops to be open! Finally, all that choice, and the lower costs of online retail, mean that prices are usually much better too.

2 The main risk of shopping online is that someone steals your payment details and then uses them to buy other things for themselves without your knowledge or permission. Also because you can't try or touch the products you can never be sure that you are getting what you want until it arrives.

2 Suggested Answer

Sneakers Direct is open six days a week.

1 T 2 F 3 F
3 1 C 2 A 3 B 4 C 5 C
4 1 item number - mail order 3 phone order -
2 Wholesale - retailers direct sales
5 1 F 2 F 3 T

6 1 How can I help you today?
2 item number
3 Super Racer

7 Suggested Answer
B: Thank you for calling Sneakers Direct. How can I help you today?
A: I'd like to order some shoes from your catalogue please.
B: Great, do you have the item number?
A: Yes, it's GH1184.
B: The Top Flight Sneakers?
A: Yes. In a size 9 please.
B: We do have those shoes available in your size. What color would you like?
A: Do you have them in blue?
B: Yes. The price is $55 plus $9.00 shipping.
A: Okay. And if I decide I don't like them?
B: Our sneakers are guaranteed. You can return or exchange them if you're not satisfied.
A: That's perfect. Thank you.

8 Suggested Answer
Top Flight Sneaker
Sizes: Available in sizes 5 through 14
Colors: Available in Red, blue, green and black.
Returns: We promise our footwear is the highest quality at the best price. Return your items free of charge if you are not completely satisfied.

Unit 3
1 Suggested Answers
1 The last time I returned a product was when I found that a shirt I had bought had a small hole in it. I did this because I was afraid that if the hole got bigger I would be unable to wear the shirt.
2 When people return products companies usually compensate them by giving them a refund or a replacement product. Occasionally, some companies will also give some extra to compensate for the trouble the person had: they might pay for their travel or postal costs.

2 Suggested Answer
A customer must go to the business office to get a refund.
1 D 2 B 3 D

3 1 B 2 D 3 A 4 E 5 C

4 1 customer service 4 refunds
2 replacement 5 warranty
3 model number

Unit 4
1 Suggested Answers
1 When I answer a phone call from a friend I say, "Hi. How are you doing?" If it were from a business partner I would say, "Good afternoon. How may I help you?"
2 Having good phone etiquette is important in business because it helps create a good impression of the professionalism of your company with existing and potential customers and suppliers.

2 Suggested Answer
You should call them back on the date you said you would.
1 telephone 3 by name 5 extension
2 Courtesy 4 connected

3 Greeting - Hello this is ...
Ending - Thank you for your time, Nice speaking with you
Asking for someone - Could I speak to ... Is ... available?
4 1 I'm calling from ... 4 courtesy
2 May I speak to 5 Can you connect
3 I will call you back me to extension

5 1 F 2 T 3 F

6 1 May I speak 4 Have a nice day
2 important change 5 Thanks for your help
3 connect you to

7 Suggested Answer
B: Good morning. Prime Associates. This is Jenny speaking.
A: Hello, this is Ramiro Sanchez calling from Design Systems.
B: Hello Mr Sanchez. How may I direct your call?
A: May I speak to Sally Ford please?
B: I'm sorry, Sally isn't in right now. I would be happy to take a message for you.
A: Well, it's a rather important change to an order I should discuss with her. Is there a better time to reach her?
B: She'll be out until tomorrow, unfortunately.
A: Oh, ok. I'd better leave a message with you then.
B: Well, I could connect you with her voicemail. She might check that before she comes into the office.
A: Oh good. That would be wonderful.
B: Ok, I'm connecting you now. Have a nice day Mr. Sanchez.
A: And you too. Thanks for all your help.

7 Suggested Answer
B: Good morning. Prime Associates. This is Jenny speaking.
A: Hello, this is Ramiro Sanchez calling from Design Systems.
B: Hello Mr Sanchez. How may I direct your call?
A: May I speak to Sally Ford please?
B: I'm sorry, Sally isn't in right now. I would be happy to take a message for you.
A: Well, it's a rather important change to an order I should discuss with her. Is there a better time to reach her?
B: She'll be out until tomorrow, unfortunately.
A: Oh, ok. I'd better leave a message with you then.
B: Well, I could connect you with her voicemail. She might check that before she comes into the office.
A: Oh good. That would be wonderful.
B: Ok, I'm connecting you now. Have a nice day Mr. Sanchez.
A: And you too. Thanks for all your help.

8 Suggested Answer
Caller: Mr. Ramiro Sanchez
Purpose of call: To inform Sally Ford of an important change to an order.
Options provided: Take a message; leave message on voicemail.
Caller reaction: Caller decided to be put through to Sally Ford's voicemail.

Unit 5

1 Suggested Answers
1 Email can be useful in business for a number of reasons. It allows a business to communicate things to its staff much more quickly and easily. Instead of holding large meetings or printing off notices, important information can be passed to staff almost immediately using email. Email also allows businesses to communicate more quickly and easily with its customers, as well as allowing better targeted advertising. Finally email can improve the efficiency of teams working within a business as people are kept up to date and everyone is able to input to documents that are being worked on.

2 Email can cause problems when there is too much of it. Employees may become overwhelmed with emails and spend more time looking for them than doing any actual work. Emails can also cause confrontation between colleagues as things written there can appear much stronger than the sender of the email intended them to be. Finally, employees may sometimes spend time sending emails to, and receiving emails from, their friends rather than working.

2 Suggested Answer
The button to include an attachment is usually above where you write the subject of the message.

Parts of an email address: name/nickname, @ symbol, web address for the account

Options after receiving a message: save or delete, reply to sender or reply to all, forward the message

3 1 B 2 D 3 E 4 A 5 C
4 1 A 2 B 3 A
5 1 C 2 A
6 1 odd 4 email address
2 forward it to me 5 What's your new one
3 figure out 6 .com

7 Suggested Answer
A: Hi Bill, did you get that report? I emailed it to you this morning.
B: That's odd. I didn't get an email from you today.
A: I'm sure I sent it out, since I also sent it to Helen Duane. She opened it this morning.
B: Maybe Helen can just forward it to me.
A: I'd rather figure out why it didn't arrive.
B: Well, what address did you send it to?
A: Let's see. It was Bill Stephenson at Cranston Industries dot com.
B: Oh, that's it. That's my old email address.
A: I didn't know it had changed. What's your new one?
B: It's just B dot Stephenson at Cranston Industries dot com.

8 Suggested Answer
To: All Staff
From: Management
Subject: Email problems
Some of you may have recently experienced some problems in sending emails to Bill Stephenson. This was caused by him swapping over to the new email address: B dot Stephenson at Cranston Industries dot com. Those of you who had this problem have been informed by IT of the correct address to use. Wouldn't
all other employees note Bill's new email address and use this in future.
Sincerely,
John Smith
Manager

Unit 6
1 Suggested Answers
1 Letters are appropriate for use in serious and formal communication, for example in contracts and with other legal issues. They are also appropriate to use to thank someone for excellence, either a company or a person in your social circle. It is not appropriate to send letters when an informal form of communication is enough: for example an email to a friend or a colleague telling them of some development.

2 Business letters are written in more formal language than personal letters, and they are always typed or printed off computers rather than being hand-written. A personal letter will not include an enclosures section, anything to be included in the letter will be mentioned in the main body of the letter.

2 Suggested Answer
You would tell the recipient what things are included with the letter in the enclosures section.

1 F  2 F  3 T

3 1 sender - recipient   3 greeting - full name
   2 signature - closing

4 1 C  2 A  3 A  4 C

5 1 F  2 T  3 T

6 1 salutation   4 return address
   2 update his account   5 signature information
   3 list it with the enclosures

7 Suggested Answer
A: John, could you type up a business letter for me.
B: Of course. Who should I address it to?
A: Jane Turner. She's the director of Turner & Co.
B: Ok. Is there any particular salutation you use with her?
A: Oh, just "Dear Ms. Turner" is fine.
B: Got it. And what's the reason for writing to Ms. Turner?
A: She has opened a second office, so we need to update her account information.
B: Should I include the update form with the letter?
A: Yes please. And list it with the enclosures so she knows to look for it.

B: I'll print an envelope with our return address and include that too.
A: Good thinking. Please bring it to me for my signature when you have finished.
B: I'll have it ready in just a minute.

8 Suggested Answer
December 15
Ms. Assunta Turner
Dear Ms. Turner,
I am writing to you to inform you that we need to update your account information now that you have opened a second office. I would be grateful if you could let us know your new details at your earliest convenience.
Yours sincerely,
James Field
Enclosures
One update form

Unit 7
1 Suggested Answers
1 A fax machine can save businesses money as they don't have to wait for letters to be delivered or need to put stamps on them.
2 I think that fax machines will probably be replaced one day by online technology. Emails are quicker and easier to send and you can do things with their contents (like use them in other electronic documents) more easily, and only print them out if it is really necessary.
I don't think that fax machines will be replaced by online technology. They are a simple and cheap method of communicating between businesses, and they are also safer than online communication where messages can be read by rivals using sophisticated technology.

2 Suggested Answer
You should put the pages into the machine with the printed side face down.

1 send a fax   3 go through   5 confirmation
2 cover sheet  4 resend

3 1 keypad   3 cover sheet   5 fax number
   2 confirmation  4 send a fax

4 1 A  2 A  3 B  4 B  5 A

5 1 T  2 F  3 F

6 1 fax number   4 printed side down
   2 confirmation   5 wrong way
   3 going on   6 happens all the time
7 Suggested Answer
B: Robert can you help me?
A: Sure what's the problem?
B: I think the fax machine is broken, but I'm not sure.
A: It was working earlier, what's going wrong?
B: When I send a fax my client gets blank pages.
A: Oh, so you're sure you have the right fax number?
B: Yes, I've gotten a confirmation each time. But it's always blank pages that get sent.
A: I see. Well, I'm pretty sure I know what the problem is.
B: You have to insert the pages printed side down. I think you've been putting them in the wrong way.
A: That would explain the blank pages. What an embarrassing mistake!
A: Don't worry. It happens all the time.

8 Suggested Answer
Using a fax machine is easy when you know how. Here are a few key steps to help you avoid making mistakes:
- Enter the fax number on the keypad - make sure it is the right one!
- Make sure you receive a printed confirmation so that you know the pages have gone through properly.
- Insert the pages into the fax machine with the printed side facing downwards.

Unit 8

1 Suggested Answers
1 Technology has changed meetings massively. It is no longer necessary for all the participants in a meeting to be in the same place: video conferencing means that participants can be in different places all over the world. It has also greatly improved the visual side of presentations and allows for much closer examination of particular points of interest.
2 For a meeting to be successful it must have a well-organised agenda and a strong chairperson. It will be unsuccessful if it doesn't have these things or the participants don't behave properly, for instance by talking for too long or using the meeting simply to make the other participants look bad.

2 Suggested Answer
The manager will talk to the sales team about the previous year's poor sales.
1 A 2 B 3 D
3 1 B 2 B 3 A 4 A
4 1 A 2 A 3 B
5 1 T 2 T 3 F

Unit 9

1 Suggested Answers
1 The challenges of running a meeting are to ensure that all participants behave correctly and that everything is covered in the time available. Responsibilities include ensuring items to be discussed are given an appropriate amount of time and that participants are clear what, if any, actions are required after the meeting.
2 Some behaviors that would be considered rude at a meeting include talking when other people are talking and insulting other participants.

2 Suggested Answer
The blog makes four suggestions: send your apologies if you cannot attend; state your opinion once only; don't interrupt other people; and don't use jargon.
1 unproductive 3 state
2 attend 4 common
3 1 B 2 C 3 B 4 A
4 1 objection, Jargon
2 Take note, waste time
3 ask for an explanation, state your opinion

5 1 T 2 F 3 F

6 1 out of hand 4 talk over
2 bicker and interrupt 5 jargon
3 encourage 6 set out

7 Suggested Answer
A: It's these meetings. They're really getting out of hand.
B: What do you mean?
A: People always bicker and interrupt. It wastes so much time.
B: I disagree. I want to hear people speak if they have an objection.
A: That's good. But they shouldn't talk over other people or repeat themselves over and over.
B: Okay, I agree with that.
A: Also, it might help if we asked the engineers to use less jargon. We lose a lot of time asking what certain words mean.
B: Maybe we need to set out some guidelines for meeting etiquette.

8 Suggested Answer
Meeting etiquette guidelines
To ensure that meetings are useful, productive and short here are some suggestions for appropriate meeting etiquette.
Send your apologies if you can't attend a meeting so that your colleagues don't delay the start of the meeting waiting for you.
If you disagree with someone, don't interrupt: wait until the other person finishes speaking and then state your objection.
Make sure to use simple, everyday language: too much jargon confuses other participants and wastes time as they will keep asking for explanations.

Unit 10

1 Suggested Answers
1 I think the most difficult part of a presentation is taking questions from the audience. This really tests your knowledge of the subject, especially when there may be people in the audience who are more expert on the subject than you are.
2 A great presentation is one which inspires the audience to do something afterwards or makes them look at the subject matter in a way that they had not thought of before. A bad presentation is one which is boring or monotonous, inaccurate and disorganized. There is nothing worse than a presenter who doesn't make eye contact with their audience and just reads from their notes.

2 Suggested Answer
You should practice your presentation with your coworkers.

3 1 D 2 F 3 F 5 A

4 1 B 2 A 3 C

5 1 x 2 x 3 √ 4 √ 5 x

6 1 introduced yourself 4 changed topics
2 outlined 5 diagrams
3 eye contact 6 simplify

7 Suggested Answer
B: So. What did you think of my presentation?
A: It was good. I liked how you introduced yourself. And you outlined the different sections of the presentation well.
B: Thanks. Any other strengths?
A: You maintained eye contact. That's very important. But it was difficult to know when you changed topics.
B: What do you mean?
A: Well, you never stopped and summarized. For instance, one minute you were talking about last year's sales, and the next you were talking about this quarter's costs.
B: I see. So just stop and go over things once in a while?
A: Exactly. Also, the slides are a little confusing.
B: Really? How so?
A: There's just so much information on them. Maybe you could simplify them.
B: OK. I'll do that. Thanks for your help.

8 Suggested Answer
Presentation notes
Good points:
- Introduce myself well
- Outlined the different sections of the presentation clearly
- Maintained eye contact

Areas for improvement:
- Include summaries of each section
- Put less information on slides
8 Suggested Answer
Include the following to improve "Business Timekeeping" seminar:
- How to schedule deadlines. Make clear to seminar participants the need to spread deadlines out.
- How to prioritize multiple deadlines. Suggest to participants that where there are multiple deadlines for the same time period they prioritize them in order of potential profit.

Unit 12

1 Suggested Answers
1 Negotiations can help a business to get better deals with their suppliers and to identify how much money different customers are willing to pay for goods or services. Both of these will increase a company's profits.
2 A good negotiator must be able to remain calm under pressure, and to block out emotions and behave only according to logic. They must also be able to understand the other negotiating parties' position(s) and be respectful towards them.

2 Suggested Answer
You should not negotiate if you are stressed or tired.

3 1 B 2 C 3 A 4 C 5 A
4 1 B 3 F 5 A 7 C
5 1 B 2 C
6 1 anticipated 4 purchase a year's worth
2 back down 5 cut down
3 compromise

7 Suggested Answer
A: Hello Mr. Tyler. I thought that was a wonderful seminar.
B: I'm glad to hear it. Are you a small business owner?
A: I am, and I have a lot of the problems you talked about: late deadlines, losing sales.
B: Hopefully this will help you keep track of them.
A: I hope so. But I do have a question about setting priorities.
B: Let's hear it. Maybe it will improve my presentation.
A: Well, let's say I have multiple deadlines set for the same time period. How do I prioritize them?
B: That's difficult. First I'd say spread the deadlines out.
A: Oh, I definitely will from now on.
B: Good, good. But as for the deadlines you already have, I'd prioritize them by their potential profit.
A: I'm not sure what you mean.
B: Just complete the jobs that pay the most first!
8 Suggested Answer
Before the negotiation, think what it is you want to get from it and what the other company needs. Always treat the other party with respect and anticipate any reasons why they might reject your suggestions. Finally, in order to close the deal, don’t negotiate if you are tired or stressed: reschedule it for another time.

Unit 13
1 Suggested Answers
1 Working in customer service can be challenging because you have to deal with many different people, some of whom may be rude or have different expectations about what customer service is acceptable. It can be frustrating because there may be things beyond your control that you cannot help them with, or the customers may simply be being unreasonable and you have to be polite towards them.
2 I recently bought some items from a supermarket and the sales assistant spent the whole time speaking to her friend on the next cash register. She didn’t scan all of the items properly and when I got to the door the alarm sounded and I was grabbed by the security guard. If the sales assistant had been doing their job properly I would not have been put in this embarrassing situation.

2 Suggested Answer
Customers appreciate helpful and reliable staff.
1 satisfaction 3 feedback
2 recommend 4 reliable

3 1 B 2 A 3 B

4 1 assure 4 go out of your way
2 exceed expectations 5 loyalty
3 satisfaction 6 feedback

5 1 A 2 B

6 1 customer loyalty
2 brought to my attention
3 out of your way
4 word of mouth recommendations
5 raise

7 Suggested Answer
B: Mr Davis you wanted to see me?
A: Yes, please come in Dianna. Have a seat.
B: So, what’s going on?
A: Well, you understand how important customer service is here at the Royal Hotel?

B: Of course. Did I offend a customer?
A: No, no, just the opposite. It’s been brought to my attention that your name comes up frequently in positive customer feedback.
B: Oh, good. But I’m just doing my job really.
A: That’s not what I hear. Making calls for guests and helping them get tickets to shows - you’re going out of your way to make sure customers are satisfied.
B: It’s not that much really.
A: Still, the business from word of mouth recommendations you’re bringing in means a lot to us. So we’re giving you a raise.

8 Suggested Answer
Customer loyalty is vitally important to our business: we rely on repeat business and new business generated by word of mouth recommendations. Diana does her job extremely well: she goes out her way to ensure that customers are satisfied. We know this because she is mentioned by name so often in customer feedback. As a result of this great work she has been given a raise.

Unit 14
1 Suggested Answers
1 I think that one day the Internet will make business travel unnecessary. Already many people participate in meetings who are not actually where the meeting is taking place. This trend is likely to continue as the Internet becomes faster and available in more places. In the end it will not be necessary for people to gather in one place to hold a meeting. No, the Internet will not make business travel unnecessary. People will always need human contact and want to close deals with a handshake.
2 The benefits of business travel are that you get to see new places, travel comfortably and stay in luxurious places. The challenges of business travel are that you must often travel long distances and be prepared to work as soon as you arrive at your destination. You may also encounter problems in places where you do not know the language and find it difficult to deal with these.

2 Suggested Answer
Mr. Tyler should get in touch with (Jana Lemon at) Merit Travel if he has any queries.
1 D 2 A 3 A

3 1 F 3 C 5 D 7 G
2 E 4 B 6 A

4 1 first class 3 amenities 5 rent
2 fare 4 arrival
5 1 ✗ 2 ✗ 3 ✓ 4 ✓ 5 ✗

6 1 itinerary 4 business class
2 layover 5 coach fares
3 accommodations 6 renting

7 Suggested Answer
B: Good morning Merit Travel.
A: Hello it's Graham Tyler speaking.
B: Oh hello Mr. Tyler, Did you receive the itinerary?
A: Yes I did thank you. But I had one or two questions.
B: Sure. Fire away.
A: Firstly, about the layover in Singapore. Is the accommodation included in the price of the airline ticket?
B: Yes it is. It's part of the business class package.
A: That's great. Secondly, how much are trains from the airport to the center of Berlin?
B: I can find that out for you.
A: That'd be great. Can you also find out the cost of renting a car for five days too please?

8 Suggested Answer
Dear Mr. Tyler,
I am pleased to confirm your itinerary for your trip from Sydney to Berlin. I have made a reservation for you on business class flight SQ174. There is a 19 hour layover in Singapore. I have arranged accommodations in the Singapore Orchid Hotel. Your e-ticket is attached to this email.
On arrival at Tegel Airport you can reach the center of the city either by train or coach. First class fares start at 10 euros. Alternatively you can rent a car at the airport. Please let me know your preference so I can make the necessary reservations.
Thank you once again for choosing Merit Travel. If you have any other queries, please do not hesitate to get in touch.
Jana Lemon
Merit Travel

Unit 15
1 Suggested Answers
1 If a traveler loses his or her passport they can go to their embassy for help and they will issue them with a new passport.
2 When you go on a business trip as well as your passport you need to bring details of your flight and hotel booking and tickets for the airplane and any transfers. You will also need to bring suitable clothes for the occasion and any materials you might need for work while you are there, for example a lap-top or flash drive. Finally you might need a cell phone to stay in touch with your work colleagues while you are there.

2 Suggested Answer
You should bring details of your hotel with you as you may need it when filling out forms.

3 1 inoculations 5 contact information
2 medication 6 map
3 check-in 7 journey
4 passport 8 travel guide

4 1 B 2 B 3 A

5 1 C 2 B

6 1 in my bag
2 check-in
3 in my jacket
4 map and hotel contact information
5 currency
6 get some money out

7 Suggested Answer
A: Okay, Mr Anders, do you have everything you need? Your ticket and passport?
B: Yes, they're in my bag somewhere.
A: You should take them all out. It will make your check-in a lot faster.
B: Good thinking, I'll keep them in my jacket.
A: Also, I put the map and hotel contact information in your travel guide.
B: Great, thanks.
A: Don't you need to grab some currency?
B: I don't need any. I have my credit card. I'll get some money out when I arrive.

8 Suggested Answer
Trip checklist
Paperwork: flight number
Information about the destination: map and hotel contact information
Money: local currency
Medicine: medication and inoculations
Unit 1

Employee 1 (F): Good morning, David. Do you have a moment?

Employee 2 (M): Of course. What do you need?

Employee 1: Well, there's a problem with the Galaxy press release.

Employee 2: Oh? What's wrong?

Employee 1: I guess there's a change in the shipping date.

Employee 2: So it won't be distributed on time.

Employee 1: No, definitely not. Everything has been pushed back two weeks.

Employee 2: Okay, I'll make the changes to those items right away. Anything else?

Employee 1: Well, we want to keep customers interested, even though there's a delay. So we want to add some more detail to the available features section.

Employee 2: Will do. What's the cause for the delay, anyway?

Employee 1: The phones were being assembled too quickly. They weren't meeting quality standards.

Employee 2: I see. Well, it's a good thing they're taking care of that.

Unit 2

Representative (F): Thank you for calling Sneakers Direct. How can I help you today?

Customer (M): I'd like to order some shoes from your catalogue, please.

Representative: Great. Do you have the item number?

Customer: Yes. It's GH184.

Representative: The Super Racer Sneakers?

Customer: Yes. In a size 11, please.

Representative: We do have those shoes available in your size. What color would you like?

Customer: Do you have them in green?

Representative: Yes. The price is $55.00 plus $9.00 shipping.

Customer: Okay. And if I decide I don't like them?

Representative: Our sneakers are guaranteed. You can return or exchange them if you are not satisfied.

Customer: That's perfect. Thank you.

Unit 3

Representative (F): Welcome to Electronics Nation. How can I help you?

Customer (M): I'd like to return this stereo.

Representative: Okay. I'll need to see the original receipt, please.

Customer: Oh. I don't have it anymore. I brought the warranty, though. Here you go.

Representative: That'll work, thanks. Do you know what make the stereo is?

Customer: It's the Sonic 200.

Representative: Let's see ... and the model number is here on the warranty. Now, why are you returning the stereo?

Customer: I don't really like the sound quality. It just wasn't worth the money.

Representative: Okay. Now, we can only give refunds if you have the receipt.

Customer: But I can get a replacement, right?

Representative: Absolutely. Go ahead and pick something out in the showroom and then we'll complete the necessary forms.

Customer: Great, thanks for your help.

Unit 4

Receptionist (F): Good Morning, Prime Associates. This is Nina speaking.

Caller (M): Hello, this is Sam Peters. I'm calling from Design Systems.

Receptionist: Hello Mr. Peters, how can I direct your call?

Caller: May I speak to Susie Jones, please?

Receptionist: I'm sorry, Susie isn't in right now. I would be happy to take a message for you.

Caller: Well, it's a rather important change to an order that I should discuss with her. Is there a better time to reach her?

Receptionist: She'll be out until tomorrow, unfortunately.

Caller: Oh, okay. I'd better leave a message with you, then.

Receptionist: Well, I could also connect you to her voicemail. She might check that before she comes into the office.

Caller: Oh good, that would be wonderful.

Receptionist: Okay. I'm connecting you now. Have a nice day, Mr. Peters.

Caller: And you, too. Thanks for your help.

Unit 5

Employee 1 (F): Hi Bill, good afternoon. Have you looked at that finance report?


Employee 1: Really? I sent you an email this morning. The report was an attachment.

Employee 2: That's odd. I didn't get an email from you today.

Employee 1: I'm sure it went out, since I also sent it to Michelle Richards. She opened it this morning.

Employee 2: Maybe Michelle can just forward it to me.

Employee 1: I'd rather figure out why it didn't arrive.

Employee 2: Well, what address did you send it to?

Employee 1: Let's see. It was Bill Stephenson at Cranston Industries dot com.

Employee 2: Oh, that's it. That's my old email address.

Employee 1: I didn't know it had changed. What's your new one?

Employee 2: It's just B dot Stephenson at Cranston Industries dot com.
Unit 6
Manager (F): John, I need you to type up a business letter for me.
Assistant (M): Of course. Who should I address it to?
Manager: Philip Smith. He's the director of Smith & Co.
Assistant: Okay. And is there a particular salutation you use with him?
Manager: Oh, just 'Dear Mr. Smith' is fine.
Assistant: Got it. And what's the reason for writing to Mr. Smith?
Manager: He just opened a second office, so we need to update his account information.
Assistant: Should I include the update form with the letter?
Manager: Yes, please. And list it with the enclosures so he knows to look for it.
Assistant: I'll print an envelope with our return address and include that, too.
Manager: Good thinking. Please bring it to me when you have finished so I can add my signature.
Assistant: I'll have it ready in just a minute.

Unit 7
Employee (F): I'm sorry, Robert? Can you give me a hand with something?
Secretary (M): Sure. What's up?
Employee: I think the fax machine is broken, but I'm not sure.
Secretary: It was working earlier. What's going wrong?
Employee: Well, when I send the fax, my client just gets blank pages.
Secretary: Oh, so you're sure you have the right fax number?
Employee: Yes, I've gotten a confirmation each time. But it's always blank pages that get sent.
Secretary: I see. Well, I'm pretty sure I know what the problem is.
Employee: Great! What's going on?
Secretary: You have to insert the pages printed side down.
Employee: I think you've been putting them in the wrong way.
Secretary: That would explain the blank pages. What an embarrassing mistake!
Secretary: Don't worry. It happens all the time.

Unit 8
Employee 1 (M): Hello, Derek Hibbert speaking.
Employee 2 (F): Hi Derek, it's Liz. Is there any way we can postpone the meeting this morning?
Employee 1: I don't think so. We need to update the staff on the new company policies.
Employee 2: I only want to postpone it until this afternoon. Maybe around three o'clock?
Employee 1: No, I have another meeting then. Why do you want to change it anyway?
Employee 2: It clashes with my meeting with the board of directors. I'm sorry, I only just realized it.
Employee 1: Well, I guess I can run the meeting myself.
Employee 2: Is that okay? I can bring all of my summaries.
Employee 1: Sure, that would be helpful.
Employee 2: Great. I'll stop by your office in a bit.
Employee 1: Thanks. We should probably have a chat about those summaries so I know what's in them.
Employee 2: Of course. Thanks for helping me out on this.

Unit 9
Employee (F): Mr. Jackson, could I talk to you about something?
Manager (M): Sure, what is it?
Employee: It's these meetings. They're really getting out of hand.
Manager: What do you mean?
Employee: People always bicker and interrupt. It wastes so much time.
Manager: I disagree. I want to encourage people to speak if they have an objection.
Employee: That's good. But they shouldn't talk over other people or repeat themselves over and over.
Manager: Okay, I agree with that.
Employee: Also, it might help if we asked the engineers to use less jargon. We lose a lot of time just asking what certain words mean.
Manager: Maybe we need to set out some guidelines for meeting etiquette.
Employee: I think that's a great idea. I'd even write up a draft, if you'd like.
Manager: Please do. Just let me look it over before sending it out.

Unit 10
Employee 1 (M): So, what did you think of my presentation?
Employee 2 (F): It was good. I liked how you introduced yourself. And you outlined the different sections of the presentation well.
Employee 1: Thanks. Any other strengths?
Employee 2: You maintained eye contact. That's very important. But it was difficult to know when you changed topics.
Employee 1: What do you mean?
Employee 2: Well, you never stopped and summarized. For instance, one minute you were talking about first quarter profits, and the next you were onto reducing costs.
Employee 1: I see. So just stop and go over things once in a while?
Employee 2: Exactly. Also, the diagrams are a little confusing.
Employee 1: Really? How so?
Employee 2: There's just so much information. Maybe you could simplify them.
Employee 1: I can do that. Thanks again for helping me prepare.
Employee 2: No worries. We all want the presentations to go well.

Unit 11

Woman (F): Hello, Mr. Tyler. I thought that was a wonderful seminar.
Speaker (M): I'm glad to hear it. Are you a small business owner?
Woman: I am, and I have a lot of the problems you talked about: late deadlines, losing sales.
Speaker: Hopefully this will help you keep track of things.
Woman: I hope so. But I do have a question about setting priorities.
Speaker: Let's hear it. Maybe it will improve my presentation.
Woman: Well, let's say I have multiple deadlines set for the same time period. How do I prioritize them?
Speaker: That's difficult. First, I'd say spread the deadlines out.
Woman: Oh, I definitely will from now on.
Speaker: Good, good. But as for the deadlines you already have, I'd prioritize them by their potential profit.
Woman: I'm not sure what you mean.
Speaker: Just complete the jobs that pay the most first.

Unit 12

Employee 1 (M): How is the negotiation with the paper suppliers going?
Employee 2 (F): It's intense. They won't drop their prices.
Employee 1: Well, we anticipated that. Their transportation costs are much higher these days.
Employee 2: But if they don't back down, we'll never close the deal.
Employee 1: Have you offered a compromise?
Employee 2: Not yet. I can't think of anything that we can give up.
Employee 1: Think of it from their point of view. They can't lower their prices because of transportation costs.
Employee 2: Exactly.
Employee 1: So what if we offer to purchase a year's worth of paper at once?
Employee 2: How would that help us?
Employee 1: They'll only have to deliver it once, which will cut down on their transportation costs.
Employee 2: Oh, I see. That way, they might be able to lower their price.

Unit 13

Employee (M): Hello, Ms. Davis. You wanted to see me?
Manager (F): Yes, please come in Michael. Have a seat.
Employee: So, what's going on?
Manager: Well, you understand how important customer loyalty is here at the Regal Inn.
Employee: Of course. Did I offend a customer?
Manager: No, no, just the opposite. It's been brought to my attention that your name comes up frequently in positive customer feedback.
Employee: Oh, good. But I'm just doing my job, really.
Manager: That's not what I hear. Making calls for guests and helping them get tickets to shows – you're going out of your way to make sure customers are satisfied.
Employee: It's not that much, really.
Manager: Still, the business from word of mouth recommendations you're bringing in means a lot to us. So we're giving you a raise.
Employee: Really? Thank you so much!
Manager: You've earned it.

Unit 14

Agent (F): Good afternoon, Merit Travel.
Businessman (M): Hello, it's Graham Tyler speaking.
Agent: Oh hello Mr. Tyler. Did you receive the itinerary?
Businessman: Yes I did, thank you. But I had one or two questions.
Agent: Sure, fire away.
Businessman: Firstly, about the layover in Singapore. Are the accommodations included in the price of the airline ticket?
Agent: Yes it is. It's part of the business class package.
Businessman: That's great. Secondly, how much are coach fares from Heathrow to the center of London?
Agent: I can find that out for you.
Businessman: That'd be great. Can you also find out the cost of renting a car for five days too, please?
Agent: Sure. No problem. Is there anything else I can do for you?
Businessman: No, that's all for now. Thank you for your help.

Unit 15

Assistant (F): Okay, Mr. Anders, do you have everything you need? Your ticket and passport?
Businessman (M): Yes, they're in my bag somewhere.
Assistant: You should take them out. It will make your check-in a lot faster.
Businessman: Good thinking. I'll keep them in my jacket.
Assistant: Also, I put the map and hotel contact information in your travel guide.
Businessman: Great, thanks.
Assistant: And did you ever grab any currency?
Businessman: I don't need any. I have my credit card. I'll get some money out when I arrive.
Assistant: Are you sure about that? Don't you need to take a taxi from the airport?
Businessman: I was planning on it. Why do you ask?
Assistant: Well they only accept cash.
Businessman: Good point. I'll change some money on my way to the airport.
Unit 1

1 Suggested Answers
1 The values that make a company successful are that it is customer focused, treats its employees well and protects the environment.
2 There are many actions and traits that can discourage customers from doing business with a company. Anything that causes damage to the environment is likely to do this, as well as practices such as using cheap, or even child, labor in poor conditions in developing countries.

2 Suggested Answer
The company supports a range of environmentally friendly initiatives such as recycling and car sharing which help protect the environment. They also try to create products that aren't harmful to the environment.

3 1 F 3 C 5 A 7 D
2 E 4 B 6 G
4 1 foster, strive
2 one step ahead, affordable
3 core values, initiatives
4 assets, environmental issues
5 1 F 2 T 3 T
6 1 job fair
2 core values
3 environmental issues
4 nothing about our employees yet
5 have in mind

7 Suggested Answer
A: I need some help with this poster for next month's jobs fair.
B: Sure, have a seat. What can I do?
A: Well management wants a display that shows our core values. The problem is, the manual lists a lot of values, but I can only show four.
B: I'd start with customer care. You could write about how we keep our software affordable.
A: That's good. Thanks. What do you think of including environmental issues though?
B: Yeah, why not? You could mention a few of our environmental initiatives. Like our recycling program.
A: Good idea. But it's a job fair, and there's nothing about our employees yet. I should include something about them right?
B: What do you have in mind?

8 Suggested Answer
Our Company's Core Values: Our company's core values inform every aspect of our business. Firstly, we strive to provide great customer care: that means providing quality products at affordable prices, as well as treating each customer as an individual and helping them feel important and valued. Secondly, we value innovation and use this to stay one step ahead of the market: we carefully monitor trends and move quickly to fill gaps in the market. Last, but not least, we see our employees as our greatest asset. As such we endeavor to provide a pleasant, friendly working environment, supply our staff with training opportunities and perks, and foster their professional development and growth.

Unit 2

1 Suggested Answers
1 When people greet each other in a formal situation they usually shake hands, though in some cultures it is common to bow too. In informal situations people may also shake hands, kiss each other on the cheek(s) or exchange simple greetings like 'Hi, how are you doing?'
2 In my culture foreigners might mistakenly try to shake hands with someone they have already met. Usually American people only shake hands when they meet someone for the first time. Trying to kiss them on the cheek(s) might also make them feel uncomfortable.

2 Suggested Answer
If an American takes you to dinner you might cause some offense if you leave some food on your plate.

A 1 D 2 C 3 B
3 1 A 2 B 3 A
4 1 B 2 C 3 B 4 A
5 1 F 2 F 3 T
6 1 etiquette 4 manners 7 customary
2 pitfalls 5 eye contact
3 gaffe 6 aware

7 Suggested Answer
A: I've been reading up on Japanese etiquette. It's got me worried.
B: What are you worried about?
A: It's full of pitfalls! I'm scared I'm going to make some terrible social gaffe.
B: I'm sure that if you're careful of your manners you'll be fine.
A: That's not the point. Good manners in Japan are different from manners here. Sometimes they're the complete opposite!
B: Like what?
A: Well, here you make eye contact when you shake hands. In Japan that's rude.
B: Really? I wasn't aware of that.
A: And it's customary to give gifts to your hosts, but there are so many gifts that can be offensive.
B: Like what?
A: Let me see. Here it says avoid giving white flowers, and don't give anything linked to the number four because it's unlucky!
B: So, what gifts are you going to take?
A: Well, the guide says people normally thank others for their hospitality by giving candies.
B: Then you should buy something nice from the candy shop on the corner.
A: Yes. Great idea.

8 Suggested Answer
Etiquette guide for business people
When people greet each other in the USA it is customary to address them by their title and surname and ask them how they are. If it is someone you are meeting for the first time then you should shake their hands and say "Pleased to meet you". If you go out for, say, a business lunch then generally you can eat as much as you like. However, if you are invited into someone's home for a meal you should try and leave your plate empty. Gifts are not expected but a small gift, like some flowers, would be appreciated.

Unit 3
1 Suggested Answers
1 A good manager always needs to be able to give work to his or her employees. They need to be ambitious and able to inspire their staff to work hard. Usually it is good if they listen to what their staff has to say, but this depends on the type of work they do. For instance, in the armed forces the need to make very quick, life or death decisions, means that the manager will not usually have time to listen to their subordinates.
2 A bad manager is one who lacks motivation and is unable to inspire their employees. They also try to keep control of all the work that their team has to perform and don't allow their employees to take any responsibilities, although this might be appropriate in some kinds of work.

2 Suggested Answer
A manager can make a company more productive by choosing a management style that is appropriate for the company they are working for.

1 F 2 T 3 T

3 1 morale 2 make or break 3 autonomy 4 empowering 5 distant 6 democratic 7 motivation 8 authoritative style

4 1 Consult 2 ambition 3 contributes 4 subordinates 5 limiting 6 Resourcefulness 7 paternalistic

5 1 F 2 F 3 T

6 1 distant 2 what you have to say 3 save a lot of money 4 don't imagine that does 5 about her 6 a bit more democratic

7 Suggested Answer
A: Do you have a complaint about one of the managers?
B: Well, it's not really a complaint. It's just that Ms. Henry is so, I don't know, distant.
A: You mean she's hard to approach?
B: Exactly. And when you do, she doesn't really listen to what you have to say.
A: Can you give me an example?
B: Sure. Just last week I suggested to her that we email documents instead of printing them. It would save a lot of money. But Ms. Henry didn't even comment on it.
A: Hmm. Thanks for letting me know. I don't imagine that does much for morale, does it?
B: Oh, it's not so bad. In fact, I know everyone really likes Mr. Tracey's management style.
A: What is it about him that people like?
B: He listens. He lets us contribute.
A: So he's a bit more democratic than Ms Henry?

8 Suggested Answer
From: Maria Papadopoulos
To: Ms Henry
Cc: 
Subject: Management style
As part of your performance review I have spoken with a number of employees who have complained
that you are hard to approach. They also say that even when they do approach you, you don't listen to their suggestions. I think you need to change your management style or morale is going to fall in the office. I recommend that you try a more democratic style: empower the workers and give them autonomy to make their own decisions. This will help improve their motivation and morale. Of course, if a decision has to be taken quickly it is right that you should take it, and there might not always be time for consultation. But if there is you should use it.

Unit 4

1 Suggested Answers
1. The types of people who work well in groups are those who are sociable and have good communication skills. They are able to bring people together and listen to others' ideas.
2. When I was at school I was involved in a project that did not go well. We were supposed to write a report about local industry, but none of us took it very seriously. We lacked someone who had the energy to drive the project forward. The project was not a great success and we did not do well in the competition we entered for the school.

2 Suggested Answer
The most important type of people at the end of a project are Completer Finishers - those who have the patience to scrutinize it for errors.
1. harmonious 2. efficient 3. fop 4. objective 5. unconventional 6. delegate

3 Suggested Answers
1. in-depth, creative 2. Scrutinize, gel 3. passion, strategy 4. thrive, review

8 Suggested Answer
From: James Doble
To: Michael Davis
Cc:
Subject: Project Team

Michael,
I need another three people in my team. It's important to have good coordinating and planning skills in the team. But I also need hard workers too. Creative skills are very important in this project as the client wants a really attractive page. And of course finishing skills are always necessary. So I want Bob on my team as he is a coordinator and good at planning. I also want Sonya as an implementer as she will get the work done. And finally I want Bruce as he is very creative and has designed some beautiful pages before.

Sincerely,
James

Unit 5

1 Suggested Answers
1. A supervisor in a manufacturing industry needs a variety of skills. He or she must have excellent problem solving skills, be good at gathering information and presenting this to others in addition to the usual management skills.
2. Businesses saving money by producing goods in other countries have hurt my country's economy. It has taken jobs away from the workers who, in turn, don't have money to spend on goods and services and so these businesses have suffered too. Businesses saving money by producing goods in other countries have helped my country's economy. By reducing the costs to business it has allowed my country to become more competitive and created more highly skilled jobs as well as saving
people from having to do dirty, and sometimes dangerous, jobs.

**2 Suggested Answer**
The job is based at Pringle and Webster’s Newcastle plant.

1 Production Supervisor 4 raw materials
2 Pringle and Webster 5 output levels
3 (stainless steel) containers 6 conferencing

**3 1 B 2 A 3 B 4 A**

1 implement 4 output
2 specifications 5 oversee
3 manufacturer 6 operations

**5 1 x 2 ✓ 3 ✓ 4 x 5 ✓**

1 oversee
2 quality control
3 brought in some lean manufacturing
4 purchase raw materials
5 met the specifications

**7 Suggested Answer**
B: I spent two years with a manufacturer of machine parts.
A: What did you do there?
B: My role was to oversee the assembly line and keep output levels high.
A: Were you involved in quality control?
B: Yes. Actually, I managed those operations. I’m pleased to say that when I was manager, product recall fell by 37 percent.
A: Congratulations, that’s impressive. How did you accomplish that?
B: I brought in some lean manufacturing measures.
A: Well, we’re very interested in that type of change. Tell me, where you responsible for any other duties?
B: Of course. I also had to purchase raw materials and avoid shortages.
A: And how did you decide what materials to go with?
B: I just made sure that we met the specifications our clients wanted.
A: I see. And did you conference with clients?
B: No. I didn’t work on that side of the business.

**8 Suggested Answer**
Dear Sir,
With reference to your advertisement, I am writing to apply for the position of Production Supervisor.

I have worked in manufacturing for eight years. In my last job I was responsible for overseeing the assembly line and managing quality control. I have experience in introducing lean manufacturing measures: in my previous position this reduced product recall by 37%. I also have purchasing experience: in my last position I had to ensure that the right amounts of materials were purchased to avoid shortages.

I enclose a reference from my previous employer and am available for interview at any time. Please don’t hesitate to get in touch if you require any further information.

Yours sincerely,

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**Book 3 Answer Key**

**1 Suggested Answer**

1. The best marketing campaign I can think of is by Adidas. Their adverts, including the line "Impossible is nothing", are really inspiring. It makes us all dream of what we can achieve and encourages us not to give up when things are difficult.

2. A good marketing employee must have a good imagination but also understand the people they are trying to sell products to.

**2 Suggested Answer**

The team will meet on August 14 at 3 o’clock to discuss marketing.

1 F 2 F 3 T

3 1 B 2 C 3 A 4 A 5 B

4 1 prospective 4 avenues
2 niche 5 distribution channels
3 billboards

5 1 C 2 D

6 1 go wrong 4 new distribution channels
2 we could target 5 Any thoughts on
3 so to speak

7 Suggested Answer

B: Have you had any thoughts about marketing strategies for the new cream?
A: Definitely. I’ve been thinking a lot about our prospective buyers.
B: So. What... women of a certain age?
A: Not necessarily. My research shows that men are becoming more interested in certain products.
B: That’s good news for us. Yes?
A: Yeah, I think that’s where our competitors go wrong. They mostly target women.
B: But you think we could target men?
A: I do, widen the market so to speak.
B: That's a very interesting idea.
A: Of course, it means we may need to explore new avenues for advertising.
B: And I assume we'd need new distribution channels too.
A: Probably, I thought we might stock the cream in supermarkets as well as the usual pharmacists and online.
B: Good thinking. Any thoughts on packaging?

8 Suggested Answer
Dear Bill,
As requested I've been giving some thought to the marketing of our new cream. I think that all adults are prospective customers for our product: everybody wants to have nice skin and look younger. So the best way to reach our target market is through advertising in places that the majority of people see: this means newspapers, magazines, television and, of course, the Internet. As for distribution channels, supermarkets and pharmacies are obvious choices and I also recommend the Internet for those customers who are more concerned with price: they can be sold to direct from our factory.
Yours,
James.

Unit 7
1 Suggested Answers
1 Information that might be included in a financial report includes how much money a company has made (or lost) in the previous year, the size of the sales, the value of the things that they own as well as details of company ownership and any debts that they have.
2 It is important for a company to keep financial records so that they can understand how their business is doing. They can analyze these records to look for trends and generally try and improve how they do business.

2 Suggested Answer
The company will buy a new computer system in the next financial year.

1 B 2 D 3 A
3 1 D 3 E 5 A 7 G
2 C 4 F 6 B
4 1 A 2 B 3 C 4 B
5 1 T 2 F 3 F

6 1 income 4 finally collect
   2 expenditure 5 with any luck
   3 earnings compare 6 come up with

7 Suggested Answer
A: Have you completed the financial report for this quarter?
B: Yes, here it is, income is here on the left, and expenditure is on the right.
A: How do our earnings compare to last quarter?
B: Well, they're up from the last quarter, but we actually suffered a net loss over the three months.
A: A loss? Why is that?
B: We updated the computer systems. It was pretty expensive.
A: Oh yes, of course.
B: But I expect us to make a profit in the next quarter. We'll finally collect the revenue from the Hilton project.
A: And with any luck we'll get that small business grant too.
B: It could be a very good quarter for us.
A: Could you come up with an estimate for the upcoming quarter? I'd like to show that to the board.
B: No problem. But there's no guarantee that we'll have a profit.

8 Suggested Answer
From: Graham Knowles
To: Mr. Ingol
Subject: Last Quarter
Dear Mr. Ingol,
As you are aware from the annual financial report, there was a net loss in the previous quarter. Takings actually increased over the period so this was not the problem. The reason for the loss was that our expenditure increased considerably during the quarter as we updated our computer systems: this is always expensive. This loss should not detract us from the fact that the business is essentially profitable. Indeed we expect earnings to increase still further in the next quarter, though we're not quite sure yet whether we will show a profit for the period.
Sincerely,
Graham Knowles.
and their powers of persuasion to convince an existing or potential client to buy the product.

2 Salespeople encounter negativity and resistance from some potential clients. They may also have to deal with customers who are not very good at taking decisions.

2 Suggested Answer

By the time they have finished the seminar these salespeople will be equipped with everything they need to fulfill their clients’ needs.

1 seminars 3 process
2 business 4 customers

3 1 pitch 3 Capitalize 5 influence
2 effective 4 resistance 6 generate

4 1 attentive, consultative
2 Demonstrate, deal with
3 appointment, key contact

5 1 T 2 F 3 F

6 1 generated an appointment
2 adjust their pitches
3 it’s worth it
4 brings up
5 sales team
6 lost any accounts

7 Suggested Answer

B: I saw this flyer for a sales seminar and I think it would benefit our team.
A: Mm, these things are expensive. Do you think it’s necessary?
B: Well. We have some salespeople who haven’t generated an appointment in months. Clearly, they need to adjust their pitches somehow.
A: Yes, good point. But isn’t that something that we can do in-house?
B: We could try. But I think they would benefit from some practice with other professionals.
A: I see. Well, if you think it’s worth it, go ahead. But this brings up some other concerns.
B: What’s that?
A: I need to know if our sales team can manage our existing accounts.
B: Well, some of our key contacts have shown some resistance to our latest sales drives. But we haven’t lost any accounts.
A: Do we need to bring in new personnel?
B: Not yet. Let’s see if the seminars help.

8 Suggested Answer

From: Jim
To: Tony
Subject: Sales seminar

Tony,

I think it would be a good idea for our sales team to attend a sales seminar. I’ve found a course which promises to equip salespeople with everything they need to fulfill our clients’ needs. As it stands our salespeople are unable to generate new appointments and, in fact, are even having difficulty in selling our products to clients who have accounts with us. I think going on this seminar and working with other sales professionals would really benefit our sales team: I think they lack some confidence and that last little bit which makes the difference between getting a sale and not getting a sale.

Jim

Unit 9

1 Suggested Answers

1 It is difficult to enforce international manufacturing standards as they are not actually laws, although they often form the basis of laws, and there is no multinational enforcement body.

2 International guidelines impact business by allowing them to design, and hence sell, products that will work all over the world. This increases the potential profits that companies can make and encourages them to innovate and invest in new products. Sometimes, however, they may act as a constraint on innovation when a standard is unclear or takes too long to produce: this is particularly relevant in fast moving fields such as IT.

2 Suggested Answer

All employees are expected to look out for quality control problems.

1 F 2 F 3 T

3 1 A 2 C 3 B 4 B 5 C

4 1 B 2 A 3 A 4 A 5 A

5 1 F 2 F 3 T

6 1 focus on the areas
2 before we get going
3 statutory requirements
4 the manager’s responsibility
5 helps things run smoothly
7 Suggested Answer
A: Have you had a chance to read the guidelines yet?
B: I have, but they're a bit confusing.
A: Just try to focus on the areas that apply to our industry. It addresses plastics in section seven.
B: Great, thank you.
A: Any other questions before we get going?
B: Yeah, actually. I'm just working on the assembly line. But I'm responsible for monitoring statutory requirements?
A: Actually, that's the manager's responsibility. Making sure we're in compliance with all regulations, have our permits...
B: But I have to know about it anyway?
A: We find that it helps things run smoothly if everyone understands what we have to do and why.
B: OK. One last question. How long does this certification last?
A: It lasts for 5 years.

8 Suggested Answer
We take great pride in the quality of our work. All new employees must learn about the guidelines published by the International Organization for Standardization (ISO) that apply to our field. You must learn about these things to ensure that our company remains in compliance with all the statutes regulating our industry and to maintain the highest quality standards. You need to focus on the areas that apply to our industry. Plastics are addressed in section seven. We are all responsible for every product that leaves our factory. Every employee must complete a course and will get certification when you complete the course.

Unit 10

1 Suggested Answers
1 The success of different companies can be compared by comparing how much profit they make, or what share they have of particular markets. Particular aspects of a business may be compared by benchmarking; that is by making comparisons with particular processes across companies within a particular industry or even across different industries.

2 To improve the management strategy of a business that exists today it is necessary to identify where things are not being done as well as they could be. Making comparisons with other businesses is one way to do this, as is asking existing staff members or employing consultants to find out what could be done better. In this way better ways of doing things can be identified.

2 Suggested Answer
The best managers in one industry have the skills to be successful in many industries.

1 management strategy 2 best practice
2 Benchmarks 4 methods

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

4 1 management strategy 3 benchmarking
2 methods 4 quality management

5 1 T 2 T 3 F

6 1 quarter of our budget 4 needs work
2 save more money 5 best practices
3 checking internal benchmarks

7 Suggested Answer
B: Hi Pete. What were the results from the benchmarking study?
A: We got great results. In fact, we're better than our competition.
B: That's great news. But how can you be sure?
A: I compared production numbers. We're a smaller company so naturally produce smaller amounts overall.
B: I see. But why is that better?
A: Because we're way more efficient. We spend about a quarter of our budget on production. But the bigger competitors spend almost twice that.
B: I see. They produce more overall, but our methods save more money than theirs.
A: Exactly. In fact, the quality management standards on our production line could be applied elsewhere.
B: How so?
A: I noticed it while checking the internal benchmarks. As efficient as our production line is, our marketing department needs work.
B: So what are you suggesting?
A: We take the production best practices and apply them to the marketing department.

8 Suggested Answer
From: Martin Turner
To: Anthea Shaw
Subject: Benchmarking study

Anthea,
We have recently completed our benchmarking study and the results are very encouraging. We are way more efficient than our larger competitors. We can see this because we only spend about 25% of our budget on production compared to almost 50% by our
competitors. So even though they produce more overall, our methods save more money than theirs. The report also considered some internal benchmarks. Although our production line is very efficient the marketing department is not so good. The report suggests that we can improve the company further by taking the production best practices and applying them to the marketing department.

Martin

Unit 11

1 Suggested Answers
1 Business revenue can be improved by adopting new strategies, increasing advertising, identifying new markets, changing prices and improving the performance of sales teams.
2 Having a successful business strategy can help a business by improving its sales and profitability and defending or increasing its market share.

2 Suggested Answer
The new strategy will be discussed at the board meeting on the night of May 1st.

1 board of directors 4 assets
2 business strategy 5 recognizable
3 dominates

3 1 B 2 A 3 C
4 1 A 2 B 3 B
5 1 F 2 T 3 T

6 1 needs to change 4 working on it
2 value your opinion 5 no idea
3 formulated a plan 6 feasible

7 Suggested Answer
A: Hello. I just received your email about needing new strategic goals.
B: Yes. This company was at the top of the industry, but we're no longer dominant. That needs to change.
A: I agree completely.
B: I'm glad to have your support Belen. I know the other board members value your opinion.
A: The email says that you and the company vice-presidents have formulated a plan to achieve this?
B: Yes, we've been working on it for a month now.
A: I had no idea that you've been thinking about it that long.
B: Well, I wanted to make sure the goals were feasible before presenting them to the board of directors.

A: And you'll be presenting it to us tonight?
B: Yes, I'll be making a formal proposal
A: I assume it will have all the details of the new strategy and how to achieve our goals?
B: That's right.

8 Suggested Answer
Time and location: The meeting will take place in the boardroom on the night of May 1st, at 7 pm.
Proposal: Note that the company has slipped and allowed competitors a foothold in the market. Emphasize the need to dominate the market again and the fact that the company has lots of experience in the market.
Propose a new strategic goal that will increase profitability and defend the company's position as industry leader.
Main goals: Stabilizing the company's assets and improving name recognition
Note that appropriate resource allocation has been discussed with all the company vice presidents.
Board members' vote: Next board meeting.

Unit 12

1 Suggested Answers
1 Some highly competitive professional fields include finance, law, television and other parts of the media.
2 Some things that might give one company an advantage over another include brand recognition, lower prices and a better reputation.

2 Suggested Answer
Hewster-Copeland are the best grossing construction and contracting firm in the city.

1 T 2 F 3 T

3 1 key player 4 advantage
2 bid 5 minor player
3 grossing 6 land

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

5 1 F 2 F 3 T

6 1 Out with it 5 have the edge
2 strong 6 reputation
3 losing the bid 7 suppliers
4 booming

Answer Key 33
7 Suggested Answer
B: Come on, Alexandra. Out with it. What is it you wanted to talk to me about?
A: It's just some of us are concerned that the company isn't as strong as it used to be.
B: Does this have anything to do with losing the bid for the city contract?
A: Sort of. It just seems like since Axiom Associates got the contract, their business has been booming.
B: I can assure you, Alexandra, that Hewster-Copeland is doing just fine. We actually have the edge on Axiom Associates.
A: We do?
B: We've been in this business a long time. Hewster-Copeland has a great reputation in the city.
A: That is true.
B: And our excellent relationship with our suppliers also gives us an advantage because they recommend us to their clients.
A: It's just been alarming to see the competition grow so quickly.

8 Suggested Answer
From: Ronald Hewster
To: All staff
Date: March 11
Subject: Axiom Associates

Since Axiom Associates won the bid for the city's downtown revitalization contract they have been getting a lot of publicity and their business is booming. Before this they were not a serious competitor to us, but now they are a key player in the industry. But we do not need to worry too much about them. We have a big advantage over them: our reputation is solid as we have spent years building customer loyalty through hard work and dedication. They beat us to one contract but this does not mean the end of Hewster-Copeland Inc. In fact we are still the top grossing contracting and construction company in the city.

Unit 13
1 Suggested Answers
1 There are many different ways that a company can market itself creatively. It can use social networking sites instead of its own website to provide a more interesting and better targeted online presence. Another possibility is to organize events like workshops or conferences. Perhaps gifts could be given away at these events that bear the company logo. Another way is to allow customers and suppliers to see who they are actually dealing with by putting photos or videos of your employees on the Internet. The possibilities are limited only by your imagination!
2 There are many products that are marketed at specific kinds of customer. Products like toys and candies are marketed at children. Perfumes and cosmetics are aimed at women. Computer games and gadgets are aimed at young men. The list is almost endless.

2 Suggested Answer
It can be difficult for an employee to maintain a balance between their company's style and what the client wants.
1 C 2 D 3 A

3 Suggested Answer
1 research and development / focus group
2 target audience / innovation
3 entrepreneurship / design

4 Suggested Answer
1 anonymous 3 innovator 5 optimistic
2 creativity 4 incentive

5 Suggested Answer
1 focus group 4 target audience
2 participants 5 vehicle
3 innovative 6 ad design

7 Suggested Answer
A: Hi Mike. How did the focus group for the new Shelbourne ad go?
B: It went well, Nancy.
A: Great!
B: But there were some things the participants didn't like about it.
A: Oh ... I thought it was really innovative. What didn't they like?
B: Well, the target audience for the product is adults over forty, right?
A: Yes, that's right. Most young people wouldn't be interested in that type of vehicle.
B: Ok, well, some of them thought the ad was too edgy ...

8 Suggested Answer
Dear John,
Just to let you know about yesterday's focus group for the new Shelbourne ad. Although the participants like some parts of the ad and found it innovative, they were not so keen on the edgy nature of the advert. After all, as they pointed out, the car is aimed at adults over forty. Most young people wouldn't be interested in a car like that, yet the focus group felt that the
advert seemed to be designed to appeal to this group. I'm afraid we probably need to rethink this particular advertising campaign as this is not the first time we have had this response from a focus group to this ad. Grace

Unit 14

1 Suggested Answers

1 There are a variety of factors that affect the global economy. On the one hand there are factors such as commodity prices (for food, oil, gold etc.) which can have a major influence. On the other hand government policies on trade, for instance the free movement of goods and services across borders, or the managing of currencies can have major effects. The state of the major world economies affects the global economy too. When a major economy has economic difficulties this is increasingly felt throughout the whole world.

2 Strong economies usually have a strong, and export focused, manufacturing base. This is usually reflected in a strong currency and a trade surplus (meaning that they sell more things to other countries than they buy from them). The institutions in a strong economy are focused on keeping inflation in check and promoting exports. Some other economies are strong because they have a lot of natural resources: particularly oil and gas. Again these countries economies usually run trade surpluses, though they don’t necessarily have strong currencies as oil is usually paid for in US dollars.

2 Suggested Answer

In the years to come countries' economic situations will be determined by the global economy.

1 T 2 F 3 T
3 1 D 3 E 5 C 7 F
2 A 4 B 6 G
4 1 B 2 B 3 A
5 1 F 2 T 3 F
6 1 a few minutes 5 usually outweighs the bad
2 lecture 6 downsides
3 global economy 7 industrialized countries
4 benefit

7 Suggested Answer

A: Professor, I'm John Dexter, from 'Market News'. Do you have a minute?
B: Oh yes, I can spare a few minutes to talk.
A: Do you think that your lecture was well received?
B: Yes, the audience seemed interested in what I had to say about the global economy.
A: And does global commerce always benefit a country?
B: Well, there are some downsides to globalization. But the good usually outweighs the bad.
A: Can you give me an example of one of the downsides?
B: Well, in some industrialized countries globalization has led to loss of employment. But I'd prefer you not to mention that in your article.
A: That's OK. I have plenty of other material.

8 Suggested Answer

How globalization affects the world economy: it leads to increased economic output in many places, which in turn leads to a higher standard of living.

Why global trade benefits countries: global trade allows developing countries to trade with industrialized nations. This can help increase gross domestic product, reduce national debts and consumers may also benefit by getting goods at lower prices.

Why global trade makes countries dependent on each other: once countries start buying and selling things between each other this means that the decisions of consumers in one country make on what to buy have an effect in the other country, even if it is very far away.

Unit 15

1 Suggested Answers

1 It is important to regulate international trade, as without regulation, international trade would probably fail leading to the world economy shrinking and people would be poorer.

2 If there were no regulations for international trade countries would seek to protect their own economies and restrict imports from other countries. This would result in a reduction in world trade and larger imbalances between developed nations who have many things to sell and poor developing countries which would be at a disadvantage in most negotiations with other countries.
2 Suggested Answer
The WTO helps its members’ economies by helping them connect with other economies, boosting the economies of all the nations involved.

1 T 2 F 3 T

3 1 venue 5 World Trade Organization (WTO)
2 boosts 6 violated
3 trade barrier
4 quotas

4 1 A 3 A 5 B
2 B 4 B 6 A

5 1 F 2 T 3 F

6 1 Ministerial Conference 4 international trade
2 protesting 5 trade agreements
3 controversial 6 sanctions

7 Suggested Answer
A: Aren't they having some sort of meeting in London right now?
B: Yes, it's called a Ministerial Conference.
A: I thought I saw something on the news about people protesting outside.
B: Well, like I said in my blog ... the WTO is controversial.
A: I don't see why. I mean, there needs to be some kind of organization to oversee international trade.
B: Some people think governments should be able to regulate it instead.
A: Yeah, but who's going to regulate the governments when they make trade deals?
B: Well, other governments could put their own trade sanctions on a country that violated any agreements.
A: It still seems like its more practical to have one organization that govern's global trade.

8 Suggested Answer
There is a World Trade Organization (WTO) Ministerial Conference taking place in London this week. These things are pretty controversial, there are those that say the WTO has too much power, for example a nation's laws mustn't violate the WTO's laws. Also the WTO can place trade sanctions on member countries if they violate a law. But without the WTO trade would only be regulated by trade deals made between countries, though it might be possible for other governments to put their own trade sanctions on a country that violated any agreements. And the WTO helps developing countries establish trade with industrialized nations, boosting the trade of all involved. It also ensures that global business between nations is equal and fair.
Unit 1
Manager 1 (M): Helen, are you busy?
Manager 2 (F): Yes, manager wants a display that shows our core values. The problem is, the manual lists a lot of values, but I can only show four.
Manager 2: I'd start with customer care. You could write about how we keep our software affordable.
Manager 1: That's good, thanks. What do you think of including environmental issues, though?
Manager 2: Yeah, why not? You could mention a few of our environmental initiatives. Like our recycling program.
Manager 1: Good idea. But it's a job fair, and there's nothing about our employees yet. I should include something about them, right?
Manager 2: What do you have in mind?
Manager 1: Something like: "Our employees are our most important asset."
Manager 2: I like that. But I'd also put in something about our development program.
Manager 1: Oh, definitely. So I just need one more value. Any more ideas?
Manager 2: There's a big focus on innovation in the research department. And potential employees might like that.
Manager 1: Yes. Maybe, "We aim to stay one step ahead."
Manager 2: Sounds good.

Unit 2
Co-worker 1 (M): So, are you ready for your business trip to Japan?
Co-worker 2 (F): I think so, but I've been reading up on Japanese etiquette. It's got me worried.
Co-worker 1: What are you worried about?
Co-worker 2: It's full of pitfalls! I'm scared I'm going to make some terrible social gaffe.
Co-worker 1: I'm sure that if you're careful of your manners you'll be fine.
Co-worker 2: That's not the point. Good manners in Japan are different from manners here. Sometimes they're the complete opposite!
Co-worker 1: Like what?
Co-worker 2: Well, here you make eye contact when you shake hands. In Japan that's rude.
Co-worker 1: Really? I wasn't aware of that.
Co-worker 2: And it's customary to give gifts to your hosts, but there are so many gifts that can be offensive!
Co-worker 1: Like what?
Co-worker 2: Let me see. Here. It says avoid giving white flowers, and don't give anything linked to the number four because it's unlucky!
Co-worker 1: So what gifts are you going to take?
Co-worker 2: Well, the guide says people normally thank others for their hospitality by giving candies.
Co-worker 1: Then you should buy something nice from the candy shop on the corner.
Co-worker 2: Yes, good idea.

Unit 3
Owner (F): Good morning, Robert. As you know, this is the time of year when we review our managers' performances.
Employee (M): Oh, right. Now, nothing I say gets back to them, does it?
Owner: Of course not – it's strictly confidential. Your honest opinion is appreciated. Do you have a complaint about one of the managers?
Employee: Well, it's not really a complaint. It's just that Mr. Eggers is so, I don't know, distant.
Owner: You mean he's hard to approach?
Employee: Exactly. And when you do, he doesn't really listen to what you have to say.
Owner: Can you give me an example?
Employee: Sure. Just last week I suggested to him that we email documents instead of printing them. It would save a lot of money. But Mr. Eggers didn't even comment on it.
Owner: Hmm. Thanks for letting me know. I don't imagine that does much for morale, does it?
Employee: Oh, it's not so bad. In fact, I know everyone really likes Mrs. Thomas' management style.
Owner: What is it about her that people like?
Employee: She listens. She lets us contribute.
Owner: So she's a bit more democratic than Mr. Eggers?
Employee: Exactly.
Owner: Well, this has been helpful Robert, thank you.
Employee: My pleasure.

Unit 4
Manager 1 (F): We need to choose our team carefully for this web design project.
Manager 2 (M): Yeah. Last time, the team never gelled and the project flopped.
Manager 1: So who should we use?
Manager 2: Well, let's think about personality types and roles first.
Manager 1: I guess that's worth a shot. We need someone who takes charge. A coordinator.
Manager 2: I agree. But we only want one. We don't need two people arguing over what to do next.
Manager 1: Good call. Let's use Erica.
Manager 2: But Erica tends to be too focused on planning, don't you think?
Manager 1: So we'll pair her up with someone who can get work done fast.
Manager 2: Fair enough. What do you think of Robert? He's pretty efficient.
Manager 1: I like him as an implementer, yes. So we have a leader and a hard worker – what else do we need?
Audioscripts

Manager 2: I'd say we need a plant. Somebody creative. Our client wants a really attractive page.
Manager 1: You know, Bruce has designed some beautiful pages.
Manager 2: That's true. And he's great at looking things over for mistakes.
Manager 1: So we can count on him to be our finisher, too.
Manager 2: Great. I think we've got our team.

Unit 5
Interviewer (F): Good afternoon, Mr. Robson, please take a seat.
Applicant (M): Thank you.
Interviewer: Let's get straight to business, shall we? I see that you have experience in manufacturing.
Applicant: Yes, I spent two years with a manufacturer of machine parts.
Interviewer: What did you do there?
Applicant: My main role was to oversee the assembly line and keep output levels high.
Interviewer: Were you involved in quality control?
Applicant: Yes. Actually, I managed those operations. I'm pleased to say that when I was manager, product recall fell by 37 percent.
Interviewer: Congratulations, that's impressive. How did you accomplish that?
Applicant: I brought in some lean manufacturing measures.
Interviewer: Well, we're very interested in that type of change. Tell me, were you responsible for any other duties?
Applicant: Of course. I also had to purchase raw materials and avoid shortages.
Interviewer: And how did you decide what materials to go with?
Applicant: I just made sure that we met the specifications our clients wanted.
Interviewer: I see. And did you conference with clients about that?
Applicant: No, I didn't work on that side of the business.

Unit 6
Manager (M): So have you had any thoughts about marketing strategies for 'lliad'?
Employee (F): Definitely. I've been thinking a lot about our prospective buyers.
Manager: So, what ... teenagers, mostly boys?
Employee: Not necessarily. My research shows that gaming is a lot more popular with all ages these days. And girls are becoming more interested.
Manager: That's good news for us.
Employee: Yeah, and I think that's where our competitors go wrong. They mostly target young males.
Manager: But you think we could target older people and girls.
Employee: I do. We could widen our niche, so to speak.
Manager: That's a very interesting idea.
Employee: Of course, it means we may need to explore new avenues for advertising.
Manager: And I assume we'd need new distribution channels, too.
Employee: Probably. I thought we might stock the console in supermarkets as well as the usual gaming stores and online outlets.
Manager: Good thinking. Any thoughts on packaging?
Employee: Not yet, sorry. I've been too busy with these other things.
Manager: Well, I think you've done some great work so far.
Employee: Thanks, I appreciate it.

Unit 7
CEO (F): Graham, have you completed this quarter's financial report?
Manager (M): Yes. Here are the profit and loss accounts. Would you like to see the balance sheet too?
CEO: No, I haven't got time for anything else right now.
Manager: Okay. Well, income is here on the left, and expenditure is on the right.
CEO: How do our earnings compare to last quarter?
Manager: Well, they're up from the last quarter, but we actually suffered a net loss over the three months.
CEO: A loss? Why is that?
Manager: We updated the computer systems. It was pretty expensive.
CEO: Oh yes, of course.
Manager: But I expect us to make a profit in the next quarter. We'll finally collect the revenue from the Hilton project.
CEO: And with any luck we'll get that small business grant, too.
Manager: It could be a very good quarter for us.
CEO: Could you come up with an estimate for the upcoming quarter? I'd like to show that to the board.
Manager: No problem. But there's no guarantee that we'll have a profit.
CEO: I realize that. I just want to show them that we expect improvement.
Manager: I'll get started right away.

Unit 8
Supervisor (M): Have you got a minute, Rosemary?
Manager (F): Yes, what is it?
Supervisor: I saw this flyer for a sales seminar. I think it would benefit our sales team.
Manager: I don't know. These seminars are usually pretty expensive. Do you really think it's necessary?
Supervisor: Honestly, I do. We need some changes.
Manager: How so?
Supervisor: We have some salespeople who haven't generated an appointment in months. Clearly, they need to adjust their pitches somehow.
Manager: Yes, good point. But isn't that something we can do in-house?
Supervisor: We could try. But I think they would benefit from some practice with other professionals.
Manager (M): I see. Well, if you think it's worth it, go ahead. But this brings up some other concerns.
Supervisor: What's that?
Manager (M): I need to know if our sales team can manage our existing accounts.
Supervisor: Well, some of our key contacts have shown some resistance to our latest sales drives. But we haven't lost any accounts.
Manager (M): Do we need to bring in some new personnel?
Supervisor: I don't think we should hire anyone just yet. Let's see if the seminar helps.
Manager (M): Okay. I'll give them a month to improve.

Unit 9
Instructor (F): Good morning. You must be George, the new hire. I'm Roberta, the product safety instructor.
Employee (M): Yes, I am. Pleased to meet you.
Instructor: So, have you had a chance to read the ISO guidelines yet?
Employee: Yes. But I'll be honest. It's pretty confusing.
Instructor: Anything I can help clarify?
Employee: Well, there's just so much information in it. I can't remember it all.
Instructor: Just try to focus on the areas that apply to our industry. It addresses plastics in section seven.
Employee: Great, thank you.
Instructor: Any other questions before we get going?
Employee: Yeah, actually. I'm just working on the assembly line. But I'm responsible for monitoring statutory requirements?
Instructor: Actually, that's the manager's responsibility. Making sure we're in compliance with all regulations, have our permits... 
Employee: But I have to know about it anyway?
Instructor: We find that it helps things run smoothly if everyone understands what we have to do and why.
Employee: Got it. One last question - how long does this certification last?
Instructor: Certifications are good for five years. Then we all have to take the course again to learn about updates.
Employee: Okay, let's get started.

Unit 10
Owner (F): Hi Joe. How's that benchmarking study coming along?
Manager (M): I'm just about finished.
Owner: Great! What are you finding out?
Manager: Good things, actually. As far as competitive benchmarks go, we're right up there with our competition, if not better.
Owner: I'm glad to hear it. But how can you be sure?
Manager: Well, I compared production numbers. We're smaller than our competitors, so naturally, we produce smaller amounts overall.
Owner: How is that better?
Manager: Because we're way more efficient. We spend about a quarter of our budget on production. But the bigger companies spend almost twice that.
Owner: I see. They produce more overall, but our methods save more money than theirs.
Manager: Exactly. In fact, the quality management standards on our production line could be applied elsewhere.
Owner: How so?
Manager: I noticed it while checking internal benchmarks. As efficient as our production line is, our marketing department needs work.
Owner: So what are you suggesting?
Manager: We take the production best practices and apply them to the marketing department.
Owner: Those are pretty different aspects of business. I don't know that what works for one will work in the other.
Manager: Basically, it's a matter of eliminating waste.

Unit 11
CEO (M): Luigi Quinn speaking.
Director (F): Hello, Luigi. It's Anna Bromsky. I just received your email about needing new strategic goals.
CEO: Yes. This company was at the top of the industry, but we're no longer dominant. That needs to change.
Director: I agree completely.
CEO: I'm glad I have your support, Anna. I know the other board members value your opinion.
Director: The email says that you and the company vice-presidents have formulated a plan to achieve this?
CEO: Yes, we've been working on it for about a month now.
Director: I had no idea that you've been thinking about it that long.
CEO: Well, I wanted to make sure the goals were feasible before presenting them to the board of directors.
Director: And you'll be presenting it to us tonight at the meeting?
CEO: Yes, I will be making a formal proposal.
Director: I assume it will include all of the details of the new strategy and how to achieve our goals?
CEO: That's right. The board members will look the proposal over and vote on it at the next meeting.
Director: That should be more than enough time for us to make a decision.
CEO: Sorry to cut the conversation short, Anna, but I have a meeting at nine.
Director: No problem, Luigi. I'll see you tonight.

Unit 12
Manager (M): Hi, Janet. Come in and have a seat. So, what is it you wanted to talk to me about?
Employee (F): Well, Mr. Randall ... I'm not exactly sure how to ask this ...
Manager: Come on, Janet. Out with it.
Employee: It's just some of us are concerned that the company isn't as strong as it used to be...
Manager: Does this have anything to do with losing the bid for the city contract?
Employee: Sort of. It just seems like since Framer Associates got the contract, their business has been booming.
Manager: I can assure you, Janet, that Hewster-Copeland is doing just fine. We actually have the edge on Framer Associates.
Employee: We do?
Manager: We've been in this business a long time. Hewster-Copeland has a great reputation in the city.
Employee: That is true.
Manager: And our excellent relationship with our suppliers also gives us an advantage.
Employee: How so?
Manager: Our suppliers often recommend us whenever anyone asks if they know a good contractor.
Employee: It's just been alarming to see how quickly our competition has grown.
Manager: And just to ease your mind some more... earnings reports show we're still the top grossing company in the local industry.
Employee: All of this is very reassuring. Thank you, Mr. Randall.

Unit 13
Manager (M): Hi, Grace. How did the focus group for the new Shelbourne ad go?
Researcher (F): It went well, John.
Manager: Great!
Researcher: But there were some things the participants didn't like about it.
Manager: Oh ... I thought it was really innovative. What didn't they like?
Researcher: Well, the target audience for the product is adults over forty, right?
Manager: Yes, that's right. Most young people wouldn't be interested in that type of vehicle.
Researcher: Okay, well, some of them thought the ad design was too edgy ...
Manager: How so?
Researcher: They felt the rock-and-roll theme didn't really fit the sedan image.
Manager: I guess I can see that. And?
Researcher: Some other participants didn't like that the ad contained negative messages about the competition.
Manager: Sounds like we need a whole new ad.
Researcher: Unfortunately ... yes. But the focus group gave me some creative ideas for the new design.
Manager: At least something good came out of it, then.
Researcher: I'm meeting with the design team this afternoon. I'll show you the new ad when it's done.

Unit 14
Reporter (F): Professor Murray? I'm Jean Smith with the Independent newspaper. Do you have a minute?
Speaker (M): Oh, yes. I can spare a few minutes to talk.
Reporter: Do you think that your lecture was well received?
Speaker: Yes, the audience seemed interested in what I had to say about the global economy.
Reporter: And does global commerce always benefit a country?
Speaker: Well, there are some downsides to globalization. But the good usually outweighs the bad.
Reporter: Can you give me an example of one of the downsides?
Speaker: Well, in some industrialized countries globalization has led to loss of employment.
Reporter: Can you explain why?
Speaker: Sure. Some companies find they can hire cheaper labor in developing countries. So they relocate their factories, leaving many people out of work.
Reporter: I see ...
Speaker: Although I'd prefer you not write about that in your article.
Reporter: Why not?
Speaker: It makes globalization sound like something terribly negative. I don't want to give that impression to anyone.
Reporter: Oh, well ... if you would prefer I leave it out, that's okay. I have plenty of material for my article without it.
Speaker: I appreciate it. Thank you.

Unit 15
Colleague (M): I read your new blog post, Trish. It was very interesting.
Blogger (F): Thanks, Adam. The World Trade Organization has been in the news a lot lately, so I thought it would be a good topic.
Colleague: Aren't they having some kind of meeting in London right now?
Blogger: Yes, it's called a Ministerial Conference.
Colleague: I thought I saw something on the news about people protesting outside.
Blogger: Well, like I said in my blog ... the WTO is controversial.
Colleague: I don't see why. I mean, there needs to be some kind of organization to oversee international trade.
Blogger: Some people think governments should be able to regulate it instead.
Colleague: Yeah, but who's going to regulate the governments when they make trade agreements?
Blogger: Well, other governments could put their own trade sanctions on a country that violated any agreements.
Colleague: It still seems like it's more practical to have one organization that governs global trade.
Blogger: I agree. The WTO may have some flaws, but it does keep unfair trade in check.
Colleague: And it helps smaller countries get into the global market, which boosts their economies.
Blogger: Yep. It also promotes fair trade so that sellers get a fair price for their items.
Colleague: Doesn't sound all that bad to me.
Blogger: Me either.
Career Paths: Business English is a new educational resource for business professionals who want to improve their English communication in a work environment. Incorporating career-specific vocabulary and contexts, each unit offers step-by-step instruction that immerses students in the four key language components: reading, listening, speaking, and writing. Career Paths: Business English addresses topics including making introductions, salary information, doing business with different cultures, quality standards, and business strategy.

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- Complete glossary of terms and phrases

The Teacher’s book contains a full answer key and audio scripts. The audio CDs contain all recorded material in American English and British English.

Books 1-3 of Career Paths: Business English are rated for the Common European Framework of Reference for Languages at A1, A2 and B1 respectively.