

This unit revises and reinforces some of the key language points from Units 1-3, and links with those units are clearly shown. This revision unit, like Revision units B, C and D, concentrates on reading and writing activities. Some of the exercise types are similar to those in the Reading and Writing section of the Business English Certificate examination (higher level) organised by the University of Cambridge ESOL Examinations (Cambridge ESOL).

For more speaking practice, see the Resource bank section of this book beginning on page 211. The exercises in this unit can be done in class, individually or collaboratively, or for homework.

## 1 Being international

### Vocabulary: business idioms

- This exercise gives SS further practice of the business idioms from pages 8 and 118.

1 ran out of / 2 got back on track 3 going over 4 sticks to the point  
5 get input 6 kicks off 7 kick around 8 keep track of

### Business skills: networking

- SS are given further practice in using language related to networking from the Business skills sections on pages 10-11.

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

### Presentations

- This exercise gives SS practice in the theory of public speaking, following work on presentations skills on pages 8-9.

- e Only the prepared speaker deserves to be confident. (Dale Carnegie)
- a All the great speakers were bad speakers at first. (Ralph Waldo Emerson)
- f Once you get people laughing, they're listening and you can tell them almost anything. (Herbert Gardner)
- d It is delivery that makes the orator's success. (Johann Wolfgang Von Goethe)
- c Most speakers speak ten minutes too long. (James Hume)
- b There is nothing in the world like a persuasive speech to fuddle the mental apparatus. (Mark Twain)

### Writings: formal correspondence

- SS write a formal letter confirming attendance at a conference and write about some intercultural issues as further practice to the Business skills on page 11.

### Sample answer

Dear Hendrickje De Vries,

With reference to your letter of September 15, I am writing to confirm my attendance at the conference on intercultural relationships in Business, to be held at the International Business School in Amsterdam. The title of my talk is 'Business Culture for the British Manager'. As requested, here is an outline of the main points.

Research has shown that understanding local systems is essential when communicating in an international context and that communication can break down for a variety of reasons.

- Managers may find it difficult to adapt to the challenges of living and working in a different culture. I will give examples of British managers who have been relocated to emerging markets such as Brazil, Russia and China.
- Not only language difficulties but also misunderstandings about attitudes to hierarchy and loss of face can cause problems. I will suggest that British business people need to use an 'international English' when doing business in an international setting. I also recommend that managers take care to respect the hierarchy in other countries and that the use of the British sense of humour does not always travel well.
- Relationship-building is especially important for many non-Western cultures. I will highlight the importance of building trust and entertaining foreign visitors with regard to networking and establishing business contacts.

Please do not hesitate to contact me should you require further information. I look forward to meeting you at the conference.

Best regards  
Emile Laszlo  
(246 words)

## 2 Training

### Reading

- This exercise gives SS further practice in using the vocabulary associated with training and professional development (pages 14-15).

1 business schools 2 three-year programmes 3 the school 4 training for executives  
5 will be offered 6 coaching 7 developing partnerships 8 develop

### Business skills: telephoning

- This exercise gives SS further practice in confirming, clarifying or correcting information on the phone (page 18).

1 b) (clarifying/confirming) 2 f (clarifying/confirming) 3 e (clarifying/confirming)  
4 c (clarifying/confirming) 5 d (correcting) 6 a (correcting)

### Writings: e-mails 1

- SS correct an e-mail to an HR manager, practising e-mail writing (page 19). If SS have not done this type of exercise before, draw their attention to the rubric and the fact that there isn't an error on every line.

1 a 2 of 3 do 4 others / ✓ 5 ✓ / managers 6 it 7 for 8 ✓ 9 themselves  
10 ✓ 11 ✓

### Writings: e-mails 2

- SS practise writing styles by rewriting the e-mail in the previous exercise in a more formal style (page 19).

**Sample answer**

Dear Angus Elliot:

I have been informed by my line manager, Joanne Westwood, that there will be a staff training and development day in the near future. I would be grateful if you could send details about this, including course information and dates. Could you also please confirm whether course participants need to pay for this kind of training themselves?

On a personal level, I would be interested in doing a training course in Six Sigma, whereas other managers in my department have expressed an interest in coaching-style programmes. Finally, it would be greatly appreciated by all staff members if a feedback form were to be given to participants at the end of each course. I think you will agree that this kind of feedback is very useful for analysing staff training needs and planning future courses. I look forward to your reply.

Best regards  
Carla Johnson  
(147 words)

**Vocabulary: word-building**

This exercise gives SS further practice in word-building associated with training and professional development (pages 14–15).

- 1 mentoring 2 lecturer 3 assessing 4 appraisal 5 instruction 6 consultant
- 7 demotivated 8 trainees

**3 Partnerships**

**Vocabulary: word partnerships**

This exercise gives SS further practice in word partnerships associated with public private partnerships, following the listening and vocabulary sections on pages 22–23.

- 1h 2a 3b 4g 5f 6c 7d 8e
- 1 private sector; delivery of services 2 lack of money; poor planning 3 reputation for; change their ways 4 far from perfect; make life better

**Grammar: dependent prepositions**

This exercise gives SS further practice in dependent prepositions (page 120).

- 1 invest 2 (have) declined 3 applying/hoping 4 encouraged 5 expects
- 6 hopes / is hoping 7 try / are trying 8 needs 9 depend

**Negotiating: being vague or precise**

This exercise gives SS further practice in being vague or precise in negotiating by reading a short dialogue between a government official and a manager of a construction company (pages 26–27).

- 1 I'm afraid it's looking unlikely (V) 2 But you signed a contract (P) 3 the project suffered serious delays when (P) 4 your company would be responsible for any delays (P)
- 5 that will involve taking on extra labour (P) 6 look at the refinancing of this project (P)
- 7 whatever it takes (V) 8 otherwise we have no alternative but (P) 9 see what can be done (V) 10 look into the possibilities very carefully (V)

**Writing: report layout and structure**

This exercise gives SS further writing practice in report layout and structure following pages 27 and 159. SS write a progress report as the manager for the construction project mentioned in the previous exercise.

**Sample answer**

**Construction of government offices**

**Progress Report**

**Executive summary**

Roberts & Walters construction was contracted to build new government offices as part of a public private initiative. Following serious delays in construction work due to the findings of archaeological remains during excavation, the project is unlikely to be completed until early next year. Roberts & Walters therefore recommend a series of emergency measures to ensure the work is completed by December.

**Introduction**

In accordance with the present contractual agreement, all risk is assumed by Roberts & Walters. Failure to meet the expected completion date will result in severe penalty fines. It is therefore a matter of urgency that risk allocation is immediately reviewed. As the existing government offices are due to be vacated by the end of December, the new offices will need to be completed by the end of this year.

**Findings**

The discovery of Roman archaeological remains during excavation has caused serious setbacks in the project schedule. As these delays were due to circumstances beyond our control, we recommend risk allocation is reviewed and that both parties assume 50% of the risk. In addition, Roberts & Walters will have the current work schedule revised and employ additional labour, although this will affect project costs.

**Recommendations**

We strongly recommend the following measures to ensure construction is completed by December of this year:

- 1 An urgent meeting needs to be held by both parties to discuss the refinancing of the project.
- 2 Roberts & Walters will need to have the refinancing of the project approved by the end of this month in order to meet the new proposed completion date.
- 3 Regarding any extra labour costs incurred on the project, our recommendation is that both parties share these additional costs.

**Conclusion**

Roberts & Walters will ensure the new completion date is met, provided that risk allocation in the contractual agreement is revised to allow for the extenuating circumstances. Furthermore, we recommend that any resulting additional labour costs are shared by both parties.  
(331 words)

# Revision

This unit revises and reinforces some of the key language points from Units 4–6, and links with those units are clearly shown. This revision unit, like Revision units A, C and D, concentrates on reading and writing activities. Some of the exercise types are similar to those in the Reading and Writing section of the Business English Certificate examination (higher level) organised by the University of Cambridge ESOL Examinations (Cambridge ESOL).

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## 4. Energy

### Linking Ideas

- These exercises give SS further practice of linking expressions on pages 39 and 122.

- A**
- The homes are designed to use solar panels **as well as** electricity for heating.
  - He talks about protecting the environment, **yet** his car's a real petrol guzzler.
  - The hydrogen economy is still a dream, **despite** the years spent on scientific research.
  - I always take the bus to work, **as** you can never find a parking space.
  - There was a power cut **due to** a sudden surge in demand.
  - The world's oil supplies will soon run out, **so** we'll have to find other fuels.
- B** as well as → in addition to  
yet → even though  
despite → in spite of  
as → because/since  
due to → because of / as a result of  
so → therefore
- C** a) as well as, in addition to    b) yet, even though, despite, in spite of    c) due to, because of, as a result of, so, therefore    d) as, because, since

### Vocabulary

- SS are given further practice in using language related to energy from the listening and reading sections on pages 34–37.

- 1** fossil fuels    **2** wind power; renewable energy    **3** greenhouse gases    **4** four-wheel drive    **5** global warming; carbon-dioxide emissions    **6** energy consumption  
**7** environmentally friendly    **8** energy-efficient

- This exercise gives SS word-building practice following the case study on pages 40–41.

- 1** reduction    **2** investment    **3** legislation    **4** improvement    **5** performance  
**6** competitive

### Writing

- SS write a proposal for energy efficiency as further practice to the Business Skills on page 39.

### Sample answer

#### Report Proposals for energy efficiency

**Introduction**  
I have been asked by the management team to make proposals for energy savings in the company as part of our drive to reduce energy costs. Some of these proposals can be implemented immediately without incurring major costs. Others require some capital investment. A detailed breakdown of energy bills over the last five years and an estimate of the implementation costs and projected savings are provided in the appendices to this report.

#### Executive summary

**Lighting**  
Using low-energy fluorescent lighting would produce a saving of 25–30%. Although these are more expensive to buy, they last up to twice as long as normal fluorescent lights, so we will soon recoup the cost. I also propose the installation of time switches in staff lavatories.

#### Heating

The heating system is old and inefficient and does not distribute heat equally in all areas of the building. Some staff open the windows in winter to cool down, while staff in other parts of the buildings are using extra electric heaters to keep warm. I recommend we replace the current system as soon as possible. Estimated savings would allow us to recoup our investment within six to seven years.

#### Air-conditioning

Our costs in this area have risen dramatically and are now on a par with our heating bills. Lack of maintenance means that the units are not working efficiently. These should be checked by a qualified technician once a year.

#### Staff awareness

In addition, information about energy efficiency should be posted on noticeboards to encourage staff to save energy.  
(359 words)

- SS write an introduction to a report as further practice of the Business Skills on page 39.

### Sample answer

#### Overcapacity at Mios 3 Gym

#### Introduction

Mios has a chain of five gyms in the city. Mios 3 opened six years ago, with a 25-metre indoor pool, a sun deck, a zero-square-metre weight and machine training area, five rooms for programmed exercise classes, in addition to a bar and a beauty saloon.

Membership of Mios 3 is at record levels. There are now over 4,000 members, the vast majority young adults in their 20s and 30s. The peak periods are between 1 and 3 p.m. and in the early evening between 6 and 8 p.m.

Because of the number of active members, the gym is turning at full capacity during peak lunchtime and evening periods. This has generated some problems and complaints from members. Specifically, people have to wait to use the training machines, and classes are sometimes full. There are also queues for the showers, and the boiler can't generate enough hot water to cope with demand.

As a solution to this problem, I propose we offer a cheaper-rate membership at off-peak times. I also recommend putting notices in the shower area asking members to be more conscious of water conservation.  
(192 words)

### 5 Employment trends

#### Vocabulary

- This exercise gives SS further practice in using the vocabulary associated with employment (page 42).

- 1 Part-time    2 Seasonal work    3 Shift work    4 Fixed-term/Temporary contract  
5 Teleworking    6 Unemployed    7 Migrant worker    8 Self-employment

#### Cohesive devices

- This exercise gives SS further practice in cohesive devices (page 123).

- 1 This    2 them    3 in this respect    4 its    5 its    6 this knowledge    7 their

#### Inversion for emphasis

- SS correct an e-mail from a dissatisfied customer, practising inversions after the case study on pages 48–49. If SS have not done this type of exercise before, draw their attention to the rubric and point out that all six errors relate to inverted forms.

I'm writing to complain about the service I received when I phoned to reserve a car today. I can't believe how rude the operator was. Not **only did** she rush me through the reservation, but she also finished the call when I was in the middle of a question. No sooner **had I** given her my details than she ended the call without confirming the price. I had to phone back and **only after** my third call was I able to speak to the same operator. I'm going to tell all my family and friends about this experience and tell them **that on no account should they** reserve a car with your company.

#### Writing e-mails

- SS practise writing e-mails by replying to the customer's complaint in the previous exercise.

#### Sample answer

Dear Mrs Moore

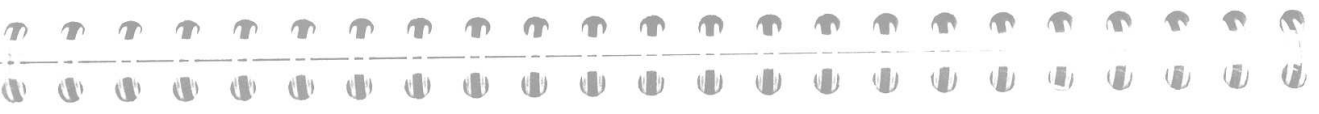
Thank you for informing us about your experience and please accept my apologies. We appreciate feedback from our clients and we take customer service very seriously. All our call agents are trained to deal with customer enquiries politely. We also operate a monitoring scheme to check that calls are handled correctly. We do our best to ensure that all our operators confirm the booking details and enquire if the customer has any further questions before ending the call. I am sorry that this did not happen when you made your reservation and I would like to offer you a 5% discount on your booking. I hope this is to your satisfaction.

Best regards  
Antia Hodden  
(18 words)

#### Communication skills

- This exercise gives SS further practice in the useful language for active listening, paraphrasing and checking understanding on page 47.

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



### 6 Business ethics

#### Reading

- SS correct a short article on business ethics by identifying the extra word that appears on some but not all of the lines. If SS have not done this type of exercise before, draw their attention to the rubric and the fact that some of the lines are correct.

- 1 ✓    2 out    3 for    4 the    5 at    6 ✓    7 that    8 there    9 ✓    10 you    11 not    12 ✓

#### Vocabulary

- This exercise gives SS further practice of words related to corporate social responsibility after the case study on pages 56–57.

- 1 passionate    2 commitment    3 trust    4 persuasive    5 scepticism    6 risky  
7 environmental    8 threat    9 development    10 successful    11 progressive    12 inspiration

#### Reading

- This exercise gives SS further practice of multiword verbs from page 53.

- 1 set up    2 hold us to account    3 shy away from    4 set out    5 falls into    6 phase out  
7 carried out    8 follow suit

#### Writing

- This exercise gives SS further e-mail writing practice after the case study on pages 56–57. SS write a reply to one of Stitch Wear's customers who is concerned about the company's use of child labour.

#### Sample answer

Dear Ms Powell

Thank you very much for your e-mail. I can assure you that Stitch Wear is taking this issue very seriously. We now screen all our suppliers to ensure that children under 14 are not employed anywhere in the world in the production of our goods.

We are also planning to introduce health and educational facilities for children who once worked in our Asian factories. Stitch Wear is deeply committed to child welfare, and we sponsor several fund-raising events for children's charities in this country, including the annual Happy Child Fun Run. Please click on this link to our website to find out more about Stitch Wear's commitment to responsible business [www.stitchwear.com](http://www.stitchwear.com).

With best regards  
Hannah Pratt  
(19 words)