

Revision

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 / 've run 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.

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

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 Humes)
- b There is nothing in the world like a persuasive speech to fuddle the mental apparatus. (Mark Twain)

Writing: 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.

- 1 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.
- 2 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.
- 3 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)

Writing: 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 ✓

Writing: 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 Eliot

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.

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

Progress Report

Construction of government offices

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)