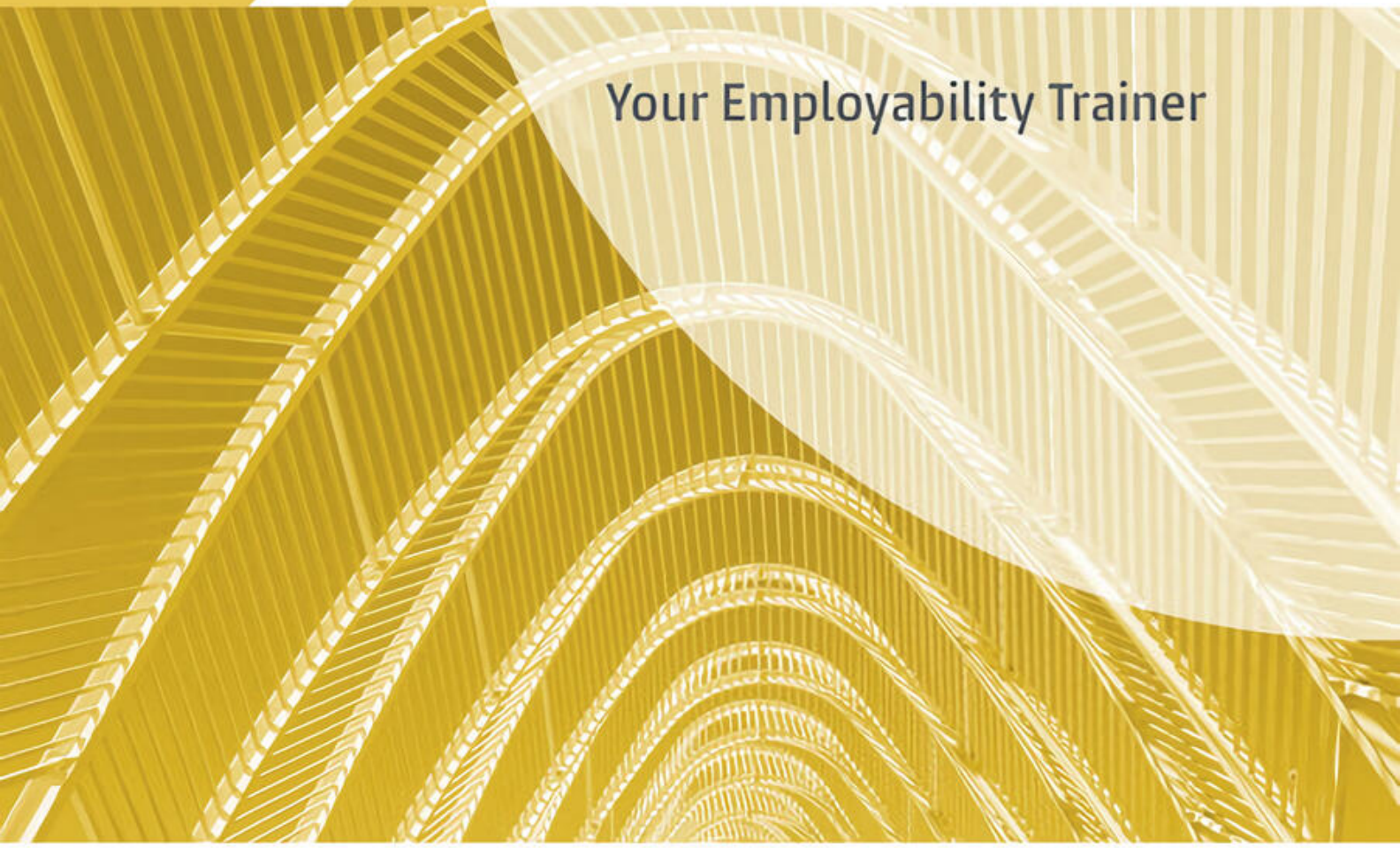
Workbook

Eunice Yeates

Business Partner

C1

Your Employability Trainer



Pearson

FT Publishing
FINANCIAL TIMES

GSE

1 Innovation

Vocabulary Innovation

1 **Complete the sentences with the words in the box.**

code	gadget	high-tech	innovator	insight	prototype	researcher	unorthodox	well thought out

1 You should always test the product by first creating a model that you can run trials on. Without a _____, you could lose a lot of time and money further down the line.

2 Leonardo da Vinci created unusual and brilliant designs 500 years ago because he was an excellent _____ who had great vision for new ideas.

3 Before you develop a new system, you have to know who the end user will be and have a clear _____ into their needs.

4 A fitness tracker is an example of a useful _____ designed to measure your physical activity.

5 Truly innovative people don't always work in traditional ways; they often take a(n) _____ approach.

6 Every aspect of the new system is working perfectly because the design was _____.

7 He'll choose a particular programming language and then he can start to write _____ for the app he's developing.

8 Banks and art galleries are known for installing incredibly _____ security systems.

9 Make sure you hire a _____ to find out everything we need to know about the market as well as other, similar systems.

2 **Choose the correct preposition in italics to complete the phrasal verbs.**

Chieko Asakawa

Chieko Asakawa is an excellent innovator for the visually impaired. At the age of fourteen, an accident at a swimming pool caused her to lose her eyesight. She was determined to **get** [1]*for / round / up* the problem of not being able to use the internet due to being blind, so she **got** [2]*of / for / into* computer programming. Chieko **came up** [3]*with / out / on* an excellent idea and created the Home Page Reader, the first voice browser to enable sight-impaired people to access the internet. For this invention, she was inducted into the National Inventors Hall of Fame in 2019. You can **read up** [4]*at / of / on* her on their website.

Chieko has also developed NavCog, a voice-based app for smartphones which helps people with visual impairment to find their way around complicated indoor spaces. Attendees at a conference in Las Vegas agreed to **try** [5]*up / out / at* the app, and they loved it! The next idea that she hopes will **catch** [6]*on / in / out* is CaBot, an AI suitcase that will help the visually impaired to get around airports. Chieko admits that the CaBot prototype was too heavy to be practical. As her team **go** [7]*over / about / into* making improvements and **tinkering** [8]*out / in / with* the design, Chieko is busy **dreaming** [9]*at / up / out* more innovations to make life easier for sight-impaired people.

Grammar Articles: *a/an, the*, no article

1 **Tick the sentences which use articles incorrectly.**

1 ☐ Sometimes small ideas become great innovations.
2 ☐ They were given an useful advice about time management.
3 ☐ It's important to be aware of the potential risks.
4 ☐ After many meetings, breakthrough was achieved.
5 ☐ Experts encourage making prototype early on in the process.
6 ☐ Eventually, we found a solution to the problem.
7 ☐ An invention can take a time to perfect.
8 ☐ The best innovators need a lot of the determination.

2 **Complete the sentences with *a/an, the* or no article (Ø).**

1 There was _____ great innovator called Haren S. Gandhi.
2 Although the training was expensive, _____ investment was worth it.
3 Next year they are planning to launch the product in _____ Asia.
4 These days, many companies hire _____ Innovation Officer or Director.
5 'Which one?' he asked. '_____ one we discussed yesterday,' I replied.
6 The quality of your work suffers when you waste _____ time.
7 If you don't plan ahead, you can expect _____ worst kind of chaos.
8 A science graduate came up with a new idea to streamline the process. _____ idea showed great originality and innovation.

3 **Put the words in the correct order to make sentences.**

1 interesting / a / similar / There's / about / product / data

_____

2 safety / the / nice / is / but / design, / It's / issue / a

_____

3 you'll / excellent / You / be / success / so / instincts, / a / have

_____

4 went / enough / into / design / imagination / Not / the

_____

5 the / will / evidence / work / There's / that / no / system

_____

6 across / works for / he / company / has / The / the / globe / branches

_____

Listening

1 1.01 **Listen to the excerpt from a podcast about innovations and tick the products the podcast will talk about.**

a software for storing technical drawings

b a system for safely delivering medicine

c a removable, circular LED bicycle light

d a device for monitoring temperature

e software for creating large documents

2 1.02 **Listen to the whole podcast. Then complete the summary with the words in the box. Two words are not used.**

blueprints	construction	electronic	inventor	remote	remove	science	solution	spread	vaccines

This week's episode of the popular podcast, *Innovation Fascination*, introduces us to three great inventions. Guest Priya Singh's choice concerns the use of [1]_____ to prevent diseases. In developing countries, it can be difficult to keep them safely refrigerated in [2]_____ areas, so a company called NexLeaf has come up with a clever [3]_____ . Next, Tom Farrell describes a development in the [4]_____ industry. The inconvenient system of having to carry very heavy [5]_____ onto building sites led Tracy Young to devise an ingenious [6]_____ alternative. Finally, host, Sue Simpson, is delighted to tell us about an excellent device from the designer and [7]_____, Paul Cocksedge. It enables cyclists to [8]_____ the lights from their bicycles for safe-keeping. Listen and enjoy!

3 **Listen again. Decide if the following statements are *true* (T) or *false* (F).**

1 Vaccines can be safely stored at ten degrees Celsius. ___

2 The problem with the old system of monitoring temperature was that the data was recorded manually. ___

3 ColdTrace is only powered by battery. ___

4 The problem that Tracy Young noticed was a recent development in the industry. ___

5 PlanGrid's initial approach with the PDFs didn't work because they didn't have the latest iPads. ___

6 PlanGrid is now being widely used in the industry. ___

7 Paul Cocksedge was motivated to invent the Double-O because thieves had been stealing his bicycle lights. ___

8 The Double-O isn't as powerful as standard bike lights, but more convenient. ___

4 **Which statement (1–3) are the speakers on the podcast most likely to agree with?**

1 While these innovations are very impressive, they aren't entirely necessary.

2 Of the three inventions discussed, PlanGrid is thought to be the most important one.

3 The three innovators spotted a process flaw and developed a more efficient system.

Pelebox

Annually since 2014, the UK's Royal Academy of Engineering hosts the Africa Prize as an incentive to engineers based in sub-Saharan Africa. It celebrates the special contribution that engineers working in different industries can bring to people's lives and to economic development. A shortlist of sixteen innovative ideas is selected, and the Academy gives eight months of invaluable mentoring and business training to these innovators. Then four finalists are selected. The three runners-up are each awarded £10,000, and the winner receives £25,000.

In 2019, the Africa Prize was awarded to Neo Hutiri, a thirty-one-year-old Electrical Engineer from South Africa. His innovation, Pelebox, is designed to bring significant improvements to the healthcare system in his home country.

South Africa is a vast country with a population of more than fifty-six million, over eighty percent of whom rely on public health facilities. Neo Hutiri recognised the great burden on clinics to run efficiently when more than half of their daily workload is given over to dispensing prescriptions. Similarly, he observed the stress on many patients who have to travel long distances to their nearest health facility and then wait several hours for their medication. The loss of income, the expense and the inconvenience all take their toll on those who are already unwell.

So Hutiri came up with Pelebox to make life easier for both the healthcare system and the people it serves. Also known as smart lockers, these are electronic collection points placed at convenient locations throughout the country, for example, at local shops or bus stations. Pelebox has reduced the time it takes for patients to receive their prescriptions from an average of 3.5 hours to less than one minute.

Medical staff load up the secure lockers with prescription refills, which are logged onto an online system. Patients enrolled in their clinic's collection programme are sent a one-time code, or PIN, by text message. They go to the nearest Pelebox and enter their mobile phone number as well as the supplied PIN, and a cubicle containing their medication automatically opens.

Pelebox is a welcome innovation that offers relief to clinics with staff shortages and to the high volume of patients suffering with chronic illnesses in South Africa.

1 **Read the article quickly. Choose the correct option in italics to complete the text.**

The Africa Prize is awarded every [1]*decade / year* by the Royal Academy of Engineering in the UK. In 2019, it was won by an Electrical Engineer called [2]*Pelebox / Neo Hutiri*. His special innovation is providing an improvement in the [3]*medication / medical service* in South Africa.

2 **Read the article again. Match 1–6 with a–f to complete the sentences.**

1 Sixteen Africa Prize applicants receive	**a** where patients live.
2 The winner in 2019 found a way to	**b** medication out of the Pelebox.
3 The South African health service is	**c** access the smart lockers.
4 Pelebox lockers are placed close to	**d** training for eight months.
5 Patients can use their phones to	**e** under a lot of strain.
6 People enter a code to get their	**f** help people who need medicine.

3 **What are the positive impacts of Pelebox? More than one answer is correct.**

a It provides easier access to medicine for patients with chronic diseases.

b It improves the healthcare system of South Africa.

c It inspires innovators around the world to contribute to people's lives.

Writing Investment research

1 **In report writing to analyse a business opportunity, what do the letters in the SWOT analysis model stand for? Choose from the words below.**

Strategies	Weaknesses	Orders	Tasks
Staff	Wishes	Obstacles	Threats
Strengths	Wisdom	Opportunities	Time

2 **Look at the examples a–e. Which sentence uses linking words:**

1 to provide a cause? ___

2 to provide a purpose? ___

3 to introduce a supporting point? ___

4 to introduce contrast? ___

5 to introduce a concession? ___

a It is true that early indicators were poor. However, we feel that interest is now growing.

b Customer surveys were extended so that more data could be gathered.

c The first phase failed due to inadequate market research.

d Furthermore, the area has recently undergone significant regeneration.

e Our product is pioneering, whereas theirs lacks innovation.

3 **Improve this extract of a research report by replacing the crossed out repetitions with a single word. Do not use the same word more than once.**

Research report: Picnic Park and Petting Zoo

Background

Two sisters who run their family farm have a business idea. ~~The sisters~~ [1]_____ have earmarked a section of their farmland for a picnic park and petting zoo. ~~The section of farmland~~ [2]_____ is located in picturesque countryside, and nothing similar to this venture exists in the wider region.

We identified a number of problems, but all are ~~problems~~ [3]_____ that can be resolved. For example, the presentation needs to be more thorough than the ~~presentation~~ [4]_____ they delivered yesterday, but that is easily remedied.

The two sisters are highly committed and ~~the two sisters~~ [5]_____ have a reputation for hard work. We know that they tried to attract investment last year. However, they have not yet secured ~~investment~~ [6]_____.

4 **Read the SWOT points below. Use them and the information from Exercise 3, plus any ideas of your own, to write a research report of about 225 words.**

S Natural resources Nothing similar in the region	**W** No experience working with the public No access to site by public transport
O Potential to expand Community involvement	**T** High insurance costs Weather-dependent venture

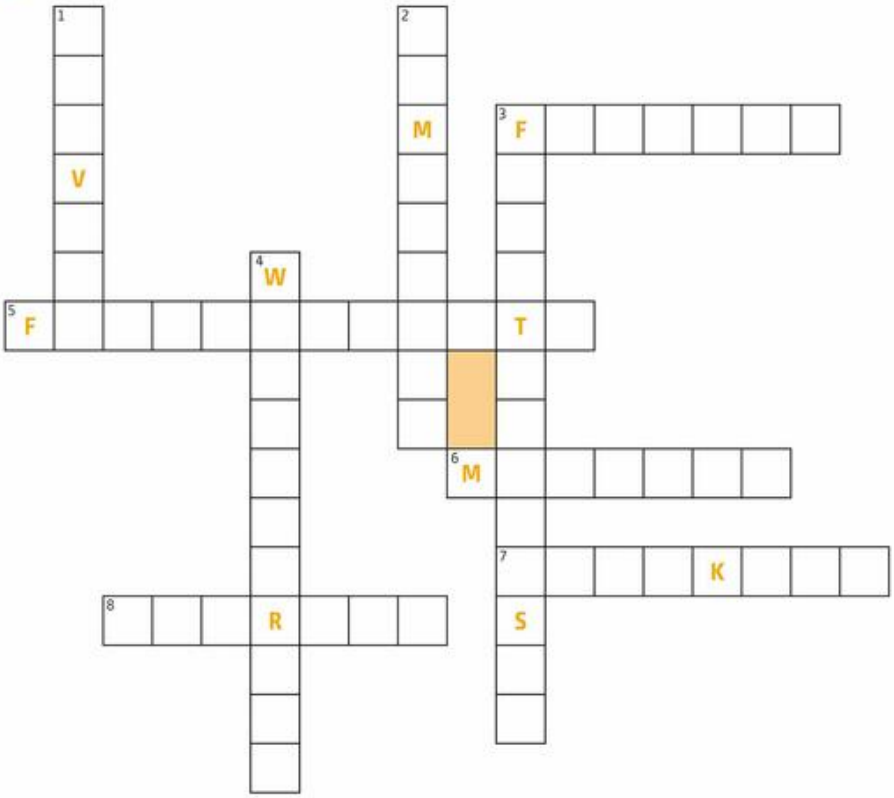
5 **Choose the most likely recommendation to complete this research report.**

1 My recommendation is that we invest in this venture since a picnic park with a petting zoo is likely to be popular with local people and those who enjoy the outdoors.

2 I recommend that we encourage the sisters to revise their business plan before we invest in this project. As things stand now, the investment risk is too high.

Vocabulary Circular economies

1 **Use the clues to complete the crossword.**



Across

3 (see 7 across) planning for and thinking about the future in a positive way, especially by being willing to use modern methods or ideas (7-8)
5 return something to where it originally came from (4, 4, 4)
6 consisting of separate parts or units which can be put together to form something, often in different combinations (7)
7 see 3 across
8 make a computer, machine or piece of software better and able to do more things, or to replace it with a newer model (7)

Down

1 save goods from a situation in which they have already been damaged or partially destroyed (7)
2 a product that can be sold to make a profit, especially one in its basic form before it has been used or changed in an industrial process (9)
3 at or from the beginning of an event or process (4, 3, 6)
4 the flow of waste materials from use by consumers or industry to their final disposal (5, 6)

2 **Match 1–8 with a–h to complete the sentences.**

1 Too often, unwanted items are disposed	**a** innovation is to encourage creativity.
2 More and more companies are embracing	**b** plastics allow them to fix themselves.
3 A key advantage of a circular	**c** metals in their circuit boards.
4 One way in which companies can drive	**d** new approaches to manufacturing.
5 Efficient systems implemented at recycling	**e** culture, thus creating excess waste.
6 Many electronic products use precious	**f** economy is less pollution.
7 Single-use items have led to a throwaway	**g** of without enough thought or care.
8 When certain items break, self-healing	**h** plants separate out reusable materials.

Grammar Additional passive structures

1 **Read the sentences. Which are in the *active voice* (A) and which are in the *passive* (P)?**

1 Last year, we had the product reviewed by a focus group. A P
2 Plastic is being increasingly replaced by more sustainable materials. A P
3 Not all companies are willing to change their production methods. A P
4 In the decline stage, products are phased out and discontinued. A P
5 Yesterday, a panel of experts discussed the product's life cycle at length. A P
6 Many consumers are keen to be offered products that are built to last. A P
7 Early signs are positive, but profits really need to be increased. A P
8 They've agreed to increase the marketing budget during the growth phase. A P

2 **Choose the correct option in italics to complete the article.**

A popular cosmetics company based in Brazil has been lauded for its sustainability efforts. Founded in 1969, NATURA Cosméticos has [1]*given / had / led* its eco-friendly practices embraced by customers throughout Latin America for decades now, proving the belief that the public likes [2]*being offered / be offered / being to offer* greener products. In 2014, NATURA was granted special sustainability certification by B-Lab, a non-profit that recognises companies for helping to address global challenges. Natura is the first publicly traded company to have [3]*be awarded / been awarded / being awarded* this certification. In 2018, tribute [4]*was paid / was paying / has paid* to NATURA by the Life Cycle Initiative, hosted by UN Environment, for its product life cycle thinking. The company [5]*has seen / was seeing / is seen* as a forerunner for its commitment to reducing the environmental impact of its products in all stages of the life cycle. Success stories like this one certainly need [6]*celebrating / to celebrate / celebrates*!

3 **Change the sentences to the passive voice.**

1 We are changing the schedule in order to bring us in line with market needs.
The schedule _____ in order to bring us in line with market needs.
2 I asked my assistant to revise the report.
I had _____ my assistant.
3 The day of the announcement, they gave the sales team the news last.
The day of the announcement, the sales team had been the _____ .
4 After the decline stage, we took it off the market.
After the decline stage, it _____ .
5 If the item is still under contract, I believe you can upgrade it.
If the item is still under contract, I believe it _____ .
6 It's clear that this is not working and they need to rethink the plan.
It's clear that this is not working and the plan _____ .
7 We're looking into some alternatives for the trade show next month.
Some alternatives _____ for the trade show next month.
8 They dispose of old devices at that facility.
Old _____ at that facility.

My only objective was to make a living

Asked what inspired them to start a business, most entrepreneurs reply with something grand and difficult: an ambition to change the world or become the next Sir Richard Branson. But Daniel Dicker founded his firm, a design agency named Ashortwalk that creates things from recycled waste, for a much simpler reason; he wanted to live and work where it's a short walk from the sea.

At its heart is a concept known as closed-loop design, so called because of the circular nature of the product life cycle. Instead of the linear 'make, use, dispose', it is the more sustainable 'make, use, recycle, make, use' – and the circle continues. Dicker launched the venture in 2003, following a four-year stint as a Design Manager at Dyson. 'I left with a desire to create things from waste and live by the Cornwall coast,' he recalls. 'My only objective was to make a living; I wasn't thinking about becoming a massive brand or the next game-changing invention.'

His first creation was a tide clock made from recycled plastic and paper. 'It was an easy starter,' he says. 'It didn't need lots of R&D or huge amounts of investment – it cost me £100 to make the first batch.' Over the next decade, Dicker slowly grew his team and network of shops. But growth has ramped up in the past few years as public awareness of waste, recycling and the damaging impact of single-use plastics has increased. 'The phone now rings, instead of us having to pick it up,' he says. Ashortwalk's business model has also evolved to include consultancy, with large corporations asking how to reuse more of what they produce.

The waste itself also presents difficulties. 'If using virgin plastic, you can just buy it off the shelf, but if you're designing from waste, it can be hard to get hold of a steady supply,' he says. That puts some clients and businesses off, as does the trickiness of manufacturing the base ingredients. 'You can have quite high levels of contamination,' says Dicker. 'There's the perception issue as well; people think that waste produces inferior products.' Thus, making beautiful and functional items is the key to meeting that last hurdle. 'By touching, seeing or using a final product, the penny drops for consumers,' he says. 'If you tell them that what's in their hand was once the inside of a fridge or a car bumper, they're pleasantly surprised.' It's not only a great opportunity to change a person's thinking about the environment, but, often, a product with a backstory is more appealing, thus boosting a brand's bottom line.

Dicker would like to see more firms buying into the circular economy. 'Businesses aren't being forced to change,' he says. 'Aside from a moral code, there's no government legislation that forces them to be responsible for their own waste.' There's also too much short-termism, he thinks, giving the example of electric car manufacturers who don't think about how the battery could be recycled easily at the end of its life. 'This is technology of the next twenty-year cycle that's still not being looked at sustainably, because there's very little or no legal obligation to.'

For business owners who want to become more eco-friendly, he offers some pointers. 'First, ask yourself if a product is even needed in the first place – and if you do have to put it in the market, design for longevity, so it can be used for as long as possible.' The next step is to communicate the product's credentials to customers, so that they're willing to pay twenty percent extra for something that might last five or ten years longer. He also suggests that teams design products with the assumption that they will be returned to the company at the end of their life. 'Adopting a circular approach can help to save the planet and generally makes everyone within a business, as well as your customers, feel better about themselves,' he says. 'That in itself can bring financial benefits.'

1 **Read the article. Then complete the business model which Daniel Dicker follows.**

make → use → _____

2 **Choose TWO correct options in italics to complete each sentence.**

1 Dicker's business idea is based on *reusing* / *disposing of* / *recycling* items and making new products from the waste materials.

2 His first item was not *expensive* / *difficult* / *sustainable* to produce.

3 Dicker collaborates with others to *develop* / *improve* / *test* the quality and stability of the base materials being recycled.

4 People need to understand that products which last longer *are going to cost more* / *will break eventually* / *are more eco-friendly*.

3 **Which of these statements can we infer from the article?**

1 Ashortwalk was set up with the intention of revolutionising the product life cycle.

2 Daniel Dicker doesn't approve of companies that aren't manufacturing sustainably.

3 Governments are now introducing legislation to regulate manufacturing processes.

4 **Read the article and match 1–3 with a–c to complete the sentences.**

1 Clothes you don't wear anymore and give to someone else are
2 People who send goods to someone else are
3 People who were born between 1981 and 1996 are

a millennials.
b consignors.
c cast-offs.

The RealReal Deal: How to make millions from your fashion cast-offs

'Just think about it: next year, we're going to pay out half a billion dollars to people.' Julie Wainwright, founder of the luxury resale company The RealReal, is discussing the benefits of the circular economy and why selling other people's second-hand clothes for them is a good thing for everyone – even the most exclusive of brands. 'We're putting that back into the economy,' she continues. 'That's a lot of money. And [the brands] are slowly getting the fact that we're actually helping them, because as soon as we remove things from your house, you've got physical space. And then we pay you your money.'

The 61-year-old entrepreneur is sitting on a velvet sofa inside The RealReal's New York store, which opened in 2017 in SoHo. The near-6,000-square-metre space, split over two storeys, sells previously owned Stella McCartney, Chanel and The Row, among dozens of other labels.

Based in San Francisco, Wainwright founded The RealReal as an e-commerce platform in March 2011 with an initial investment of $100,000. Consignors are invited to send their cast-offs to a dedicated RealReal salesperson, who, having checked and authenticated the items, will list them for sale online or at one of its two stores. The prices vary according to a brand's desirability and the condition of the item, rated from 'good' to 'pristine'. Consignors receive up to 85 percent of the final sale price.

'The first year we were $10 million in gross revenues. And then I thought, well, I'm onto something, I'd better scale it faster. And so, since then, I've raised $288 million. We may hit $1 billion next year in top line. We may get there faster.'

As with most tech-led platforms, millennials have been key in driving The RealReal's growth. Wainwright explains: 'They're really embracing us because of value, and they love brands, but also … the fact that it's a circular economy. That message is not lost on them at all.' In other words, they've realised they can make a lot of money selling things they no longer want. 'And they do,' says Wainwright.

It is a cute irony that many of the brands that were once cautious of her business are now interested in its operations. Nevertheless, she still encounters some real antipathy in the industry. However, Wainwright believes that The RealReal can only help the brands. 'We consider ourselves a support to the brands because if things sell well here, it supports the primary market.'

5 **Choose the correct options to answer the questions. Two options are not used.**

$10 million	consignors	Julia Wainwright	millennials	online	the circular economy
the luxury brands	The RealReal				

1 Who gets half a billion dollars? _____
2 How is the monetary system of reselling described? _____
3 Where did The RealReal initially begin? _____
4 Who decides the resale price of the cast-offs? _____
5 In year one, how much did the company earn? _____
6 What group does the circular economy appeal to? _____

6 **Does Julia Wainwright justify the benefit of her company to the brands?**

1 Yes, as she enables people to free up room to buy more luxury products and brands.
2 No, in fact she confirms that the brands are losing money because of The RealReal.
3 She doesn't address this either way because her relationship with the brands is bad.

Writing Minutes of a meeting

1 **Choose the correct option in italics to complete the explanation.**

In business, someone [1]*makes / gives / takes* the minutes of every meeting to keep a record of items discussed and decisions made. In order to write more quickly, they shorten some words; that is, they use [2]*abbreviations / approvals / action points*. They also use ellipsis, which means [3]*adding / omitting / explaining* small words. And they use acronyms such as CEO and AOB. AOB means [4]*All Out Benefits / Are (we) On Budget / Any Other Business*. Afterwards, they use their minutes to write a clear [5]*review / summary / agenda* of the meeting, which is sent to the meeting [6]*attendees / apologies / absentees* and other interested parties.

2 **Complete the headings in the meeting notes about a fitness watch, called FitWat, with the words and phrases in the box.**

AOB	Cost	Matters arising	Date and time of next meeting	Overall progress
Schedule	Scope			

Notes made during meeting

Meeting: Review at growth stage – Product: FitWat
Date: 08 August Time: 11.00
Present: MW, SP, HT, LD, KB In chair: JF Apologies: AR

1 _____

CEO wants detailed feedback fm focus group asap. Agreed.

2 _____

Target market missing younger demographic. LD's team hs developed new tech feature to grow market share. SP to explore new distribution channels; will email prospects to team.

3 _____

Revised slightly to absorb new feature development. No major issue w/ new end date. Marketing team wd hv extra time to research additional mkt segments.

4 _____

Report fm MW indicates all costs within budget but shd anticipate cost overrun due to marketing spike in Dec for campaign increases.

5 _____

Sales figures >3.8% projections. KB reluctant to drop price till next year. Nov milestone looking solid and campaign for holiday season to be rolled out by HT.

6 _____

Launch of competing product anticipated mid-Sept. See FirstFit doc fm SP. Early info indicates limited features and low qual. SP to circulate full analysis tmw.

7 _____

20 Aug. 10 a.m. Meeting room 4. Let JF know if can't come.

3 **Choose the better full form of section 3 of the notes in Exercise 2.**

1 Minor adjustments were made to the schedule in order to accommodate the newly developed feature. Issues with the revised end date are not anticipated. In fact, this would provide the marketing team with added time to research other areas of the market.

2 Slight feature developments have now been revised. However, without a new end date, some issues might be encountered. For example, the marketing team wouldn't have adequate time to find out about other product preferences or to look into product quality.

4 **Use the minutes from Exercise 2 to write full circulated meeting notes. Write 220–300 words.**

3 Finance and investment

Vocabulary Finance and investment

1 **Complete the sentences with the words in the box. One word is not used.**

currency	field	floor	investment	trade

1 The area where dealers trade in shares or other investments is called the **trading** _____ .

2 Traders who buy and sell money from different countries **deal in** _____ .

3 A situation in which different companies or countries can all compete fairly with each other because no one has a special advantage is a **level playing** _____ .

4 The profit earned on a financial activity in relation to the amount of money that was put into it is the **return on** _____ .

2 **Complete the words in the case study.**

Bruno Aguilar, thirty-eight, has a successful IT firm. In 2018, it was worth £100,000. He wanted to expand the business, so he asked his extended family if they would **make an** [1]**i** _ _ _ _ _ _ _ _ in it. Four of his uncles became his [2]**b** _ _ _ _ _ _ . They each invested a [3]**b** _ _ _ _ _ _ **figure** of £50,000 in the company. Two years later, its valuation had increased to £500,000. Seeing that the business was significantly **in** [4]**p** _ _ _ _ , two of the uncles decided to **reap their** [5]**r** _ _ _ _ _ _ . They sold their shares back to Bruno and enjoyed a very high [6]**y** _ _ _ _ .

3 **Read the questions and choose the correct option.**

1 Which of these is a **high-risk trade**?

a investing in savings bonds and maintaining a widely diversified portfolio

b putting all your money into stocks of a new, currently underperforming company

2 Which of these are **financial instruments**?

a monetary contracts between two parties, such as stock options or cash deposits

b establishments which keep and lend money, or provide other financial services

3 Which of these is an **interest rate**?

a the percentage charged when you borrow money, or paid to you when you save money

b the sum of money from a company's profits that is regularly paid out to its shareholders

4 Which of these is a **trade-off**?

a the crime of trading on the stock exchange using secret information for your own financial advantage

b having less of something you want in order to have more of something else that you also want

5 Which of these is **foreign exchange**?

a the value of a country's money compared to the money of another country

b the system of buying and selling the currencies of other countries

Grammar Expressing attitudes to the future

1 **Match 1–9 with a–i to complete the sentences.**

1 Registered investment advisers plan	**a** to begin a major restructuring strategy.
2 Experts anticipate an	**b** to affect our investments.
3 Regulations for traders are expected	**c** likely to reduce their fees in the future.
4 Fund managers are not	**d** on using new apps next year.
5 Next month's election results are bound	**e** increase in mergers and acquisitions.
6 Earnings were strong, but we envisage	**f** that property prices will continue to rise.
7 One global bank is about	**g** to be revised soon.
8 These investment companies are on the	**h** a drop in the next quarter's results.
9 Policymakers dismiss the likelihood	**i** point of merging.

2 **Complete the article with the words/phrases in the box.**

anticipate	bound to	expected	likelihood	plan on	strong

Predictions around Environmental, Social and Governance (ESG) factors vary from country to country. These are a set of standards used to evaluate companies in terms of their environmental policies as well as how the business is run, and how it treats others.

Various experts [1]_____ that it will soon become compulsory for all companies to reveal their commitment to a cleaner environment, but the [2]_____ is that many will voluntarily follow ESG standards. According to some sources, asset managers [3]_____ offering more financial products with ESG credentials, and there is a [4]_____ possibility that younger clients will increasingly insist on investments that are socially responsible. And while ESG criteria are [5]_____ direct people to the practices they favour, they will also expose the companies that these investors would prefer to avoid. Sustainability is [6]_____ to become an even more important investment factor in the coming years, and ESG is one way to ensure that its value is recognised.

3 **There is one incorrect word in each sentence. Write the correct word.**

1 Some investment professionals plan at specialising in philanthropy. _____

2 There's a strong possible that a low-risk investment will be more predictable. _____

3 It'll be expensive to borrow as interest rates are on the point in increasing. _____

4 There's a slightly chance that your asset value will continue to decrease. _____

5 One financial services organisation is about to cutting 200 jobs. _____

6 They anticipation a greater demand for sustainability factors in funds. _____

7 The likely is that investment advisers will have different views of the markets. _____

8 Some say that hedge funds are bound as be more regulated in the future. _____

Reading

Title: _____

The reported preference of millennials and generation Z for sustainable investment comes as no surprise. Born between 1980 and 2010, these people are inheriting a world of biodiversity loss, climate change and plastic infestation. A recent survey by First State Investments found that more than 80 percent of millennials are interested, or very interested, in socially responsible investing (SRI), where fund managers take account of environmental, social and governance (ESG) criteria when picking stocks or tracking an index.

Within ESG standards, the environmental factors include a company's commitment to sustainability, such as conservation, green energy or responsible waste management. In addition to a company's duty of care towards its employees and those in its supply chain, the social aspect of ESG criteria also relates to being community-minded, for example, through charitable donations and volunteering. Governance in ESG factors refers to compliance and ethical as well as transparent business practices. The good, if any, of this approach is hard to determine. It is, however, becoming more mainstream as fund managers see the marketing value in offering SRI products.

Despite this, the baffling variety of approaches and lack of standardisation for measuring inputs or outcomes make it difficult to know exactly what benefits the investors in sustainable funds receive. Some managers integrate ESG factors into all products and decisions as a way to lower risk and/or generate returns. They recognise that these factors are material to companies' financial performance. (This approach should not be confused with sustainable investing.) According to the Chartered Financial Analyst (CFA) Institute, which sets ethical and educational standards for investment professionals, ESG integration is a way to notice hidden risks and allows all companies, sectors and countries in the investment universe to be bought and sold. There is no screening involved. In other words, there is no evaluation or analysis to establish their suitability.

The SRI universe includes ethical investing, which typically excludes so-called 'sin stocks', that is, businesses perceived by some as being socially irresponsible, such as tobacco companies and weapons makers. It uses types of affirmative screening – actively seeking out companies whose impact on the environment is positive – including thematic investing in areas such as environmental technology. It also uses best-in-class screening, which picks companies that not only satisfy the sustainability criteria, but are also at the forefront in terms of ESG factors.

Impact investing is also fashionable, where financial return is secondary to achieving a social or environmental effect. Investing in funds with one of these labels may ease the conscience but, on the evidence available, it won't slow climate change, improve biodiversity or take plastic out of the oceans. There is also no guarantee that managers who offer sustainable funds will push investee companies to make the changes that could lead to such outcomes, or use their shareholder vote against company management. A 2017 survey by charity ShareAction of the responsible investment performance of European asset managers found pockets of good practice. It also noted, however, that there was significant room for improvement 'with regards to voting and company engagement and disclosure thereof; impact measurement; and transparency of fees and charges.'

Divestment, where investors commit to selling their holdings in fossil fuel companies, sends a more cogent message and has had material effects, particularly on the coal sector. A November 2018 analyst note from Goldman Sachs said coal producers have been derated by about 60 percent since the divestment movement began in 2013. This approach has been adopted mainly by religious organisations, philanthropic foundations and university and local authority pension funds, often under pressure from grassroots movements. By January 2019, more than 1,000 institutions with about $8tn in assets had divested, according to Go Fossil Free, a lobby group.

The investment industry has been slow to follow suit. A recent report found that although UK fund managers recognise that fossil fuel producers face reputational, litigation, regulatory and energy transition risks to their valuations, this is not reflected in the products they offer, particularly to passive and retail investors. Such products are still mostly 'based on benchmarks heavily tilted towards fossil fuels', said the report by the UK Sustainable Investment and Finance Association and the Climate Change Collaboration, an initiative of four of the Sainsbury family charitable trusts. Fund managers say the lack of products that exclude fossil fuels is due to poor demand. The report's authors say that, given the risk to value destruction that is recognised by fund managers, they should not wait to be asked.

If only one of the big asset managers would lead the way. For a moment, it looked as if that was going to be BlackRock, one of the largest global investment management corporations in the world. Then its 'commitment' to screen out companies failing to comply with the Paris Agreement by default, and to take more aggressive shareholder action, turned out to be news put out by a hoaxer. The real letter sent in 2019 to chief executives from Larry Fink, BlackRock Chief Executive, was much less interesting.

It is just as well millennials and generation X are not relying on money managers to fix the world for them and are getting active instead. Founded in 2018, the School Strike 4 Climate movement, inspired by Swedish schoolgirl, Greta Thunberg, and the campaign for a 'green new deal', which has been gaining support in the USA, are just a couple of examples. What is clear is that fund managers who want their business must try harder.

1 **Read the article quickly. Choose the most suitable title (a–d).**

a Fund managers ignore demands for more sustainable investments

b Younger generations triumph in financial returns on ethical investing

c 'Responsible' fund managers must do better to impress millennials

d Traditional investing now replaced by socially responsible investments

2 **Number these points (a–g) in the order they are made in the article.**

a ___ The practice of sustainable investing is showing some positive signs, but could do a lot better.

b ___ Environmental activism among younger people is arguably more effective than the contributions of fund managers to this cause.

c ___ Millennials favour socially responsible investments.

d ___ There is an issue in the process of determining which funds are actually appropriate for the SRI market.

e ___ Seeing the business opportunity, fund managers want to offer SRI products.

f ___ A measurable impact has been seen in the shift away from shares in fossil fuel companies.

g ___ People may feel better for investing socially responsibly, but it doesn't appear that this will have a positive impact on the environment.

3 **Read the article again. Decide if the following statements are *true* (T) or *false* (F).**

1 There is no streamlined system to properly vet funds for sustainability. ___

2 Any company that appears to meet ESG standards can confidently be deemed a sustainable investment. ___

3 Various screening processes are used to evaluate SRI products. ___

4 There is a new trend toward replacing financial gain with the reward of making a positive difference environmentally. ___

5 In spite of their negative environmental impact, investments in fossil fuel companies are still offered in the UK. ___

6 Overall, fund managers have been proactive in ceasing to invest in fossil fuel companies even though they have not been put under pressure by investors to do so. ___

7 The multinational, BlackRock, has taken a clear stand against non-SRI products. ___

8 The cause of environmental awareness has been championed by fund managers and members of the public alike. ___

4 **Which of these statements most closely reflects the writer's overall attitude?**

a The writer questions the motivation of fund managers, the regulation of the process and the true implications for sustainability.

b The writer lists the many positive developments in SRI as well as the benefits for investors, fund managers and the environment.

c While some issues with the socially responsible process are presented, the article confirms that SRI is heading in the right direction.

Writing Budget report

1 **Choose the correct option (a, b or c) to complete the sentences.**

1 In income statements, the **variance** is the ___ between sales forecast and sales made.
a period **b** choice **c** difference

2 If something **offsets** an expense, it means it ___ it.
a predicts **b** reduces **c** increases

3 When budgeted figures and actual figures are **in line with** each other, they are ___ .
a improving **b** risky **c** the same

4 If one cost **outweighs** another, it ___ it.
a exceeds **b** matches **c** raises

5 **OpEx** are the ___ Expenditures that businesses need in order to run daily.
a Optional **b** Operational **c** Optimum

6 Capital expenditures, or **CapEx**, are ___ expenses for items used long-term.
a major **b** marketing **c** unexpected

2 **Complete the table of figures for a soft drinks company in the UK with the words in the box. Two words are not used.**

actual	budget	expenses	favourable	gross	income	marketing	profit	revenues	sales

[1]_____ review for the quarter ending 30th September

	Budgeted	[2]_____	Variance [3]_____ (Unfavourable)
[4]_____			
Sales income	90,000	98,000	8,000
Cost of [5]_____	30,000	32,000	(2,000)
Gross profit	60,000	66,000	6,000
OPERATING [6]_____			
Salaries	20,000	20,000	—
[7]_____ costs	9,000	8,000	1,000
General expenses	3,000	5,000	(2,000)
Total	32,000	33,000	(1,000)
OPERATING [8]_____	28,000	33,000	5,000

3 **Use the figures in Exercise 2 and the following notes to write three paragraphs (about 225 words) of the executive summary. Explain the figures and discuss the impact on future investment plans.**

Notes
- Increase on sales forecast: unseasonably hot summer and spike in popularity of low-sugar options
- Higher cost of sales: weaker currency for purchase of fresh fruit from foreign markets
- Salaries in line with budget: no change to head count this quarter
- Lower marketing costs: cancelled the billboard campaign
- Increase in general expenses: essential repair of two machines on factory floor
- Investment plans: development of more eco-friendly packaging (CapEx); rising rent and salaries inevitable (OpEx)

4 Disruptors

Vocabulary Disruptors and disruption

1 Choose the correct option (a, b or c) to complete the sentences.

1 It became clear that the project wasn't viable, so we agreed to ___ it.
a displace **b** consume **c** abandon

2 When business trends change, successful disruptors are quick to ___ themselves.
a reposition **b** inject **c** displace

3 The marketing campaign is too dull; we need to ___ more exciting features into it!
a abandon **b** reposition **c** inject

4 Companies that fail to change with the times are likely to be ___ by disruptors.
a injected **b** displaced **c** consumed

5 With the growing trend to ___ more environmentally friendly products and services, companies must adapt accordingly.
a consume **b** abandon **c** reposition

2 Complete the paragraph with the words in the box.

agile	dedicated	fragmented	lifespan	mainstay

There was a time when the [1]_____ of food delivery was pizza or Chinese takeaway, but that is no longer the case. Millions of us are now using [2]_____ food delivery apps which feature hundreds of restaurants and offer tempting discounts. And, responding quickly to wider food delivery opportunities, a range of new and [3]_____ companies have also started up in recent years. While many have been successful, others had a much shorter [4]_____. In this highly competitive but [5]_____ market, some food delivery companies have entered into talks about combining their businesses.

3 Complete the collocations in the articles.

According to a 2018 study by the University of California and the Rotterdam School of Management, there is good and bad news for start-ups with a vision for [1]**disruptive i** _ _ _ _ _ _ _ _ _ _ . On the one hand, those who have come up with a unique and [2]**novel a** _ _ _ _ _ _ _ _ to business have an advantage: they are more likely to receive [3]**v** _ _ _ _ _ _ **funds**. However, on the other hand, they typically receive less money than start-ups with tried-and-tested business ideas.

There is often a perception that disruptors in business only appeared in the past few years, but that is not the case. Back in the mid-90s, Amazon became a [4]**game c** _ _ _ _ _ _ in the global industry of bookselling. Jeff Bezos's innovation was to use the (relatively new) internet to sell more books to more customers than any of the [5]**e** _ _ _ _ _ _ _ _ _ **companies** were doing at the time. This [6]**digital t** _ _ _ _ _ _ _ _ _ _ _ _ _ _ went on to revolutionise the world of e-commerce and it changed the [7]**business l** _ _ _ _ _ _ _ _ .

Grammar Hypothesising

1 **Put the words and phrases in the correct order to make hypothesising sentences.**

1 operated / just imagine / the same way / let us / all companies / in / that

_____

2 the product / had they / the price, / might have / dropped / succeeded

_____

3 this / sooner / had / if / invested in / only / I

_____

4 offer, / would / we / they to / decline / were

_____

5 the award? / that / you / accept / would / given / it was / your innovation,

_____

6 they / launching / before / the product / I wish / had waited

_____

2 **Complete the sentences with the correct form of the verbs in brackets.**

1 I wonder if anyone _____ (develop) a new business model yet.

2 If only you _____ (tell) me this yesterday, I would have read the report right away.

3 Let's imagine that we _____ (have) more time to complete this presentation.

4 Had we _____ (think) like disruptors, things might have turned out better for us.

5 I wish you _____ (organise) a focus group as we needed a lot more feedback.

6 Were they _____ (complain), would we offer a refund?

7 Given that the business idea just _____ (fail), you need to move on now.

8 Suppose we _____ (cancel) and booked a different venue. Would that have been preferable?

3 **Complete the email with the words in the box. Two words are not used.**

given	had	imagine	supposing	were	what	wish	wonder

Stefano,

I know everyone is disappointed that the project didn't achieve all our goals. But, look, [1]_____ we to plan a similar project next year, the results would be very different. [2]_____ that we had fewer team members than anticipated, we can actually be quite proud of what we did achieve! Like you, I [3]_____ we hadn't rushed the final phase, but we really didn't have much choice in the matter, did we? I mean, let's [4]_____ for a moment that we'd been given all the resources we needed … we would have accomplished so much more. Also, [5]_____ the budget been planned earlier, we might have received more funding, but let's not worry about that now. [6]_____ I arranged a meeting with Klaus to discuss everything, would you be happy to join us?

Thanks,

Monique

Listening

1 4.01 **Listen to a radio programme about award-winning industry disruptors. Then tick the correct boxes to complete the table.**

Which company deals directly with:	food?	plants?	sustainability?
[1]Halo Top			
[2]Gro Intelligence			
[3]Iceland			

2 **Listen again. Choose the correct option to answer the questions.**

1 Which of these does Tomas say disruptors need to be?

a exciting **b** courageous **c** dedicated

2 When did the *Financial Times* Boldness in Business Awards focus on disruption?

a 2008 **b** 2019 **c** not stated

3 What is Tomas's reaction when Helen mentions Halo Top?

a surprise **b** disagreement **c** frustration

4 What does Halo Top's ice cream contain a lot of?

a protein **b** sugar **c** fat

5 Which agricultural issue does Tomas not make reference to?

a climate change **b** resource depletion **c** overpopulation

6 What does data from Gro Intelligence help decision-makers to reduce?

a development **b** risk **c** habitat loss

7 In the coming years, what is the supermarket Iceland promising to use, eventually?

a no plastic **b** less plastic **c** repurposed plastic

8 In which products is Iceland aiming to reduce palm oil?

a chocolate and pizza **b** fruit and vegetables **c** Iceland-branded products

3 **Choose the correct options to complete the summaries.**

Halo Top has produced a [1]*tastier / healthier* ice cream by using a plant called stevia. On being recognised as a disruptor, Halo Top founder, Julian Woolverton, remarked on the ice cream industry's [2]*unenterprising / evolving* business practices.

Gro Intelligence started out by providing [3]*global / African* data. Hannah Teitelbaum is proud of their analytical tools which are of particular benefit in [4]*agricultural development / supply and demand*.

Supermarket chain, Iceland, received the award for its environmental [5]*commitments / accomplishments*. The problem with many supermarkets, according to the programme, is the [6]*absence / ambition* of their sustainability plans.

4 **Which two statements below are supported by the programme?**

1 Disruptors look for ways of doing things differently.

2 All of the best disruptors have a global focus.

3 The disruptors discussed are all benefitting others.

4 For their competitors, disruptors can be damaging.

Reading

Collaborative transport model aims to disrupt the disruptors

1 _____

One of the most fascinating things about living in Russia in the 1990s was watching how private markets spontaneously re-emerged following the collapse of communism. One such market was created by ordinary private drivers, known as *chastniki*, who would stop their cars and – after much theatrical haggling over destination and price – offer rides to any stranger who had flagged them down.

2 _____

It was potentially dangerous, but modern technology has helped to reduce the risks by building trust between strangers. Mobile phone-enabled ride-hailing apps, such as Uber in the USA, Didi in China and Yandex in Russia, offer an efficient, cheap and comparatively safe means of digitally matching drivers and passengers, thereby expanding both the availability and use of their services. But technology does not just enable existing businesses to be reinvented. It also encourages wholly new business models to be imagined. Will technology now ease the emergence of a far more integrated model of urban transport, known as mobility as a service (MaaS)?

3 _____

Liad Itzhak, head of mobility at Here Technologies, is certainly planning on it. His parent company, majority owned by the German carmakers BMW, Audi and Daimler, has created a 'mobility marketplace' that aims to tackle the problems of fragmented transport services, including the ride-hailing companies. 'We are here to disrupt the disruptors,' he says.

4 _____

Here Technologies' model differs from traditional ride-hailing companies in two critical respects. First, it acts as a platform for all collaborative transport services, public or private, ranging from bike rentals to taxi firms to bus companies. It will recommend the optimal route for travelling from A to B, even if that means walking, rather than highlighting the one that generates the most revenue for any company. Second, it is attempting to introduce a social networking element to transport services. Its SoMo, or social mobility, app will connect people who are going to the same destination at the same time. So, for example, parents taking their kids to football will be better able to coordinate travel.

5 _____

It seems probable that Here Technologies will face ferocious resistance from the entrenched ride-hailing companies, which enjoy massive network effects, huge data resources and ready access to cheap capital. What matters more is whether its vision of a more integrated mobility market becomes a reality, loosening the grip of the ride-hailing companies. Such an outcome might hold more general lessons for those worried about the dominance of the tech giants. Those companies may well prove as impregnable as their critics fear. Still, their business models may grow outdated as innovation advances.

1 **Complete the article with the headings A–F. One heading is not used.**

A How will they do it?
B Why phones matter
C What it cannot do
D How it came about
E Will it work?
F Who is behind it?

2 **Choose the correct option to complete the sentences.**

1 Mobility as an integrated service is a new *company / concept / mode of transport*.
2 Many transport companies offering different types of services was the *deterrent to / starting point for / creation of* Here Technologies.
3 Here Technologies' mobility marketplace is more focused on *profit / technology / the public*.
4 Here Technologies' approach is unlikely to be embraced by *firms such as Uber / members of the public / technology companies*.

3 **Choose the correct option (a, b or c) to answer the question.**

Does the writer anticipate the success of *Here Technology's* mobile marketplace?

a Yes. **b** No. **c** He/She doesn't say.

Writing Supply chain choices

1 **Complete the expressions for building an argument or linking with *as*, *in* or *on*.**

1	___ reality, ...	5	___ the whole, ...	9	___ the plus side, ...
2	___ balance, ...	6	___ general, ...	10	___ particular, ...
3	___ relation to ...	7	___ regards ...	11	___ a result, ...
4	___ the one hand, ...	8	___ conclusion, ...	12	___ summary, ...

2 **Complete these sections of a report with the words in the box.**

challenge	clearly	furthermore	however	recommend	requirements	significantly

Report: Change of fresh produce supplier

1 Background

Since opening three years ago, our restaurant has grown in popularity, exceeding all expectations. Our focus on vegetarian and vegan fare has been timely, as the public's appetite for 'clean' eating has increased [1]_____ . Our main supplier of fresh produce has been Thornton's. It is certainly true that we have established a positive working relationship with this company. [2]_____ , we are now faced with a new [3]_____ based on our customers' demands for more environmentally friendly practices, which Thornton's appears unable to meet.

2 Recommendation

So, in the light of evolving customer [4]_____ , I [5]_____ that we consider changing our main supplier of fresh produce.

3 Business case for looking at an alternative to Thornton's

[6]_____ , we value the excellent service that Thornton's has given us since we first began operating. In addition to being punctual, it has also supplied us with high-quality produce in every delivery. [7]_____ , whenever an item was unavailable, we have generally been offered an alternative. Nevertheless, there are some key issue to address.

3 **Use the notes to complete the next section of the report. Write about 225 words. Remember to use linking expressions and phrases for building an argument.**

Reasons:
Thornton's is unable to supply organic produce.
This supplier has to drive a long distance to the restaurant.

Risks:
Increased costs.
Relationship with new supplier may not be positive.

Benefits:
With a new supplier in the local area, the restaurant's 'green' credentials would improve.

4 Reasons for switching

5 Risks and benefits

6 Summary

4 **Which restatement of recommendation is more appropriate to complete the report (a or b)?**

a I therefore recommend that we assign a senior SCM team member to research local suppliers of fresh produce who can also fulfil our orders for organic items. It is important that we future-proof our business by demonstrating our commitment to greener practices. This research needs to be completed before early July.

b My recommendation is that we discuss the situation with Thornton's. If they are willing to begin sourcing organic fruit and vegetables at the earliest opportunity, it may be worth continuing our relationship with this reliable and trusted supplier. An arrangement needs to be reached in the very near future so that we can demonstrate our commitment to our valued customers.

5 Customer engagement

Vocabulary Influencing customer behaviour

1 Choose the correct pair of words (a, b or c) to complete the sentences.

1 When customers are ___ , they are more ___ to take their business elsewhere.

a reasonable / positioned **b** misled / inclined **c** persuasive / reasonable

2 Top marketing strategies include making products look ___ and claiming that they promote ___ .

a inviting / well-being **b** reasonable / tactics **c** persuasive / tactics

3 Parents complain that it's an unfair ___ when sweets are ___ at supermarket tills.

a paradox / misleading **b** well-being / inclined **c** tactic / positioned

4 Although the marketing campaign was ___ , few customers bought this product because the price did not seem ___ to most people.

a reasonable / persuasive **b** persuasive / reasonable **c** positioned / inviting

2 Read the remarks (1–6). Then choose the most appropriate reply (a–f) for each one.

1 They said my car needed a full service, but I discovered later that it wasn't due one for another eighteen months! ___

2 Gym membership was down last quarter; we're simply not attracting enough new customers. ___

3 The Sales Assistant told me I wouldn't be able to return this item under any circumstances. ___

4 My new phone contract is long, but at a glance it seems pretty standard. ___

5 I was offered a ten-night luxury holiday for €5,000 or seven nights for €3,000. And they just added a five-night offer for €2,500. ___

6 This article says that companies have never had more channels to reach their customers, yet customer engagement has never been weaker. ___

a You should tap into the student market.

b That sounds like the decoy effect to me.

c Wow, they really got one over on you!

d No, don't worry. That has no legal standing at all.

e Well, that's a paradox, isn't it?

f Be careful! I'm sure there's more to it than meets the eye.

3 Choose the option (a or b) that answers the question.

1 Who is **well versed in** the psychology of persuasion?

a Magda is very interested in the psychology of persuasion.

b Kate knows a great deal about the psychology of persuasion.

2 Who **buys into** the idea of brand loyalty?

a Luis is convinced that brand loyalty is more important than price tags.

b Karl doesn't believe that people will pay more for products just because of brand loyalty.

3 Who **has a trick up their sleeve**?

a A competing supermarket just announced an offer of free delivery for one month.

b The Marketing Manager has a secret plan to offer free delivery next month.

4 Which activity **cancels out** the chocolate cake?

a Celia had chocolate cake; later that day she went for a ninety-minute run.

b Celia had chocolate cake; later that day she read for an hour and had a nap.

Grammar Participle clauses

1 **Choose the sentence (a or b) that is closest in meaning to sentences 1–6.**

1 Broadening their customer base enabled them to increase sales by fifteen percent.
   a They established a fifteen percent broader customer base by increasing their sales.
   b Their sales increased due to the fact that they broadened their customer base.

2 They revised the press release, having seen that day how public opinion had shifted.
   a They revised the press release before they found out about a shift in public opinion.
   b Once they learnt that public opinion had shifted, they revised the press release.

3 Opportunities were missed, causing sales to suffer.
   a Sales went down when opportunities were missed.
   b Because sales suffered, opportunities were missed.

4 Having merged the two companies, we were able to develop a larger-scale business.
   a We merged two companies because we had developed a larger-scale business.
   b We could develop a larger-scale business because we had merged two companies.

5 Run properly, this marketing campaign is sure to pull in new business.
   a This marketing campaign will definitely attract new business if it is run properly.
   b Because it was run properly, the marketing campaign pulled in new business.

6 The slogan, devised last year for our local market, has now been adapted for the international market.
   a They have reworked an existing slogan for use in another market.
   b The slogan for the international market is being used for the local market.

2 **Choose the correct option in italics to complete the company memo.**

Postponed launch

I regret to inform you that the launch of our new app is to be delayed. [1]*Having discussed / Have discussed / To discuss* the situation with senior management, it seems prudent to postpone the launch at this time. Firstly, the prototype, [2]*trialling / trialled / to trial* last week, exposed a number of key issues. The app appears to have some unresolved bugs, [3]*makes / made / making* it vulnerable to bad press. Secondly, the marketing team, [4]*having reviewed / have reviewed / had to review* their intended campaign, now feel it could be improved in a variety of ways. [5]*Rush / Rushed / Rushes* unnecessarily, we stand to lose a great deal more than we would gain. So, [6]*have to consider / have considered / having considered* all avenues, I believe a postponement is our best course of action. A revised schedule will be circulated this afternoon.

3 **Complete the sentences with the *-ing* or the *-ed* form of the verb in capitals.**

1 Targeted market analysis, _____ in the previous quarter, has made small but noticeable differences. (IMPLEMENT)

2 Left _____, negative customer reviews will damage service-based businesses. (UNADDRESS)

3 _____ the sales figures, Zosia identified two new distribution channels to explore. (STUDY)

4 Having _____ a new loyalty programme, they maximised customer satisfaction. (INTRODUCE)

5 The economy weakened, _____ a drop in retail sales. (CAUSE)

6 _____ their main competitor's lower prices, they came up with some compelling new offers. (SEE)

Listening

1 5.01 **Listen to a podcast about customer engagement strategies for e-commerce in China. Which points does the podcast mention?**

1 ☐ competition
2 ☐ legal regulations
3 ☐ influencers
4 ☐ brands
5 ☐ endorsements
6 ☐ delivery
7 ☐ customer reviews
8 ☐ logistics

2 **Listen again and complete the notes with the words in the box. Two words are not used.**

Alibaba	brands	commerce	endorsements	Gerda Jager	groceries	Jack Swain
JD.com	stars	third-party	video			

Notes

- *expert guest* [1]_____ *has lived in Asia for years*
- *according to China's* [2]_____ *ministry, the online retail market was worth over a trillion dollars in 2018*
- *consumers in China really trust* [3]_____ *influencers*
- *hundreds of thousands of dollars are paid for* [4]_____
- *people want to see how these products are being used by* [5]_____
- [6]_____ *has made a delivery effort with their choice of couriers*
- *Cainiao is the delivery consortium of* [7]_____
- *Speedy delivery has increased online orders of* [8]_____

3 **Based on the podcast, choose the correct option in italics to complete the statements.**

1 Mike Phillips wants to focus on e-commerce in China because that market is *new and developing / large and growing*.
2 KOL stands for Key *Order / Opinion* Leaders.
3 *Brands / Customers* pay the KOLs.
4 Fees for KOLs can be high for endorsements that are incredibly *short / informative*.
5 Consumers in China really count on getting *bargains / recommendations*.
6 JD.com has found a way to make online deliveries *less expensive / more personalised*.
7 Demand in China has prompted e-commerce retailers to improve *logistics / products*.
8 Grocery orders can be tracked through the supply chain by *KOLs / consumers*.
9 Through e-commerce, *data / advertisements* enable profiling so that retailers can gauge what inventory to stock.
10 Partners such as JD.com and Tencent *sell / analyse* user demographics and buying history.

4 **Which statement is supported by the podcast?**

a Among wealthy Chinese consumers, brand loyalty has been growing significantly.
b Because China is a vast country, the logistics of delivering goods is complicated.
c Some of the e-commerce companies in China are collaborating with each other.

Reading

Unilever credit initiative aims to drive Africa revenues

Kenya scheme offers alternative lending to local traders to help increase sales

Francis Magambo could not be happier. Sales of Unilever products at his Magson supermarket – a 35-square-metre, dimly lit shop in the Tassia district of Nairobi – have risen 40 percent to Ks21,000 ($207) a week since January. He expects them to rise at least another 50 percent in the next three months. The reason for this is that Mr Magambo has joined a project called 'Jaza Duka' (or 'Fill the Kiosks' in Swahili) launched by the consumer goods company, Unilever, to help the tens of thousands of small and medium-sized businesses in Kenya sell its products, from margarine to washing detergent.

With most traders not having bank accounts, let alone a formal credit history, Unilever is using big data to unlock their hitherto extremely restricted access to credit, and thus expand its own sales. Unilever uses its traders' purchasing history to determine whether they qualify for loans and the maximum credit available. Traders are given seventeen days to repay the loans interest free. It has partnered with Kenya Commercial Bank (KCB), East Africa's biggest lender by assets, and Mastercard, the payments company, to provide the finance and technology respectively. Under Jaza Duka, the money is loaned to Unilever's distributors, which supply the traders, who then repay KCB directly, usually via a mobile money platform.

'The future of lending decisions is going to be based on data, so we have to move away from the old model of know your customer,' said Joshua Oigara, KCB's Chief Executive. 'Sometimes we don't know them but the data show that they can be trusted. It's the ability to analyse the data that we are collecting and linking to the customer's behaviour which is the reason for our success.' Mr Magambo said Jaza Duka had 'transformed' his business. 'Cash flow and access to credit are my crises,' he added. 'Jaza Duka has given me both because I don't have to pay upfront to increase my stock.' He said profits could rise as much as 10 percent as the additional Unilever stock triggers additional sales of other products.

Mohona Dey, Unilever's manager for the project, admitted some traders are reluctant to participate. Amasi Muriuki, who owns a kiosk in Tissa, is one such retailer. 'I don't want to take on extra stock yet. And I don't want loans either,' she said. Mr Bruno Witvoet, president of Unilever Africa, recognised it would take time for the initiative to significantly affect Unilever's Kenyan business where informal traders account for just over 50 percent of retail sales.

1 **Read the article. Put the steps for Jaza Duka (a–d) in the correct order (1–4).**

a ___ Distributors for Unilever provide the trader with goods on credit.

b ___ After 17 days, traders repay the value of the goods to Kenya Commercial Bank.

c ___ Traders' records are vetted to find out if they are suitable for the scheme.

d ___ Unilever analyses the data to see how much of a loan the trader can be given.

2 **Match the figures from the article (1–5) with the items they represent (a–e).**

1 10 percent	**a** Mr Magambo's anticipated increase in Unilever sales
2 40 percent	**b** the Kenyan traders that Unilever wants to sell its products
3 50 percent	**c** Mr Magambo's increased sales of Unilever products
4 more than half	**d** the profit increase Mr Magambo predicts he'll receive from the scheme
5 tens of thousands	**e** of all retail sales in Kenya are through kiosk traders

3 **Why weren't traders like Mr Magambo selling a lot of Unilever products before the Jaza Duka scheme? Choose all that apply.**

a Because their customers were unfamiliar with Unilever

b Because informal traders have limited access to credit

c Because the traders always resist carrying extra stock

d Because they couldn't afford to buy stock from Unilever

Writing Advertising copy

1 **Read the advertising copy items (1–8). Identify the function of each item with the correct labels in the box.**

benefit	contrast	customer viewpoint	feature	feelings/emotions	opening hook	repetition	rhetorical question

1 _____ At the side of the gadget, there are three settings for different speeds.

2 _____ Why not treat yourself to higher-quality running shoes?

3 _____ This jacket is stylish but incredibly inexpensive.

4 _____ For added convenience, it can be switched on remotely.

5 _____ Introducing the smartphone that everybody's been waiting for!

6 _____ Just think about all the time this could save your family.

7 _____ Use this product if you want to have soft skin and loads more confidence!

8 _____ Hurry and order now. Hurry while stocks last! Hurry, hurry, hurry!

2 **Complete the gaps (1–6) with the missing advertising copy (a–f).**

At last, a city transport solution that is [1]_____. Grab Foldo, our latest folding bicycle … and it will take you wherever you want to go!

We know how [2]_____ it can be when the bus or train drops you a mile or more from your destination. It's usually too far to walk, but too awkward to wait for another bus or train. [3]_____.

It features a lightweight frame and is very easy to unfold. [4]_____. Foldo is also adjustable, so you can share it with family members who are taller or shorter than you are.

Why go to the expense of a taxi for the last leg of your journey? You'll feel [5]_____ when you glide past all those miserable faces in the bus queue. Foldo: better for the environment, [6]_____!

Order your Foldo online now.

a Well, Foldo is the solution

b amazing

c simple, convenient and quick

d better for you

e frustrating

f You'll love its simplicity

3 **Use the structure below and your own ideas to write advertising copy for a brand new travel pillow called BestPillo. Write about 150 words.**

- Start with an opening hook to get attention.
- Provide product information: features (fabric and size) and benefits (comfort and convenience).
- Add persuasive techniques like rhetorical questions, feelings and emotions, customer viewpoint.
- Finish with a call to action.

4 **Why are rhetorical questions used in advertising copy?**

a They are difficult to answer, so they force customers to think very carefully.

b They engage customers and steer them into drawing the desired conclusion.

c Rhetorical questions are persuasive because they don't expect an answer.

6 The business of tourism

Vocabulary Tourism and hospitality

1 Choose the correct option in italics to complete the text.

Newgrange

There is a very special area in County Meath, Ireland. In the Irish language, it is called *Brú na Bóinne*, and it features an ancient tomb called Newgrange. This extraordinary monument is a place of great [1]*natural / national / known* importance in Ireland. In 1993, it was named a [2]*World / Western / Wild* Heritage Site by UNESCO. Older than the pyramids of Egypt, Newgrange was built to a complex design more than 5,000 years ago, making it a hot [3]*topic / place / spot* for anyone with an interest in history or archaeology. Today, Newgrange can only be accessed with a tour [4]*package / resort / guide*, and tours can be booked at the Visitor Centre. In addition to Newgrange, *Brú na Bóinne* and the surrounding area has much to offer, so an overnight stay is highly recommended. Please see the website for tourist-approved bed and [5]*bathroom / breakfast / hot shower* accommodation or guest [6]*homes / hotels / houses* in the region.

2 Decide if the statements are *true* (T) or *false* (F).

1 **Eco-resorts** are designed to have a very low impact on the local environment. ___
2 A group of small islands very close to a country is known as the **mainland**. ___
3 **Mass tourism** is the term used when the number of visitors going to a holiday destination is controlled. ___
4 **Infrastructure** refers to the systems and services that an organisation or a country puts in place in order to run effectively. ___
5 To **overdevelop** an area is to build too many roads, businesses and houses there. ___
6 **Photobombing** is when many people come together to be in a group photo. ___
7 A **tourist trap** is a hidden-away area of a city which can be dangerous for tourists. ___

3 Match 1–8 with a–h to complete the sentences.

1 The price of package
2 Strategic planning in destination
3 If you travel during a record
4 Boutique hotels are nice, but hotel
5 I took underwater photos of the marine
6 You can see wildlife in the national
7 This island's white-sand
8 It is very special to go whale

a chains are cheaper and more consistent.
b parks of South Africa, like lions and giraffes.
c life and the beautiful coral reefs.
d development caters to tourists' needs.
e beaches attract many tourists ever year.
f tours includes flights and accommodation.
g watching as the species is endangered.
h season, it will be crowded and expensive.

Grammar Review of past tenses and discourse markers

1 **Match the tenses (a–f) with the sentences (1–6).**

a Past Simple
b Past Continuous
c Past Perfect Simple
d Past Perfect Continuous
e Present Perfect Simple
f Present Perfect Continuous

1 ___ They've failed to identify the best-selling points of the product.
2 ___ Everyone was trying to emphasise the positive aspects of the tour.
3 ___ That airline had regularly come bottom of customer satisfaction surveys.
4 ___ The tourist board has been trying to attract more visitors to the region.
5 ___ They coined the term 'sustainable tourism' back in the 1960s.
6 ___ She had been considering a trip to Okinawa for some time.

2 **Choose TWO correct options to complete the sentences.**

1 ___, the demand for long-haul flights has been declining.
a In recent years **b** Last month **c** Since then

2 She rejected the travel refund we had offered ___.
a her **b** them **c** they

3 ___, we went to Mongolia.
a For five years **b** In 2016 **c** Yesterday

4 Machu Picchu in Peru is a very popular tourist attraction ___ draws crowds every year.
a that **b** what **c** which

5 Security in airports has been tightened, and ___ has caused some delays.
a this **b** which **c** that

6 ___, travel regulations had been changed.
a This morning **b** Before that **c** The previous year

7 We're all working incredibly long hours and a holiday is ___ we need.
a what **b** that **c** the very thing

8 ___ revenues were up last year; unfortunately, they're down this year.
a While **b** During **c** For a time

3 **Decide if the underlined part of each sentence is correct. If not, correct it.**

1 The previous year, I <u>have been living</u> in Japan. _____
2 Travel blogs about Mongolia <u>has increased</u> interest in the region. _____
3 At that time, visitors' visas <u>were not required</u>. _____
4 When the phone rang, Marius <u>is booking</u> a holiday online. _____
5 Over the first few days, he <u>was feeling</u> really homesick. _____
6 She really <u>wants</u> to visit Argentina, but she hadn't saved enough money. _____

Listening

1 6.01 **Listen to a podcast about an issue affecting the tourism industry in Mexico. Choose the question (a–d) which the podcast does NOT answer.**

a What is sargassum and how is it formed?

b What specific issues has sargassum been causing?

c Who has been affected by the sargassum issues?

d When and how will the sargassum problem be solved?

2 6.02 **Listen to the first half of the podcast again and choose the correct options.**

1 How much does tourism contribute to Mexico's GDP?

a nine billion dollars **b** nine percent

2 As well as the weather and the ocean, what do tourists enjoy about Mexico?

a historical aspects **b** the rich food

3 Is the appearance of sargassum a recent event?

a Yes, it is. **b** No, it isn't.

4 Which of these accurately describes why sargassum levels have increased?

a Amazon deforestation + fertilisers → nitrogen in the oceans → warmer temperatures

b land clearing in the Amazon → fertilisers in the oceans → nitrogen on the beaches

5 In addition to the volume of sargassum, what other problem does it bring?

a it spreads into the local streets **b** a very unpleasant odour

6 What is described as being 550km long?

a a mass of sargassum **b** Mexico's Caribbean coastline

7 Where does sargassum first become toxic?

a at sea **b** on land

8 In the ocean, what are the toxins from sargassum harming?

a turtles and fish **b** the coral reefs

3 6.03 **Listen to the second half of the podcast. Decide if the statements are *true* (T) or *false* (F).**

1 The president has provided sea barriers and ships that catch the sargassum. ___

2 Hotel owners have already spent $2.7 million to deal with the issue of sargassum. ___

3 The hoteliers don't believe the president is doing enough. ___

4 The Dominican Republic has resolved the problems it had with sargassum. ___

5 At Akumal Bay, the beaches are clean thanks to the efforts of the hotels. ___

6 Hotels will find it easy to pay for the sargassum clean-up. ___

7 People aren't booking as many beach weddings as they used to. ___

8 Francesca Pesaresi said that overall occupancy had dropped by eighty percent. ___

9 She feels that tourists should pay three percent tax to combat the sargassum. ___

10 Due to sargassum, 2019 cancellations cost the Riviera Maya around $12 million. ___

4 **Choose the statements that most accurately reflect the speaker's attitude to the sargassum problem in Mexico.**

1 ☐ She acknowledges that sargassum is a normal problem.

2 ☐ She finds the progress of the sargassum quite worrying.

3 ☐ She feels the economic impact is more serious than the environmental one.

4 ☐ She respects the efforts that have been made by the president of Mexico.

5 ☐ She is sympathetic to the hotel owners and the problems they are facing.

6 ☐ She feels that we all have a responsibility to solve the sargassum problem.

Reading

A photojournalist's 'paradise'

Few places in Europe today can be described as genuinely untouched by the outside world. The province of Svaneti, in north-west Georgia, comes closer than most. Perched in the High Caucasus, whose mountains soar higher than the Alps and the Pyrenees, it is a land of cattle herders, of haunting pentatonic song, of villages dotted with medieval stone defensive towers, called *korchi*, that seem to have been lifted from a fantasy TV drama. Here, from the glaciers of Georgia's highest peak – Mount Shkhara at 5,193m (17,000ft) – rises the Enguri river, which flows 213km (132 miles) to the Black Sea.

Julien Pebrel, a French photographer who followed the Enguri's course last summer, says that waking up in Ushguli, one of Europe's highest continually inhabited settlements and a Unesco World Heritage Site, to see Shkhara looming nearby was a moment when nature took his breath away. The recent opening of a small regional airport to commercial flights – snow permitting – and the upgrading of a once hair-raising road from the city of Zugdidi are starting to bring tourists to Svaneti. The revenues could enable more Svans to stay, rather than drifting away to the south to find work.

However, Pebrel fears the ancient Svan culture is starting to look fragile. 'I think for the first time in my life, I have seen the beginning of tourism destroying a place,' he says. The Enguri expedition was the second in Georgia for Pebrel and his collaborator, journalist Clément Girardot, following on from a 2017 road trip from the Black Sea resort of Batumi to the capital Tbilisi. They plan four or five such trips, for an eventual book.

Georgia is a rich subject, its abundant natural beauty is juxtaposed with relics of the pre-1991 era when the country was part of the Soviet Union – and of its economic difficulties in the early post-Soviet years. Pebrel calls it a 'paradise' for photo-journalists: 'People tell you their stories, and they don't really have any problem when you say you are going to take their photo.'

Pebrel aims to illuminate Georgia's cultural and political complexities. The 3.7 million-strong country at the Europe–Asia crossroads is making its way as an independent nation after nearly eight centuries subsumed into the Persian, Ottoman and Russian empires. Despite his misgivings about the impact of tourism in Svaneti, Pebrel says Georgia offers much to travellers: 'It's the most welcoming country that I have visited.'

1 **Read the article. Match the items 1–5 with the names in the box. There are three extra names.**

Clément Girardot	Enguri	Georgia	Julien Pebrel	Shkhara	Svaneti	Tbilisi	Ushguli

1 region _____ **4** river _____

2 country _____ **5** photographer _____

3 mountain peak _____

2 **Read the article again. Choose one incorrect option in each sentence.**

1 The article opens by describing the area's *countryside / wildlife / scenic beauty*.

2 Pebrel and Girardot *visited once before / visited many times before / will visit again*.

3 The article provides an overview of Georgia's *history / scenery / main cities*.

4 By the end of the article we know more about *Georgia's government / Julien Pebrel's intentions / how Georgia is developing*.

3 **Choose the correct option (a, b or c) to answer the question.**

What can we infer from Pebrel's comments about Svaneti?

a that he's surprised by how open the local people are

b that he's very worried about the economy of the region

c that he supports the migration of Svan people elsewhere

Writing Email to a business partner

1 **Label these items from emails: *an initial email* (I), *an email reply* (R) or *can appear in both* (B).**

1 ___ answers to questions
2 ___ asking questions
3 ___ dealing with negative points
4 ___ friendly opening
5 ___ help and alternatives
6 ___ positive ending
7 ___ positive start
8 ___ raising negative points
9 ___ reason for writing
10 ___ stating requirements

2 **Choose the appropriate options to complete the initial email.**

To: lucy_maggiore@eventplanners.hq.com
From: hector.radcliff@delvocars.com
Subject: Delvo vehicle launch

Hi Lucy,

It was great to meet you last week to discuss preliminary plans for the internal launch of Gemini, our new hybrid car, next September. [1]*Thanks / I would like to thank you* for your helpful suggestions so far, and I wanted to follow up with the latest developments.

We have now received final numbers from our international offices. Twenty managers have confirmed their attendance. I've attached a list with full details for you, and I [2]*would like / want* you to take care of all their arrangements, including flights, airport transfers, etc. [3]*And now for my questions: / I also have a couple of questions for you:*

1. Based on the details you and I have already discussed, [4]*tell me if / can you confirm that* our estimated budget will be adequate?

2. The most recent proposal you submitted was very [5]*impressive / adequate*, but our Managing Director feels that venue is too far out of town. [6]*Would it be possible to find / How about finding* a city-centre hotel with similar facilities? Also, we had some feedback from our satellite offices after the last company-wide event. [7]*There was much frustration / Apparently, there was some dissatisfaction* when our visiting colleagues discovered they had been booked into different hotels. Can you confirm that everyone will be based at the same location?

[8]*I would appreciate / I really need* an early reply. Please email or call me directly if you have any questions.

I look forward to working with you on this.

Best wishes,

Hector Radcliff
Delvo Cars

3 **Lucy Maggiore is the Events Planner looking after the Gemini launch. Write Lucy's email reply to Hector. Make sure Hector's points and queries are addressed.**

4 **Choose the correct option (a, b or c) to complete the statement.**

Building the business relationship through email is

a more important for the customer who cannot work efficiently without reliable suppliers.

b more important for the supplier whose reputation depends on having satisfied customers.

c as important for the customer as for the supplier because both need each other equally.

7 Managing conflict

Vocabulary Conflict in the workplace

1 Complete the words in the text.

I used to enjoy my job, but when I got a new [1]**l** ___ ___ **m** ___ ___ ___ ___ ___ ___, everything changed. He was [2]**m** ___ ___ ___ ___ ___ ___ ___ ___ ___ ___ ___ ___ me to the point where I totally lost my [3]**m** ___ ___ ___ ___ ___. I was going to quit but I decided to [4]**r** ___ ___ ___ ___ the **i** ___ ___ ___ ___ with him. He listened to me, and then he said, 'Well, Alex, I just don't feel you're on [5]**t** ___ ___ of **y** ___ ___ ___ **g** ___ ___ ___.' I was quite discouraged, but we continued the conversation, and things are much better now.

2 Put the words in the correct order to make sentences.

1 of / personal opinions / At work / line / the / toe / my / regardless / I must

_____

2 between / is / fine / frustration / There / anger and / line / a

_____

3 shout / but you / is OK, / line / Complaining / the / cross / when you

_____

4 out / is normal, / is / but / Conflict / line / extreme behaviour / of

_____

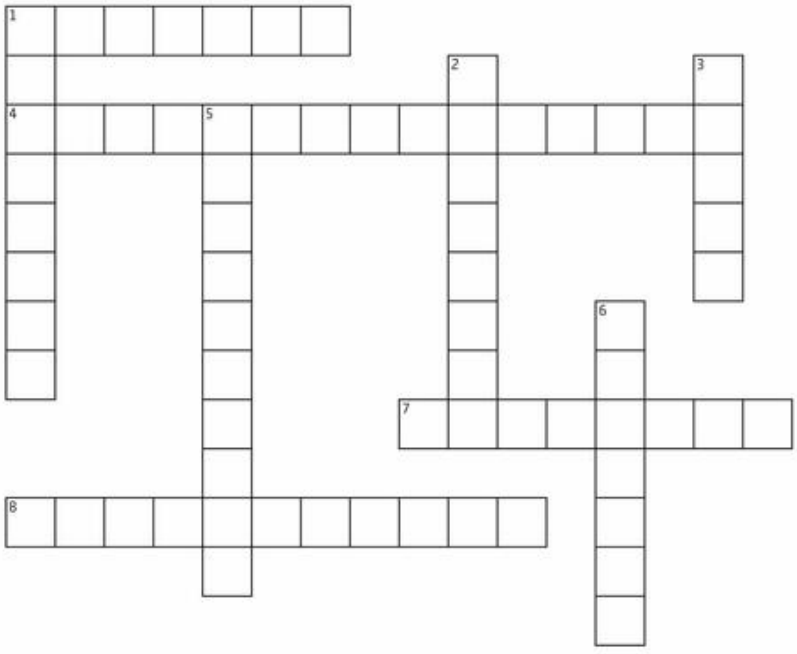
3 Use the clues to complete the crossword.

Across

1 the ability to understand other people's feelings and problems
4 likely to cause arguments or make people angry
7 a person or organisation that uses discussion to try to end a disagreement
8 an action or event that makes someone angry or upset, or is intended to do this

Down

1 to increase or become worse, or to make something do this
2 a conflict or contest
3 the responsibility for a mistake or for something bad
5 the act of solving or ending an argument, difficult situation or problem
6 arguments between two people or groups because of different beliefs or opinions



Grammar Hedging and tentative language

1 **Read the dialogue. Which lines hedge or use tentative language?**

1 ☐ **A:** Vicky, I was wondering if I could speak to you about something a little delicate.

2 ☐ **B:** Of course, Kim; no problem. Go ahead.

3 ☐ **A:** Well, I'm afraid it appears that a complaint has been made against you.

4 ☐ **B:** Gosh, really? That's pretty worrying ... could it, perhaps, be a mistake?

5 ☐ **A:** No; no mistake, Vicky. Do you know what it's in regards to?

6 ☐ **B:** I tend to speak my mind, so it may be possible that I've upset someone on my team.

7 ☐ **A:** Yes, that seems to be it. Do you think you could be slightly less direct in meetings?

8 ☐ **B:** I'll definitely try. I never intend to offend anyone, you know.

2 **Choose the option in italics that hedges or makes the sentence tentative.**

1 This *has been / is / may be* due to his somewhat confrontational behaviour.

2 It's *not likely / fairly unlikely / doubtful* that the issue will be resolved today.

3 I *want you to / think it would be better to / know you will* avoid criticising them.

4 *And, possibly, / He told us / It's clear that* he was feeling provoked at the time.

5 The team experienced *significant / a few minor / a range of* issues.

6 What seems reasonable to you *might seem quite / is going to sound / will seem completely* unreasonable to your colleague.

7 You might consider accepting small mistakes *daily / as a rule / to a certain extent*.

8 *It's conceivable / We heard / Everyone knows* that they just misunderstood each other.

3 **Read the email. Then improve it by using the expressions in the box to make the underlined language more tentative. Three expressions are not used.**

a bit are probably aware it appears there are I would hope you might let's all try to may have need possibly quite likely slightly suggesting

Hi Luis,

I've just heard [1]_____ some less than favourable reports about your handling of the Whitley project. Team members are claiming [2]_____ that you blatantly [3]_____ overruled their ideas without discussion. As you know [4]_____, when others feel undermined, it can impact their productivity as well as their job satisfaction. You absolutely must [5]_____ listen to others, and include them more, Luis. We have to [6]_____ ensure that our colleagues feel valued. It's well known [7]_____ that that not doing so may lead to negative outcomes. Poor collaboration and cooperation are most likely [8]_____ why this project was not a success. Let's meet in the morning to discuss further.

Alvaro

Reading

Victims of workplace bullying are still let down by poor management

Companies must do a better job of standing up to bullies or they will continue to lose talent.

A John used to love his job. Today he is contemplating quitting. This is because the UK university lecturer's line manager undermines him in front of colleagues and students – behaviour he describes as bullying. 'It has the effect of suffocating real creativity and exploration. [The bully] engages you in petty disputes. When you are doing that, you're not doing anything interesting or useful.' Once certain that the 'stupid and trivial' behaviour would not get him down, John, who would prefer not to use his real name, says that he has taken time off work for a stress-related illness. His motivation to do any research has almost disappeared. 'I used to be very enthusiastic; now I'm totally burnt out.' Bullying is rife in universities, he says.

B Recently, Lloyd's of London introduced a bullying and harassment hotline to help reform its culture. The International Bar Association is planning to release new research on the nature and prevalence of bullying in the legal sector. Its Legal Policy and Research Unit's Women in Commercial Legal Practice report (2017) found that about 50 percent of female respondents and 30 percent of male respondents have experienced bullying at work.

C Kiran Daurka, employment partner at law firm Leigh Day, says 'bullying does not get the attention it deserves … Given how widespread it is, there does need to be greater protection for victims of bullying in an employment context.' David D'Souza, membership director of the Chartered Institute of Personnel and Development (CIPD), argues 'there is a broader conversation that needs to take place about good work and the standards that people need to adhere to.'

D It can be impossible to distinguish a bully from a harasser — in some cases they may be the same person. Dame Laura Cox, a former high court judge who led an independent inquiry into harassment and bullying in the House of Commons (the British parliament), reported: 'It is not always possible or sensible to try and compartmentalise misconduct of this kind. Some of those contributing to this inquiry described behaviour that would fall within more than one category.'

E Sabir Giga, senior lecturer in organisational health and wellbeing at Lancaster University, who has studied bullying, says that there are many overlaps between harassment and bullying but that harassment tends to be more direct, whereas bullying is more subtle and psychological. 'Fundamentally, bullying is not only about negative actions but also … obstructive behaviours.' In countries where there is no specific legislation covering bullying in the workplace this gap should be filled, he says. 'There is a growing body of evidence on the detrimental effects of bullying on individuals, workplaces and society.'

F There is also a cost. Bullying and harassment at the NHS (National Health Service, UK) was found to waste at least £2.3bn a year, through employee absence, diminished productivity as well as compensation and legal costs.

G The impact of bullying on individuals can be profound. Helen (not her real name), who was bullied as a trainee lawyer, says that the attitude among her peers was 'if it's happening to someone else, it's not happening to me.' One department was known as the 'departure lounge' as there was such a high turnover of staff.

H Jane (not her real name) was isolated by her former line manager. 'He would tell me that a member of staff hated me, he had meetings without me, and he told me everything I'd written was terrible.' It prompted her to seek medical help for anxiety, she was prescribed sleeping pills. She sought help from HR but says they sided with her boss. The union did not help either. So she approached an employment lawyer. Realising she would not have the resilience for a legal battle, ultimately Jane quit her job. The financial cost has been significant. As well as losing her income, her pension payments froze. In the end, Jane found a lower-paid, insecure job and has not yet returned to her former salary levels.

I Outside traditional employment it can be even harder to find help. Literary agent Lizzy Kremer looked into the book industry in her role as president of the Association of Authors' Agents. She found that power dynamics might not follow strict organisational hierarchies: a young commissioning editor might not feel particularly powerful within a company but can have a lot of power over an author. Authors at the start of their career have no power until they become best-sellers. 'It is a question that we haven't successfully answered when we are outside the normal corporate structures. We wanted to start the conversation and haven't got a clear answer yet.'

J Bullying behaviour can be a sign of broader organisational dysfunction. Nat Whalley, the chief executive of Organise, a digital-workplace activism-platform, says that the bullying reported by members is 'often a symptom of a wider cultural problem in organisations; poor management allows bullying and harassment to thrive.' Stamping out bullying may require root and branch change. As Mr D'Souza of CIPD notes: 'All too often people give the next generation the experience they had in their earlier working lives rather than what they would have wanted. Nothing ever changes without self-reflection, education and action.'

1 Before reading the article, complete the text with the words in the box.

colleague	conflict	insulting	senior

One type of [1]_____ in the workplace comes about when an employee is treated badly by a(n) [2]_____, specifically through bullying or harassment. These behaviours can take many forms, but generally involve saying or doing things that are [3]_____, embarrassing or intimidating to a co-worker. Bullying and harassment are often, but not always, carried out by members of staff who are more [4]_____, professionally, than their victim.

2 Read the article quickly. Which paragraph mentions:

1 that findings about bullying within a profession will be published? ___
2 that more safeguarding of people who are bullied in the workplace is needed? ___
3 the difference between bullying and harassment? ___
4 colleagues' perspectives on another member of staff being bullied? ___
5 the monetary impact on an employee who has been bullied? ___
6 the bullying of someone who is outside the company? ___

3 Based on the article, match the beginnings (1–10) with the endings (a–j).

1	John	a	has a number that employees can call to report bullying.
2	Lloyd's of London	b	calls out the damage to people, companies and the public.
3	David D'Souza	c	is satisfied with the regulations on workplace bullying.
4	Dame Laura Cox	d	says rules on bullying should be set for employees.
5	Sabir Giga	e	states the publishing industry has not addressed bullying.
6	The NHS	f	notes the financial toll of these conflicts on the organisation.
7	Jane	g	says that these conflicts often reflect how companies are run.
8	Nobody in the article	h	when bullied, received no support, and left the company.
9	Lizzy Kremer	i	lost the drive to enjoy his work because of bullying.
10	Nat Whalley	j	notes that separating harassment from bullying can be tricky.

4 Which statement (a, b or c) is the most accurate summary of the article?

a Although more needs to be done to address bullying and harassment in the workplace, it has to be noted that important improvements have been made in recent years.

b The main motivation for companies to deal with ongoing cases of bullying and harassment in the workplace should be loss of revenue.

c Bullying and harassment are happening across all sectors in the workplace, and not enough is being done at the management level to deal with these conflicts.

Writing Report on workplace conflict

1 Read the bulleted notes about a workplace conflict. Then complete the sentences with the words in the box. Two words are not used.

- Conflict in marketing between the Marketing Director, Inez, and the Marketing Manager, Sean. When the previous Marketing Director, Doreen, retired, Sean applied for her job, but Inez was appointed in July.
- Sean is a great team player with a positive attitude. Doreen always saw a lot of potential in Sean and she supported him with professional guidance.
- Inez has been at the company longer than Sean. She works extremely hard. However, she lacks confidence. She constantly checks what Sean is doing and criticises him unfairly. Whenever he points this out, she gets offended and angry.
- Sean is very unhappy at work and wants to discuss the situation privately.

confidential	defensive	internal	micromanages	mentor	offered	refused	soft targets

1 Both Inez and Sean were _____ candidates for the Marketing Director post.

2 Sean has excellent _____ skills.

3 Doreen was Sean's _____ and she always _____ advice to Sean.

4 Inez _____ Sean's work and when he confronts her, she becomes _____ .

5 Sean has asked for a(n) _____ meeting with HR.

2 Improve these sections of the report. Replace the crossed out items (1–9) with more appropriate words or phrases (a–i).

Report on current conflict in the marketing department

Introduction

This report ~~is for~~ [1]_____ the SMT further to our meeting on October 6th. The SMT ~~know about~~ [2]_____ issues in the marketing department relating to conflict between the Marketing Director, Inez Weber, and the Marketing Manager, Sean Smith. It has led to a ~~bad atmosphere~~, [3]_____ which we're keen to resolve. We've recently seen ~~signs~~ [4]_____ of this in Sean's employee satisfaction survey, which is down after several years of ~~slowly going up~~ [5]_____ .

…

Recommendations

Obviously, we have to have a formal meeting with Sean, with both the HR Director and myself ~~present~~ [6]_____ . We need to be ~~direct~~ [7]_____ about the situation. We must focus on seeing how we can help ~~and not~~ [8]_____ focus on the personal conflicts. I also recommend that we hire an expert to ~~train~~ [9]_____ Inez and help to develop her confidence.

a are aware of
b coach
c concrete evidence
d drop in morale
e frank and honest
f gradual increase
g in attendance
h rather than
i is requested by

3 Using the information from the previous exercises, and your own ideas, write the missing sections of the report: Background; Action taken so far; Conclusion. Write 225–250 words.

4 When there is conflict between two members of staff, whose side does HR typically take?

a The less senior member of staff because they generally need more support.

b This varies depending on who is more at fault. It's a case-by-case situation.

c The role of HR is not to take sides, but to help resolve employee conflicts.

d The more senior member of staff because they are more difficult to replace.

Vocabulary The growth mindset

1 Choose the option (a or b) that answers the question.

1 Who is doing something **entrepreneurial**?

a Danny's unique idea for a new business involves risks, but he's determined to make it work.

b Marzena is joining her family's successful business where she will learn from her uncles.

2 Who has a **passion** for travel?

a Pedro visits overseas offices at least once a month as part of his job description.

b Nada travels as often as possible. She contributes to guidebooks and has a travel blog.

3 Greta and Andras interviewed for a job they wanted but didn't get. Who has **persistence**?

a Greta requested feedback and asked about other opportunities at the company.

b Andras sent a polite note of thanks and wished the manager well for the future.

4 Who had a **setback**?

a At the last minute, a big investor withdrew funding for Chen's start-up.

b Lidia raised more than enough money to launch her catering business.

5 Which service **skyrocketed**?

a Priya's house-cleaning business suffered when customers complained about her work.

b John and Theo's airport shuttle service was so popular that they had to add more cars.

6 Who has a **vision** for their company?

a Alicia likes to watch how her customers react when they see the designs she has created.

b Ryuchi is very clear on how he wants the business to develop, and he has planned for this.

2 Choose the correct option in italics.

1 Pay attention to your customers' needs and make sure you stay **in tune** *on / for / with* market trends.

2 Bruno was at a disadvantage in business because he had a negative mindset. When anything went wrong, he would *admit / allow / attempt* **defeat** immediately.

3 Try not to get distracted. Success is more likely if you can *maintain / measure / make* **focus**.

4 There were no facilities here when they first arrived. They built this entire business up *to / from / at* **scratch**.

5 By the time she sold the company it was **valued** *on / at / to* €10 million.

6 Never get complacent in business! Keep learning and always try to **pick** *off / on / up* new ideas.

7 I can *self / second / smart* **guess** how the market might fluctuate overnight, but I can't be certain until tomorrow comes.

8 In business, you must have courage. Make your decisions with confidence, and try not to *defer / draft / doubt* **yourself**.

Grammar Verb patterns

1 **Match 1–6 with a–f to make sentences.**

1 You won't get very far	**a** went wrong.
2 It's great that they want	**b** long the process will take.
3 Try to explain what	**c** without planning.
4 The launch is going to	**d** the meeting is cancelled.
5 We need to determine how	**e** to support you.
6 They're about to announce that	**f** be incredibly exciting.

2 **Complete the sentences with the words/phrases in the box. Two words/phrases are not used.**

bullying	how	started	starting	to	to bully	that	what

1 They agreed _____ my suspension was unfair.
2 The meeting _____ bright and early.
3 Once you know _____ you need to do, just do it!
4 Why not try _____ change your perspective?
5 We realise that _____ is a very serious problem.
6 Everyone understands _____ difficult this can be.

3 **Choose the option (a or b) that answers the question.**

1 Which question uses a verb + *wh-* clause?
- **a** Do you see what I mean?
- **b** And what was your reply?

2 Which sentence uses a gerund?
- **a** She speaks well, but her writing needs improvement.
- **b** She's working with Theo on a new report right now.

3 Which question uses a verb + *that* clause?
- **a** Have you been at that company for long?
- **b** Have you heard that I'm planning to quit?

4 Which sentence uses a verb + *to* + infinitive?
- **a** We'll need to get directions from you.
- **b** It's not far from the hotel to the venue.

5 Which question uses a verb + *how* clause?
- **a** Hey, how did Roberto's presentation go last Wednesday?
- **b** Don't you want everyone to see how determined you are?

6 Which sentence uses a verb + complement, but no object?
- **a** Everything has been organised with precision.
- **b** We organised everything for them yesterday.

Can we learn to be flexible?

Experts believe workers' ability to adapt is crucial to their survival in the tech age.

As technology **recasts** entire industries and jobs are transformed – or eliminated – by **automation** and artificial intelligence, it is almost impossible to predict the skills we will need in the future. One talent that experts believe is worth honing, however, is the ability to adapt.

Fixed or fluid?

Aneeta Rattan, assistant professor of organisational behaviour at London Business School, studies 'growth mindsets' – an area of research forged by Carol Dweck, the social psychologist and author of *Mindset: The New Psychology of Success*. [1]_____ Those who believe their intelligence is innate and fixed tend to act defensively, validating their status, swerving challenges in case they reveal flaws. Satya Nadella, chief executive of Microsoft, credits Prof Dweck with transforming his approach to working life.

'People's beliefs about their ability to change and about other people's ability to change shapes outcomes,' says Prof Rattan. 'If you believe you can't change, you are less likely to put in effort to change,' she says. 'When experiencing challenges, people with a fixed mindset think: "This is uncomfortable, I'm walking away." They end up learning less, which sets people up for **self-fulfilling prophecies**.' By explaining the mindset concept, and rewarding the process of learning rather than simply the outcome, employees can change.

'When we struggle to succeed, we need to evaluate why, figure out strategies to change our behaviour. If someone is leading a team, and the project has not gone well, the idea of a growth mindset is not about ignoring failure, but saying: "Our team failed, where did we go wrong and where could we have done better?" The approach must be to interrogate that failure.' Most workers are motivated to succeed, she adds – so employers need not worry that staff will relax and repeat their failures.

Beware bad management

But flexibility can be a trap – and an excuse for bad management. [2]_____ René Durazzo, an executive coach, says this often arises 'when executives or supervisors want to make changes and expect employees to go along.' Staff can be branded inflexible if they resist managerial changes, says Mr Durazzo. 'But the real problem is how executives are presenting and managing the change. What might look like a staff flexibility problem is really a change management problem.' An effective manager has the skills to bring out an employee's willingness to be open, he adds.

The challenge is to become 'capable of becoming genuinely open and curious about how a different way of thinking or acting might be worth exploring and adopting.' In other words, ask lots of questions. If managers are unwilling to cultivate these qualities themselves, says Mr Durazzo, they cannot expect employees to do the same. They must invest 'time and energy to establish trusting and supportive relationships with staff. Without this foundation, employees will meet requests for flexibility with **cynicism**.'

Learning to be flexible

Can anyone learn to be flexible? Bradley Staats, author of *Never Stop Learning: Stay Relevant, Reinvent Yourself, and Thrive* says everyone can at least develop flexibility. 'Learning is a kind of behaviour. [3]_____ Is there a higher potential for development for some than others? The answer is probably.' The longer people stay in an organisation or field, the more likely they are to lose their sense of curiosity, he says. Take a risk and ask stupid questions: 'That's where the learning takes place.'

[4]_____ Change elicits emotional responses, such as feeling overwhelmed or wanting to run away. 'That's OK, but how do you deal with that emotion? We can **lament** the changing world but we're not going to be able to stop it.' Being aware of reactions, pausing to take stock and regulating them is important.

Fear is the biggest reason for inflexibility, says Rachael Chong, founder of Catchafire, an online platform connecting skilled volunteers with non-profit organisations. The New York-based former banker encourages flexibility in her employees by putting them in situations 'where they have to stretch outside their comfort zones' – for example by giving them work beyond their level of experience. The point, she says, is to create a flexible workforce that can meet new challenges, rather than 'just trying to be flexible for flexibility's sake.'

Coping with change

Can professionals learn to manage their anxiety about changes at work? Jochen Menges of Cambridge Judge Business School suggests imagining a future in which some of your work tasks are replaced by computer. [5]_____ Take time to understand your reaction. If you are frightened, for example, can you turn your fear into doing something constructive, such as learning new skills or planning a new career? Continuity is soothing. At the prospect of change, people tend to **catastrophise** and imagine that their lives will be turned upside down. Recognise that many factors will stay the same – for example, if you are a doctor, your interpersonal skills will remain important.

What about you? Are you flexible? Is your mindset fixed, or primed for growth?

1 **Read the article and match the extracts (A–E) to the gaps (1–5).**

A We can change our behaviour, and everyone can develop.

B For example, a doctor might imagine technology diagnosing a patient's condition.

C For some employers, the concept is shorthand for forcing workers into accepting unfavourable conditions.

D This means that ability and talent are not fixed at birth but developed over time, and with practice.

E Emotional intelligence helps workers adapt, says Jochen Menges, lecturer in organisational behaviour at Cambridge Judge Business School.

2 **Match the terms in bold from the article (1–6) with their correct definition (a–f).**

1	recast	**a**	organise in a different way; change
2	automation	**b**	regret or feel disappointed
3	self-fulfilling prophecy	**c**	assuming the worse-case scenario
4	cynicism	**d**	a prediction that comes true because you expect it to
5	lament	**e**	the use of machines, which reduces manpower
6	catastrophise	**f**	believing that others are selfish or insincere

3 **Read the article again. Decide if the statements are *true* (T) or *false* (F) according to the text, or if the information is *not given* (NG).**

1 People with a *growth mindset* can, when necessary, adjust their way of thinking, or of doing things. ___

2 People who have a *fixed mindset* typically do not change their behaviour or adapt. ___

3 The most common type of mindset in the workplace is a fixed one. ___

4 It is poor business practice to expect employees to accept workplace changes without question or proper managerial support. ___

5 Our inclination to learn increases when we remain in the same job or with the same company for an extended period. ___

6 We can cultivate greater flexibility by paying attention to how we feel in the face of challenges, and how we respond to them. ___

7 If your job is threatened by new technology, it doesn't matter whether your mindset is flexible or fixed; the outcome will be the same. ___

4 **What conclusion (a, b or c) does the article draw?**

a Employees who are flexible tend to be exploited by managers who have unrealistic expectations.

b Change in the workplace is daunting but, with flexible mindsets, we can acquire the ability to adapt and cope.

c Fear and inflexibility are quite natural reactions, but they need to be better understood and accepted in order to help managers introduce change.

Writing Self-assessment

1 **Tick the things that should be included in a self-assessment.**

a your achievements

b specific examples

c future ambitions

d things which didn't go well

e explanations of action taken or lessons learnt

f comments about colleagues

g results of your actions

h information about your colleagues

2 **Look at the notes written by Jodie Doyle, a Customer Service Manager. Decide which points should NOT be included in her self-assessment.**

Performance goal	Went well	Didn't go well	Action/Comment
Improve online communication with customers	– implemented overhaul of online system for communication with customers – new website a resounding success with customers	– staff had initial difficulty using the new system – project was over budget	– proactively delivered additional training for staff – excellent feedback from customers – long-term saving for company
Improve response times (customer queries and complaints)	– initiated and executed (working with IT department) new alert and prioritisation system for reducing response times – 80% of response times now short (15% increase on last year)	– 20% of response times still too slow – most of these were Janice's	– once new system is completely in place, more response times will be shorter – aim for 90% next year – aim to become head of UK division in next five years
Carry out staff training	– proactively mentored two new staff – led series of practical workshops	– staff response to workshops wasn't great, especially from Chris who just complained about everything – some valid points about relevance of content of workshops	– compiled questionnaire on staff needs to base future workshops on

3 **Complete the extracts from a self-assessment with the words in the box.**

although	ensure	executed	flexible	proactive	valuable

1 Over the last year I have demonstrated a(n) _____ attitude towards meeting my performance goals.

2 _____ the project went over budget, I gained some _____ insights into sourcing from cheaper suppliers.

3 Collaborating with the IT department, I initiated and _____ a new alert and prioritisation system for customer queries.

4 I have consistently demonstrated a _____ approach to customer relations.

5 I learnt from the experience and now _____ that workshops deliver exactly the skills that staff need.

4 **Write Jodie's self-assessment in around 400 words, including the relevant information from Exercise 2. Use the Useful language on page 86 of the coursebook to help you.**

UNIT 1

1.2 How are they gonna find out about it?

1 SE1 **Listen to a discussion about how technology can help deliver better medical care for the elderly. Choose the correct option to complete the sentences.**

1 By the middle of this century, the elderly population will have risen by almost *12 / 10 / 22* percent.

2 Some companies bring *prescriptions / healthcare professionals / shopping deliveries* to people's homes.

3 Older people might not use mobile phones because they are *expensive / unattractive / difficult to use*.

4 Advertising on *TV / radio / newspapers* might encourage the elderly to use mobile phones.

5 Some phones are made difficult to operate *on purpose / by accident / for technical reasons*.

UNIT 2

2.4 You cannae see the people you're talking to

1 SE2 **Listen to a discussion about virtual meetings and complete the sentences.**

1 The first speaker dislikes virtual meetings because they _____.

a make her feel self-conscious **b** are unfair to people from other countries

2 Problems like _____ can occur during virtual meetings.

a unclear meeting agendas **b** bad internet connections

3 One of the benefits of virtual meetings is that they help participants to _____.

a make more eye contact **b** focus the mind

4 _____ is important for a successful virtual meeting, according to one of the female speakers.

a Having an agenda **b** Being aware of social cues

5 The man thinks making eye contact in a virtual meeting _____.

a shows respect **b** is artificial

UNIT 3

3.2 Mate, you don't use coupons, vouchers?

1 SE3 **Listen to three people talking about managing their monthly budget. Decide whether each statement is *true* (T) or *false* (F).**

1	The first speaker knew she might get into debt one day.	T	F
2	Every week, one of the female speakers monitors her budget through the use of a computer.	T	F
3	Both women find coupons and vouchers really useful.	T	F
4	The man lets another family member take control of his finances.	T	F
5	Both the women agree with the man that his wife is better at finances.	T	F

UNIT 4

4.1 We browse with our browser on the internet

1 SE4 **Listen to a discussion about the impact of the internet on doing business. Decide whether each statement is *true* (T) or *false* (F).**

1	The man spends more hours working because of the internet.	T	F
2	The internet has allowed retailers to sell more in High Street shops.	T	F
3	The advantage physical stores have over online stores is that they can offer samples for sale.	T	F
4	The internet lets freelancers be in constant contact with companies.	T	F
5	The man believes that the internet has an overall positive impact on business.	T	F

UNIT 5

5.2 And I think that little extra mile is a great way

1 SE5 **Listen to a discussion about building trust and complete the sentences.**

1 Having _____ is important for building trust.

a empathy **b** confidence

2 One of the men believes the reason for securing a new project was due to his _____ .

a honesty **b** insistence

3 Initially, one of the speakers thought it might be _____ to have his back treated by his friend.

a strange **b** inexpensive

4 The man completely trusted his friend as a _____ .

a professional **b** human being

5 _____ is also said to be necessary to obtain trust.

a Risk **b** Patience

UNIT 6

6.4 It really needs a, a huge overhaul, yeah

1 SE6 **Listen to a discussion about developing local infrastructure. Put the sentences in the order they are discussed.**

a A car-sharing system in Europe.

b People in rural areas in India cannot access Uber.

c Public transport in Australia is not well developed in some areas of the country.

d A lot of India's current rail system was built by the British.

UNIT 7

7.1 Or like a big hospitality section or what not

1 SE7 **Listen to a discussion about team personalities. Choose the correct option to complete the sentences.**

1 On your team you want a mix of people who are driven, *systematic* / *trustworthy* / *professional*, creative and dynamic.

2 Companies in general are *unsure about* / *ignoring* / *concentrating on* hiring a mix of personalities.

3 Having a mixed team is effective because each person on the team *can do whatever they want* / *knows their responsibilities* / *feels less pressure*.

4 A team lacking diversity is similar to a *single-colour* / *badly painted* / *cheap* painting.

5 The woman believes that having a diverse team is the company's *choice* / *obligation* / *responsibility*.

UNIT 8

8.1 I've been hiding behind this fella for a long time

1 SE8 **Listen to three people discussing their talents. Put the sentences in the order they are discussed.**

a One of the speakers discovered a talent for presenting when a colleague was ill.

b The answer to people's problems often lies within the people themselves.

c Some people have problems at work because of problems at home.

d When you have a team of individuals, the unpredictability of their behaviour together increases exponentially.

Answer key

Unit 1

Vocabulary

1 **1** prototype **2** innovator
3 insight **4** gadget
5 unorthodox
6 well thought out
7 code **8** high-tech
9 researcher

2 **1** round **2** into
3 with **4** on
5 out **6** on
7 about **8** with
9 up

Grammar

1 2, 4, 5, 7, 8

2 **1** a **2** the **3** Ø
4 an **5** The **6** Ø
7 the **8** The

3 **1** There's interesting data about a similar product.
2 It's a nice design, but safety is the issue.
3 You have excellent instincts, so you'll be a success.
4 Not enough imagination went into the design.
5 There's no evidence that the system will work.
6 The company he works for has branches across the globe.

Listening

1 a, c, d

2 **1** vaccines **2** remote
3 solution **4** construction
5 blueprints **6** electronic
7 inventor **8** remove

3 **1** F **2** T **3** F **4** F **5** F **6** T
7 T **8** F

4 3

Reading

1 **1** year **2** Neo Hutiri
3 medical service

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

3 a, b, c

Writing

1 Strengths, Weaknesses, Opportunities, Threats

2 **1** c **2** b **3** d **4** e **5** a

3 **1** They **2** It/This **3** issues
4 one **5** both **6** any

4 **Model answer**

Report

Having successfully run their farm for over ten years, these two sisters now see an opportunity to branch out and generate additional income. They are experienced at looking after the animals that will feature in the petting zoo. A major positive is that they already own the land and have an ample amount of natural resources in the region. In addition, there are no similar businesses in the area as their competitors.

We have identified two weaknesses. The first barrier to entry is that neither of the sisters has any experience working directly with the public. And, while the site is easily accessible by car, no public transport options are available. However, there are plans to downscale the farm in order to focus on this project, and both sisters have signed up for business courses. They are also considering the possibility of running a shuttle bus to and from the nearby towns.

There are clear opportunities here. The site features a lake which could later be leveraged for boating, fishing and other leisure activities. There is solid potential to draw locals together and provide an exciting new venue for community events or private parties. On the other hand, people have the option to use public parks for free. Furthermore, the business plan currently has no contingency for rainy days or cold weather, and insurance costs for this venture are likely to be excessive.

5 2

Unit 2

Vocabulary

1 **Across: 3,7** forward-thinking
5 feed back into
6 modular
8 upgrade
Down: 1 salvage
2 commodity
3 from the outset
4 waste stream

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

Grammar

1 **1** P **2** P **3** A **4** P **5** A
6 P **7** P **8** A

2 **1** had
2 being offered
3 been awarded
4 was paid **5** is seen
6 celebrating

3 **1** is being changed
2 the report revised by
3 last to be given the news
4 was taken off the market
5 can be upgraded
6 needs rethinking / to be rethought
7 are being looked into
8 devices are disposed of

Reading

1 recycle → make → use

2 **1** reusing, recycling
2 expensive, difficult
3 develop, improve
4 are going to cost more, are more eco-friendly

3 2

4 **1** c **2** b **3** a

5 **1** consignors
2 the circular economy
3 online
4 The RealReal
5 $10 million
6 millennials

6 1

Writing

1 **1** takes
2 abbreviations
3 omitting
4 Any Other Business
5 summary
6 attendees

2 **1** Matters arising
2 Scope
3 Schedule
4 Cost
5 Overall progress
6 AOB
7 Date and time of next meeting

3 1

4 **Model answer**

Full circulated meeting notes
Meeting: Review at growth stage
Product: FitWat
Date: 08 August
Time: 11.00
Present: MW, SP, HT, LD, KB
In chair: JF
Apologies: AR

1 Matters arising
The Chief Executive Officer would like to receive detailed feedback from the focus group as soon as possible. This was agreed.

2 Scope
It was noted that a younger demographic is missing from our target market. To address this, a new technical feature has been developed by LD's team which, it is believed, will help to grow market share. Furthermore, new distribution channels are being explored by SP. Her findings will be emailed to the team.

3 Schedule
(see Exercise 3)

4 Cost
While MW's report shows that all costs are currently within budget, he did point out that a cost overrun is to be expected in December. This is because the marketing campaign will be ramped up ahead of the holiday season.

5 Overall progress
Although sales figures have come in almost four percent above projections, KB would rather not reduce the price point until next year. We are confident about our next sales milestone in November, at which point HT's holiday campaign will be launched.

6 AOB
A competing product called FirstFit is expected to launch in mid-September. More information can be found in SP's document, attached. From initial research, it appears to be of inferior quality and with limited features. A full analysis will be circulated by SP tomorrow.

7 Date and time of next meeting
The next meeting will be on 20 August at 10 a.m. in meeting room four. If you are unable to attend, please inform JF promptly.

Unit 3

Vocabulary

1 **1** floor **2** currency **3** field **4** investment

2 **1** investment **2** backers **3** ballpark **4** profit **5** rewards **6** yield

3 **1** b **2** a **3** a **4** b **5** b

Grammar

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

2 **1** anticipate **2** likelihood **3** plan on **4** strong **5** bound to **6** expected

3 **1** ~~at~~ on
2 ~~possible~~ possibility
3 ~~in~~ of
4 ~~slightly~~ slight
5 ~~cutting~~ cut
6 ~~anticipation~~ anticipate
7 ~~likely~~ likelihood
8 ~~as~~ to

Reading

1 c

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

3 **1** T **2** F **3** T **4** T **5** T **6** F **7** F **8** F

4 a

Writing

1 **1** c **2** b **3** c **4** a **5** b **6** a

2 **1** Budget **2** Actual **3** Favourable **4** REVENUES **5** sales **6** EXPENSES **7** Marketing **8** PROFIT

3 **Model answer**

Executive summary
In the third quarter, ending 30th September, gross profit was up by £6,000 on the budgeted figure, representing a ten percent increase on the forecast £60,000. This is in spite of sales costs going up due to our weakened currency making the price of fruit from overseas higher. The increase in revenue is the result of two factors. Firstly, the summer months in the UK were significantly hotter than usual, leading to a rise in demand for cold drinks. Secondly, our new flavour combinations and, in particular, our new range of low-sugar drinks, were considerably better received than expected.

This increase in gross profit was slightly offset by a small increase in operating costs for one specific reason. On a positive note, salaries were flat because our workforce remained unchanged, and our marketing costs were slightly lower than anticipated because of a billboard campaign scrapped in favour of product placement at events. However, general expenses went up due to unexpected repairs to equipment, resulting in a slight increase in total operating costs.

Overall, operating profit was up by £5,000, a considerable increase on the forecast figure. This is expected to have a positive impact on our investment plans. Extra revenue will be required for our planned CapEx investment in more environmentally friendly packaging. We also have OpEx investments planned for increased rent and the anticipated rise in the minimum wage to be introduced next quarter.

Unit 4

Vocabulary

1 **1** c **2** a **3** c **4** b **5** a

2 **1** mainstay **2** dedicated **3** agile **4** lifespan **5** fragmented

3 **1** innovation **2** approach **3** venture **4** changer **5** established **6** transformation **7** landscape

Grammar

1 **1** Let us just imagine that all companies operated in the same way.
2 Had they dropped the price, the product might have succeeded.
3 If only I had invested in this sooner!

4 Were they to offer, we would decline.
5 Given that it was your innovation, would you accept the award?
6 I wish they had waited before launching the product.

2
1 has developed
2 had told
3 had
4 thought
5 had organised
6 to complain
7 failed
8 had cancelled

3
1 were
2 Given
3 wish
4 imagine
5 had
6 Supposing

Listening

1
1 food, plants
2 food, plants, sustainability
3 food, sustainability

2 1 b 2 b 3 a 4 a 5 b 6 b 7 a 8 c

3
1 healthier
2 unenterprising
3 African
4 agricultural development
5 commitments
6 absence

4 1, 3

Reading

1 1 D 2 B 3 F 4 A 5 E
N/A: C

2
1 concept
2 starting point for
3 the public
4 firms such as Uber

3 c

Writing

1
1 in
2 on
3 in
4 on
5 on
6 in
7 as
8 in
9 on
10 in
11 as
12 in

2
1 significantly
2 However
3 challenge
4 requirements
5 recommend
6 Clearly
7 Furthermore

3 **Model answer**

4 Reasons for switching
Firstly, we now have a much increased demand for organic produce, which Thornton's cannot supply, leaving a significant gap in our supply chain. I have broached this need three times with their ordering department, to no avail. Secondly, the distance Thornton's must travel in order to reach our restaurant is considerable. Given the ethos of our business, we are uncomfortable contributing to global warming with these food miles.

5 Risks and benefits
We may not achieve cost savings by switching suppliers, but it is a necessary step to maintain our positive image in the community. In fact, taking this step is a risk, to some extent. On the plus side, identifying a more local supplier would reduce our carbon footprint, but, on the down side, we risk starting a new relationship with a company that may not be as reliable as Thornton's. And while it has been agreed that we should increase the number of organic dishes on our menu, it must be understood that we will have to invest more in our purchasing budget, although these costs will largely be passed on to the customer.

6 Summary
In summary, I am strongly in favour of ending our partnership with Thornton's. On the whole, this company has been an excellent supplier and we appreciate its consistency over the years. But, on the other hand, as our restaurant becomes more established as a planet-friendly business, a continued relationship with Thornton's would damage our green credentials.

4 a

Unit 5

Vocabulary

1 1 b 2 a 3 c 4 b

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

3 1 b 2 a 3 b 4 a

Grammar

1 1 b 2 b 3 a 4 b 5 a 6 a

2
1 Having discussed
2 trialled
3 making
4 having reviewed
5 Rushed
6 having considered

3
1 implemented
2 unaddressed
3 Studying
4 introduced
5 causing
6 Seeing

Listening

1 1, 3, 4, 5, 6, 8

2
1 Jack Swain
2 commerce
3 third-party
4 endorsements
5 stars
6 JD.com
7 Alibaba
8 groceries

3
1 large and growing
2 Opinion
3 Brands
4 short
5 recommendations
6 more personalised
7 logistics
8 consumers
9 data
10 analyse

4 c

Reading

1 **a** 3 **b** 4 **c** 1 **d** 2

2 1 d 2 c 3 a 4 e 5 b

3 b, d

Writing

1
1 feature
2 rhetorical question
3 contrast
4 benefit
5 opening hook
6 customer viewpoint
7 feelings/emotions
8 repetition

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

3 **Model answer**
Travel is exciting, but long journeys can be uncomfortable, can't they? That's why we've created BestPillo, a brand new travel pillow so convenient you'll wonder how you ever survived a trip without it!

Made from the highest-quality organic cotton, BestPillo is filled with millions of soft organic beads to bring you maximum support and comfort. And the long and narrow design gives you the freedom to use BestPillo in a variety of different ways.

Unlike the bulky travel pillows you see people carrying in airports, BestPillo is lightweight and easy to transport in a handbag or backpack. Why risk neck pain on overnight flights or on bumpy cross-country buses? With BestPillo you

can settle down to sleep and awake at your destination relaxed, refreshed and pain-free! Available in a variety of colours, BestPillo is both attractive and practical.

Why wait? Order your BestPillo online today!

4 b

Unit 6

Vocabulary

1 **1** national **2** World **3** spot **4** guide **5** breakfast **6** houses

2 **1** T **2** F **3** F **4** T **5** T **6** F **7** F

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

Grammar

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

2 **1** a, c **2** a, b **3** b, c **4** a, c **5** a, c **6** b, c **7** a, c **8** a, c

3 **1** had been living / 'd been living
2 have increased
3 correct **4** was booking
5 correct **6** wanted

Listening

1 d

2 **1** b **2** a **3** b **4** a **5** b **6** a **7** b **8** b

3 **1** T **2** F **3** T **4** T **5** T **6** F **7** T **8** F **9** F **10** T

4 2, 5, 6

Reading

1 **1** Svaneti **2** Georgia **3** Shkhara **4** Enguri **5** Julien Pebrel

2 **1** wildlife
2 visited many times before
3 main cities
4 Georgia's government

3 a

Writing

1 **1** R **2** I **3** R **4** B **5** R **6** B **7** B **8** I **9** I **10** I

2 **1** I would like to thank you
2 would like
3 I also have a couple of questions for you:
4 can you confirm that
5 impressive
6 Would it be possible to find
7 Apparently, there was some dissatisfaction
8 I would appreciate

3 **Model answer**

To: hector.radcliff@delvocars.com
From: lucy_maggiore@eventplanners.hq.com
Subject: Re: Delvo vehicle launch

Hi Hector,

Lovely to hear from you again. It was a pleasure meeting you to discuss the launch.

Thank you for confirming the number of attendees and for attaching their contact information. I can liaise directly with them and make all the necessary arrangements.

With regard to your questions:

1. I'm afraid the proposed budget will need to be reviewed given Delvo's preference for a city-centre venue, which, as I'm sure you're aware, will have higher rates than the venues we had been exploring. I can put together a closer price estimate, if you would like.

2. I understand that a more centralised venue is preferable, and I can certainly arrange that for you. Thank you for the feedback on the mix of hotels for the last event we worked on. Because that was a sales conference with a much higher number of attendees, and also because it was peak tourist season, availability was very limited at the time. Fortunately, the Gemini launch will not present the same issues, and I am confident that we can accommodate the entire group in one location.

We are committed to ensuring that the company launch of Gemini is a great success, and that your colleagues from overseas will have all their needs met. We look forward organising everything for this important event as well for as many more events to come.

With best wishes,

Lucy Maggiore
Event Planner

4 c

Unit 7

Vocabulary

1 **1** line manager
2 micromanaging
3 morale
4 raise (the) issue
5 top (of) your game

2 **1** At work I must toe the line regardless of my personal opinions.
2 There is a fine line between anger and frustration.
3 Complaining is OK, but you cross the line when you shout.
4 Conflict is normal, but extreme behaviour is out of line.

3 **Across: 1** empathy
4 confrontational
7 mediator
8 provocation
Down: 1 escalate
2 struggle
3 blame
5 resolution
6 clashes

Grammar

1 1, 3, 4, 6, 7

2 **1** may be
2 fairly unlikely
3 think it would be better to
4 And, possibly,
5 a few minor
6 might seem quite
7 to a certain extent
8 It's conceivable

3 **1** It appears there are
2 suggesting
3 may have
4 are probably aware
5 I would hope you might
6 Let's all try to
7 quite likely
8 possibly

Reading

1 **1** conflict **2** colleague **3** insulting **4** senior

2 **1** B **2** C **3** E **4** G **5** H **6** I

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

4 c

Writing

1 **1** internal **2** soft
3 mentor, offered
4 micromanages, defensive
5 confidential

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

3 **Model answer**

Background
Inez Weber joined the company eleven years ago and has always been a valued member of the marketing team. When the position of Marketing Director became vacant last July, Inez was appointed against competition from a number of other internal candidates, including Sean Smith.
She has many qualities, but her interpersonal skills can present some difficulties, mainly because she is shy by nature. When the Marketing Assistant, Jenny Jordan, left the company in January, she mentioned general negativity from Inez in her exit interview, though she did not give that as her main reason for leaving. Jenny felt that Inez was slow to praise other people for their ideas, which some team members resented.
A year ago, another Marketing Associate asked for a confidential meeting with me. He felt that Inez was not a team player and that she set expectations for others which were unreasonably high.

Action taken so far
In late September I had an informal meeting with Inez. I began by asking her how her first few months in the new job had been. She immediately became defensive, and asked if Sean Smith had complained about her. She claimed that he was not open to constructive criticism.

Conclusion
From an HR perspective, we have an excellent employee in Inez. She is hard-working, reliable and consistent. However, her lack of confidence makes her feel insecure at times. She feels threatened by Sean who is very talented and popular, so she tends to undermine his work as a means of asserting herself.

4 c

Unit 8

Vocabulary

1 **1** a **2** b **3** a **4** a **5** b **6** b

2

1 with	**2** admit
3 maintain	**4** from
5 at	**6** up
7 second	**8** doubt

Grammar

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

2

1 that	**2** started
3 what	**4** to
5 bullying	**6** how

3 **1** a **2** a **3** b **4** a **5** b **6** a

Reading

1 **1** D **2** C **3** A **4** E **5** B

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

3 **1** T **2** T **3** NG **4** T **5** F **6** T **7** F

4 b

Writing

1 a, b, d, e and g should be included

2 The following points should NOT be included:
– most of these were Janice's
– aim to become head of UK division in next five years
– especially from Chris who just complained about everything

3 **1** proactive
2 Although, valuable
3 executed
4 flexible
5 ensure

4 Possible answer:
Self-assessment
Jodie Doyle, Customer Service Manager
Over the last year I have consistently demonstrated a proactive attitude towards meeting my performance goals. I implemented an overhaul of our online system for communicating with customers, and customer satisfaction has improved by 15 percent. Some staff had initial difficulties adapting to the system, but additional training meant that they are now able to use it competently and efficiently. Although the new system was over budget, I believe the long-term savings for the company outweigh this.
Another performance goal was to improve our response times to customer queries. Collaborating with the IT department, I initiated and executed a new alert and prioritisation system for customer queries, resulting in shorter response times for 80 percent of queries. Moving forward, I hope to increase this figure to at least 90 percent next year.
I implemented and executed a dedicated staff training programme, and effectively mentored two new staff members. I also led a series of practical workshops for my team. Although these didn't go completely to plan, as many staff felt the techniques weren't always relevant, on the other hand this gave me an opportunity to find out exactly what they feel they need. I therefore compiled a questionnaire for all staff to complete, in order to more effectively deliver workshops that will be valuable to them. I learnt from the experience and now ensure that workshops deliver exactly the skills that staff need.

Spoken English

Unit 1

1.2

1 **1** 10
2 prescriptions
3 difficult to use
4 TV
5 on purpose

Unit 2

2.4

1 **1** a **2** b **3** b **4** a **5** b

Unit 3

3.2

1 **1** F
2 F (every month)
3 F (one of the women does not)
4 T
5 F

Unit 4

4.1

1
1 T
2 F (retailers are selling less)
3 F (They don't sell samples.)
4 T
5 F (not necessarily positive)

Unit 5

5.2

1 **1** a **2** a **3** a **4** b **5** a

Unit 6

6.4

1 **a** 4 **b** 3 **c** 1 **d** 2

Unit 7

7.1

1
1 systematic
2 concentrating on
3 knows their responsibilities
4 single-colour
5 responsibility

Unit 8

8.1

1 **a** 4 **b** 3 **c** 1 **d** 2