

LANGUAGE REFERENCE KEY

Unit 1

- 1 Hi Susan
I'm terribly sorry, but I probably won't be able to make the meeting tomorrow. I had completely forgotten about it until I got your reminder this morning. Unfortunately, I haven't quite finished the programme for the Madrid conference. There are always last-minute changes to be made, as you know, and I just have to get it to the printers asap. Maybe I can send my assistant instead. She certainly knows my feelings on the subject and can talk on my behalf. By the way, I liked your report very much and I'll definitely try to send you more detailed feedback later in the week. All the best
Julia
- 2 1 strongly 2 heavily 3 hugely 4 utterly 5 terribly 6 properly 7 deeply 8 strictly
- 3 1 Obviously 2 Apparently 3 Frankly 4 Fortunately 5 By the way 6 Understandably 7 Actually 8 Honestly
- 4 1 a) deeply b) deeply c) deep
2 a) fairly b) fair c) fairly
3 a) highly b) high c) highly
4 a) late b) lately c) late
5 a) nearly b) nearly c) near
6 a) sharp b) sharply c) sharply
7 a) shortly b) short c) short
8 a) wrong b) wrongly c) wrong

Unit 2

- 1 *Suggested answers*
- 1 This course is anything but theoretical. In fact, it's incredibly practical.
Emphasising a negative statement; using 'in fact' and an intensifying adverb
- 2 Our coaches are some of the most experienced, qualified and effective trainers in the country.
Using superlative forms; listing points in threes
- 3 Not only do our employees have weekly training sessions, but they also attend them at weekends.
Using inversion; Not only ..., but also ...
- 4 One of our most daunting challenges, above all, is knowing how to ensure a return on investment on training. *Using superlative forms; using 'above all' for emphasis*
- 5 You may ask, how can we get the most out of our staff? How can we produce the most versatile managers?
Asking a rhetorical question; using superlative forms; using an interesting adjective; use of repetition
- 6 Now, as then, lifelong learning is vital.
Using two contrasting ideas; using interesting/extreme adjectives
- 7 Not only did the English programme improve our communication skills, it also helped us with our creative skills. *Using inversion; not only ..., (but) also ...*
- 8 An MBA course is anything but cheap.
Emphasising a negative statement
- 9 'You are your greatest asset. Put your time, effort and money into training, grooming, and encouraging your greatest asset.' *Superlative forms; using lists of three; repetition*
- 10 'Sixty years ago, I knew everything; now I know nothing; education is a progressive discovery of our own ignorance.' *Using two contrasting ideas*
- 2 1 to say the least

- 2 Whatever
3 Not only; also
4 the biggest; the biggest
5 as then; crucial
6 Wherever
7 extremely; indeed
8 the world's biggest; the world's biggest; What it does not have
- 3 Suggested answers
- 1 This training manual is anything but easy.
2 Our coach was not only brilliant, but he was also inspirational.
3 Whatever you do, don't press the red button!
4 I can honestly say it was the best work placement I'd/I've ever done.
5 Their apprenticeship programmes are varied, well paid and (, above all,) extremely/highly practical.
6 Don't focus on what you *can't* do. Instead, focus on what you *can* do.

Unit 3

- 1 **An** environmentally friendly bio-gasoline went on sale at 50 gas stations in Tokyo on Friday. The Japanese plan to offer **the** fuel at another 50 stations over the next year and to expand to **the** whole nation after that. It's **an** experiment that might not work in many countries, but in Japan, green is definitely in fashion.
The new fuel costs more to make, but **the** Japanese government and the oil industry are picking up **the** extra cost, so the bio-fuel costs **the** same as gasoline at the pump. That's more than \$5 **a** gallon, but the Japanese have been paying that for years without complaint.
The Japanese have embraced green technology – in their cars and in their homes. **The** Maeda family in Tokyo have equipped their home with **the** latest energy-efficient air-conditioning units and **the** lowest-wattage electrical appliances, including **an** energy-conscious refrigerator that emits **a** signal if you don't close the door properly. For the Maedas and, in fact, most Japanese, energy conservation is about more than saving money - they see it as **a** responsibility.
- 2 The Japanese have one of the world's most switched-on societies when it comes to managing and conserving energy, partly out of **an** insecurity.
In the 1970s, the Japanese economy was crippled by the Middle East oil embargo. The nation vowed it would never be an energy victim again.
Japan began setting **a** global standards for **the** energy conservation by dramatically raising the fuel efficiency of its cars and by introducing the world's first hybrid and **an**-electric vehicle.
Japan also turned to **a** nuclear power, which now provides a third of the nation's electricity. **The** nuclear energy produces no carbon, but some environmentalists consider it a bad bargain, since it produces **a** dangerous radioactive waste. All environmentalists, though, are **the** fans of solar power, and Japan has promoted solar panels so effectively that power companies now buy excess electricity from some consumers.
Jeff Kingston, Director of Asian studies at Japan's Temple University, said in Japan, **the** conservation has become a state of mind. 'It's normal here,' he said. 'It's part of how you should be, how you should live.'
And Japanese companies ignore that at their peril. **The**

appliances in Japan now have prominent stickers with fuel-efficiency ratings. A two-star rating may cost a little less, but it's the five stars that most Japanese want.

3 1 U 2 U 3 C 4 C 5 U 6 C 7 U 8 U

Unit 4

- 0 means the relative clause or pronoun is not necessary.
 - I first met Larry, **who** later became my father-in-law, **when** I started working for his PR company.
 - A 'glass consumer' is one (**who/that/which**) a company can see through and knows exactly how she will think and behave. (*defining relative clause; different subject, so pronoun not necessary*)
 - Is this the marketing study (**that/which**) you were looking for? (*defining relative clause; different subject, so pronoun not necessary*)
 - In an economic downturn, some companies led by marketing managers **who/that** are truly aggressive and decisive and (**who/that**) dare to attack rather than defend, the worst of times will prove the best of times. (*second relative pronoun is not necessary – avoids repetition*)
 - Sex and the City*, (**which is**) the popular US TV series (**that is**) based in New York, **which** starred Sarah Jessica Parker, was an extremely successful example of how to market consumer goods to women. (*The first two are defining relative clauses with different subjects, so the pronouns are not necessary and avoid repetition. The third is a non-defining relative clause, so the pronoun is needed. OR ... that starred Sarah Jessica Parker with no preceding comma.*)
 - Customer relationship management, (**which is**) CRM for short, is the collection of systems and processes (**that**) companies use to interact with customers. (*Both are defining relative clauses with different subjects, so the pronouns are not necessary.*)
- 1 Young customers who/that visit our stores are usually in the 25–34 age bracket. Young customers, (who are) usually in the 25–34 age bracket, visit our stores.
 - Procter & Gamble, (which is) a manufacturer of household products, has created various women-specific products. Procter & Gamble, which has created various women-specific products, is a manufacturer of household products.
 - Many large companies are cutting their marketing budgets and switching to viral marketing. Many large companies (who/that are) cutting their marketing budgets are switching to viral marketing.
 - They need to re-launch the marketing campaign which/that flopped with younger consumers. The marketing campaign, which flopped with younger consumers, needs to be re-launched.
 - Retailers need to take into account the spending power of women (who/that are) responsible for most household purchases.
 - Their last advertising campaign, which was mainly focused on baby boomers, was a huge success. Their last advertising campaign, which was a huge success, was mainly focused on baby boomers.
- 1 (who was) 2 who/that 3 who 4 (that was) 5 (who is) 6 whose 7 who/that 8 who 9 what 10 what

Unit 5

- 1 changing 2 centring 3 to change 4 combining 5 to multi-task 6 taking 7 being 8 specialising 9 including 10 to work 11 frowning 12 having 13 Having 14 going back
- 1 doing 2 to have 3 to boss 4 to use / using 5 calling 6 to do 7 work 8 maintaining 9 to hire 10 to run 11 to attend 12 tell 13 to spend 14 experimenting 15 to work

Unit 6

- 1 a) and b) 2 a) and c) 3 b) and c) 4 a), b) and c) 5 a), b) and c) 6 a) and b) 7 a) and c) 8 a), b) and c)
- Suggested answers*
 - Investigators to company officials**
 - You shouldn't have put time and economic considerations above safety.
 - You should have been more aware of the risks.
 - You should have had a response plan for a worst-case scenario.
 - You shouldn't have used procedures that weren't designed for the depth of water.
 - You shouldn't have given engineers permission to use sub-standard equipment.
 - You shouldn't have skipped the quality test on cement.
 - You should have listened to the concerns of the engineers.
 - You should have halted operations weeks before the explosion.
 - Investigators to the federal government:**
 - You should have overseen the project more closely.
 - You should have asked the company for a worst-case scenario plan.
 - You shouldn't have allowed the company to delay mandatory safety tests.
 - You should have demanded a halt to the operation when the rig experienced 'kicks'.
- See Activity file, page 167

Unit 7

- 1 away with 2 down 3 off 4 down 5 down; on 6 away 7 out 8 out
- 1 Could you add **it up** again? I think you've made a mistake.
 - If a business can't manage its cashflow, it'll go under it.
 - We took a bank loan out to buy a car. We're paying **it back** in monthly instalments.
 - How are we going to get **round this legal technicality**?
 - He had to give up on his business idea when he ran **out of seed capital**.
 - They need to come up **with a better business plan**.
 - The business has really taken it off, so we'll be taking new staff on soon.
 - She bought some shares when she came **into a colossal amount of money** from her aunt.

Unit 8

- Suggested answers:*
 - A: (Like) some coffee?
B: Yes, please. (I'd) love some.
A: Won't be a minute. Just have to find a clean cup.
B: Anything I can do (to help)?
A: No, thanks. Sit there and relax.
 - A: Lunchtime. Ready to go?
B: No, not yet. Just want to send this (e-mail).
A: Hey, guess who I just saw.
B: Who?
A: Dave Bingham.

- B: Really? (I) thought he'd left the company.
A: I know. So did I.
- 3 A: Sorry, completely forgot we agreed to meet today.
B: Don't worry. Get the report I sent you?
A: Yes, yes. (I) have it here, somewhere. Now, where did I put it? Just (be) a second.
B: (That's) OK, take your time.
- 4 A: Going to watch the match tonight?
B: Don't know. (I) might do. What time does it start?
A: Kick off's at nine (o'clock).
B: Um, tricky. My partner has invited her mother over for dinner.
A: Looks like you'll have to miss it, then.
B: Yeah, looks that way.
- 5 A: Hello Adrian. Haven't seen you for a long time. (Or Long time, no see).
B: I know. Been ages, hasn't it?
A: What you doing these days?
B: Still teaching at the university. And you?
A: Well, nothing special. Just started my own business.
B: Wow! Nothing special? That's great news.

2 Suggested answer

Hi Sylvia

~~I am~~ Sorry I haven't replied to you sooner, but I've been very busy focusing on this client presentation for the last few days. ~~I am writing to~~ Thank you for preparing those slides for me. I went through them this morning and everything looks fine to me. ~~There were~~ Just a few typos and a missing footnote, but I've fixed those minor points in the slides. I also left out a couple of the slides with more detailed figures. ~~You can~~ See the attached slides.

We'll also need to clean up the employee performance data for last quarter. Can I leave it with you to ~~clean up the data?~~ There's no need to do it immediately, unless you particularly want to do it immediately. ~~You can~~ Just send it to me and Richard by Friday so I can wrap things up for the presentation. I'm sure he's as interested to see the data as I am interested to see it.

By the way, I'm meeting him on Monday morning for a catch-up. ~~Would you~~ Like to join us? ~~It~~ Could be useful. ~~It~~ Speak to you soon.

Best wishes

Martin

- 3 The consultant blog on page 77 provides a model.

Unit 9

- 1 1 Do I look like I'm made of money?
2 Well, what do you know?
3 What are you like?
4 Am I right or am I right?
5 What's the use?
6 Is it just me or are there ...?
7 So, what else is new?
8 How long is a piece of string?
- 2 1 b 2 a 3 e 4 f 5 d

Unit 10

- 1 1 g 2 d 3 f 4 c 5 a 6 e 7 b 8 h
- 2 1 grass-roots 2 blow 3 flood 4 counter-offensive 5 fuelled 6 put out the fire 7 battle 8 twin tracks 9 entrenched 10 force
- 3 1 hopping mad 2 forever 3 scared to death 4 a million times 5 a ton 6 horse 7 overnight 8 an arm and a leg

Unit 11

- 1 1 **It was** Mandy Haberman who invented the Anywayup cup.

- 2 **It was** then that he made his smartest business move to date.
- 3 **What is** often more important than the actual business idea is investing in a passionate entrepreneur.
What is often more important is investing in a passionate entrepreneur, (rather) than the actual business idea.
- 4 **What is** crucial is understanding your strengths and weaknesses, as well as knowing which roles will be undertaken by other people.
- 5 **What your** business plan should say is how you are going to develop your business, when you are going to do it, and how you will manage the finances.
- 6 **The reason** why the business didn't work was because it wasn't viable to send vans all over the country from one city.
- 7 **The Swedish** entrepreneur who invented the triangle-sided Tetra Pak container was Ruben Rausing.
- 8 **It was** the Nokia 2110 that softened the angles of typical mobile phones and was a milestone in the mobile's transition to affordable consumer item.
- 2 The ability to pivot is one of the key characteristics of a successful entrepreneur, according to Mark Suster, partner at an LA-based venture capital firm. **What** Suster describes as a pivot is when a business owner notices fundamental changes in a market and adjusts to them 'on a dime'. A recent example of this was Facebook, which made big changes to its business model inspired by the stream of messages seen on rival social networking website Twitter. 'Facebook saw that Twitter was getting massive adoption and realised **what** people really cared about **was** the stream. What they did **was** obliterate their home page and in a single day refocused the entire orientation of the company.'
- Which/This** is why Facebook founder Mark Zuckerberg has been so successful, Suster claims. Twitter itself is a triumph of pivoting. It started life as the offshoot of a website called Odeo. Odeo didn't take off, but **what** its founders saw was that a lot of people were using the Twitter element. The rest is history.
- When making investments, Suster judges entrepreneurs on how they pivot. He also may not invest in individuals until they are on their third or fourth business idea. **It** is their ability to do this **that** shows Suster they have the potential to pivot.

Unit 12

- 1 1 By that I mean 2 want to 3 Let's have a look 4 For example, 5 might want to 6 Given 7 need to 8 Now we have 9 In the example above 10 However 11 This means 12 be sure to
- 2 1 Repetition of *there is* and key word *labour*; also use of contrasting ideas, *visible v. invisible labour*
2 Repetition of *what is* + past participle
3 Repetition of grammatical form *what they have done*; also use of contrasting ideas, *done v. not done*
4 Repetition of key words and grammatical form: *you have to get their*; also use of contrasting ideas, *interest v. money*
5 Repetition of infinitive forms *to build* and *to ruin*; also use of contrasting ideas, *build a reputation v. ruin it*
6 Repetition (and play on words) of key words *military*, *justice* and *music*; the grammatical form *is to* and use of inversion
7 Repetition of phrase *live to be a hundred*.
8 Repetition of key words: *leader*, *inspires people* and *to have confidence in*; use of inversion