# Answer key

3

#### Grammar pp.6–8

- 2 They help him to publicize his business and to interact with his customers.
  - 1 No, he worked in the construction industry until a few years ago.
  - freshly-made desserts 2
  - 3 to tell customers the time and location of his business and let them know the flavours of the day; to interact with customers and develop a rapport with them
  - They comment on Curtis' food and recommend him to 4 potential customers.
  - 5 no
  - It's proving vital for their growth. 6
  - He only wants to grow the business a big as is comfortable -7 he doesn't want to go into debt.

#### Focus

- **b** 1 **c** 3 **d** 5 **e** 4 **f** 2 а 6
- Past Simple а
- b Past Continuous c Present Simple
- f Present Continuous

tweet a: we're; tweet b: we're serving up; tweet c: It's going to be; tweet d: We'll be

- d iii a ii b iii сi
- How long have you been selling crème brûlées? 4 1
  - What were you doing before you started your own business? 2 3 Why did you start the business?
  - How did the business get its name? 4
  - What is the biggest challenge of running this type of business? 5 6 What advantage does your business have over a traditional
  - restaurant? 7 What inspires you to create varied menus?
  - 8 What is your advice for anyone starting their own food truck?

5	1	have never tasted	3	am meeting	5	I'll go
	2	were	4	I'm going to	6	I'll see

- 8 1 desk phones and email
  - Yes, because they are crucial to overall success and productivity.
  - 3 Instant messaging and social media 4
  - for brainstorming and planning 5 for complicated decision-making
  - smartphones 6
  - 7 outside work
  - to attract and engage with the younger generation for whom 8 social media is an essential part of their lives

#### 9 1F 2T 3F 4T 5F 6T

#### Vocabulary pp.9–10

- **2** 1 inaccurate and incomplete information
  - It's inefficient and takes time and money.
  - 3 Monolingual employees are unlikely to progress as quickly thus having less job mobility and career progression.
  - cultural and linguistic misunderstandings 4
  - All employees have to speak English in the workplace. 5
  - It offers financial support. 6
  - 7 take extra lessons

4/5

	Prefix	Article	Examples
1	in	accurate, efficient, complete	convenient, direct
2	mono	lingual	rail, culture
3	un	likely	happy, comfortable
4	bi	lingual	monthly, annually
5	dis	advantage	connect, honest
6	multi	lingual, national	racial, tasking
7	mis	understandings	calculate, use
8	over	worked	ambitious, confident
9	im	possible	practical, personal
10	under	performing	paid, estimate

1 underperforming

2

3

- monoculture 8 9 disadvantage
- uncomfortable multilingual 6 7 biannual

5

- 10 impersonal
- inconvenient 4 overworked
- 7 1 the man; miscommunication can ruin opportunities and relationships in business
  - 2 do research and put ideas together for a similar project; talk to HR about attracting more bilingual people

misunderstood

1 mis 2 un 3 over 4 under 5 in

#### Work skills p.11

- 3 work, team-building, sport, people they both know
- 4 a 5 b 6 c 1 d 2 e 3 f 4

#### Functions pp.12–13

- 3 1 do some research (via contacts, Facebook, LinkedIn)
  - check trip details are finalized and inform colleagues of the details 2
  - 3 look professional (well dressed and properly groomed) formal approach for client or someone of high status; more
  - relaxed between people of similar/equal status
  - introduce people by saying their title and full name (first and 5 family name if you don't know their title); use first name for someone of equal status
  - 6 keep everything written down if possible; if you forget a name, apologize and ask person to remind you
  - company reception area; work colleagues from different 1 companies who've just met for the first time
  - 2 director level
  - team leader and team member 3
  - at a trade fair; Patricia's name 4
  - 5 yes 6
    - no
  - 7 Peter's name was given to Robert by a colleague
  - 8 one of Françoise's salespeople suggested it

#### Focus

5

Situation	Phrases
Introducing yourself to someone you don't know	1, 3, 8
Introducing a third person	2, 6, 9
Introducing yourself to someone you think you know or have heard of	4, 5, 7

### Review

4

2

2

2

2

3

#### Grammar pp.14–15

1 1 was studying 5 launched 9 reached was working 2 6 lay 3 adored 7 had

8

- 10 were working
  - 11 sold
- wasn't being met 1 I've taken on

we launched

- got 4 have worked, 'm going to is growing 5
  - we do, are just doing 6 have been living, will stay

### Vocabulary pp.15–16

- 1 1 under 4 over 7 in 2 un 5 dis 8 im 3 6 mis mono 1 misunderstood 5 overestimated
  - monolingual 8 multitask underpaid 9 inconvenient 6 biannual unambitious 10 impossible 7

7

4 disconnected

### Work skills p.16

- **1** 1 e 2 b 3 d 4 a 5 c
- 2 1 How about you? 2 The photographer. That's great.
- 3 Absolutely. It must be very
  - satisfying. 4
    - And you?
- 5 Were you working in Sales in your previous company then?

9 bi

10 multi

- Really! So you must enjoy it.
- So what attracted you to work here?

d Present Perfect Present Perfect Continuous е

### Functions p.17

- **1** 1 must be **2** nice to meet you 3 to find us OK
- 2 1 introduce you to vou know 2
  - like to introduce you to

## 2

3

#### **Grammar** pp.18–20

- 2 1 hectares of land bought or leased in Africa
- 2 to intensively produce food and flowers for countries in the
- Middle East, China, and India 3 governments, global agribusinesses, investment banks, hedge funds, and other financial institutions

4 this is

5 Nice to meet you

6 I'll look forward to

- 4 low investment costs, increased demand for fresh food, boom in fresh cut-flower market, investments are relatively unregulated with little control
- 5 sudden and dramatic changes to their way of life

#### Focus

3

5

- 1 b 2 c 3 a
- 1 past, present
- 2 Present Perfect
- 3 Present Perfect Continuous
  - 1 has been created
  - has provided 2 3 have been offering
- 7 has found

6 has reached

Present Perfect Passive

8 announced

4 stative

5

- 9 4 reported has been put
- 5 have been highlighting 10 hasn't finished, has been done
- 1 naturally occurring elements found in the earth They have unique thermal, electrical, magnetic, and optical 2
- properties and are used in a wide variety of products. 3 no – many are common
- They're difficult to find and to mine in large quantities. 4
- We've known about rare earths since the late 1700s. Seventeen rare earths have been found so far. China is currently the top producer.

No, most of the rare earths in the 1950s came from India and Brazil. The biggest deposits have been found in China, Australia, the USA, former Soviet countries, and Africa.

China produced 35,000 tons in 2010.

Recently there's been concerns about pollution and damage to the environment which has led to a drop off in the amount produced. Prices have risen.

They've been working on opening or reopening their own rare earth mines.

New mines have been opened in Australia, Canada, and Africa.

### Vocabulary pp.21–22

- **3** 1 to eliminate the emission of the six greenhouse gases a written agreement between countries
  - 3 submit an annual report on greenhouse gas emissions and ensure the agreed limits or 'cap' are not exceeded
  - 4 international aviation and shipping
  - 5 It's the only continent without an indigenous population or a government.
  - 6 no military activity; nuclear explosions and dumping of radioactive material prohibited
  - 7 countries in the European Union
  - regulation of production, quality, grading, packaging and 8 labelling of fish; setting minimum fish prices; financing buying up of unsold fish; setting rules for trade with non-EU countries

4	1	restriction	5	reduce	9	cap	12	force
	2	prohibit	6	enforcement	10	require	13	cut
	3	Îimit	7	ban	11	protect	14	manage
	4	manant	0	nomilation		-		

- 4 prevent 8 regulation
- **5** 1 d 2 i 3 f 4 g 5 h 6 b 7 a 8 c 9 e
- 1 There is a limit on ... / The number of fish that can be caught is limited.
  - 2 The whole chemical industry is required to reduce carbon emissions.
  - 3 Military exercises on Antarctica are not allowed.
  - 4 Fishermen must use ...
  - All countries that sign up to the Protocol agree to limit ... / 5 agree to a limit on ...
  - Any form of arms testing is prohibited in Antarctica. 6
  - Fish are required to be ... 7

- 8 Increased production of harmful gases by more than 8% is prohibited in Australia.
- 71 F 2 T 3 F 4 F 5 T 6 T

### Work skills p.23

- **1** 1 Floods prevented them from travelling to the shoot location; they had to keep away from two of the planned shoot locations to avoid getting caught up in any trouble; the local organizer was taken ill and it took a week to find a replacement.
  - They lost time and had to spend a further week finding new reachable and safe locations, so they didn't cover all the agreed items for the programme.
  - To look at the footage they did take and let them know if it 3 can be edited to form a complete documentary, or use archive material from filming in Kenya last year as an alternative.

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

#### Functions pp.24–25

- **3** 1 The current individual office spaces are not flexible to accommodate the growing number of staff.
  - 2 changing to an open-plan office layout
  - 3 complete the staff survey
  - 1 representatives from the various departments in the company
  - to discuss the proposed open-plan office and look at the results 2 of the staff survey
  - The number of employees has increased by 15% which has 3 meant enormous pressure on the current site.
  - 4 providing a suitable work environment and achieving the aim of increasing productivity
  - 5 These are the things people need from their work space.
- 7 meeting rooms would allow people to collaborate without disturbing people who need to concentrate noise - keep to a minimum in the main area; keep calls to a minimum or speak quietly

cost - they don't have much option apart from open-plan

#### Focus

5

- 1 b 2 c 3 d 4 a
- 9 1 a Sorry, are you saying that the open-plan office idea is
  - connected to the work environment and productivity? **b** Do you **mean** that the work environment and productivity are linked or separate?
  - c In other words, that really wasn't an option despite being an attractive idea.

8 met

9

've been studying

- d Sorry, I don't think I get what you mean.
- The intonation goes up in a, and down at the end of the b, c and d.

### Review

#### Grammar pp.26–27

- 1 1 Have you seen
  - haven't had 2
  - 's been talking 've introduced 10 've had 3 managed 7

6

spoke 5

- 4 've been
- 2 Example answers
  - I've been working for Pete for nearly seven years. 1
  - She's been with the company since spring last year / 2 for ... months.
  - 3 We've been working on this project since last Thursday / for ... days.
  - I've been a Project Manager for ITS since January 2012 / 4 for ... months/years.
  - I've been cycling into work since the train strike.
  - I've been communicating with her regularly since my US visit 6 last year.
  - 7 They've been doing the building work since around Christmas time / for ... months, but they're only half finished.
- **3** 1 f 2 g 3 c 4 e 5 a 6 d 7 b

### Vocabulary pp.27–28

- **1** 1 Everyone should be **forced** ...
- A ban on smoking ... 2
- Trade in ivory should be **permitted** ... 3
- ... should be restricted to ... 4
- 5 Relatives should **be permitted** to ...
- ... you have no **obligation** to ... 6
- ... want the term Mademoiselle to be prohibited ...

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8 ... still allow their residents to carry ...

#### 1 ban / prevent 3 reduce 5 allow / permit 2 restrict 4 prevented / banned 6 allowed / permitted

#### Work skills p.28

1	1	Title	4	Causes of population decline
	2	Introduction	5	Recommendations
	3	Main points		
2	a	describes c provides		e reasons g recommend

b involved d There has been f Finally h Secondly

#### Functions p.29

- 1 Example answers
  - 1 In other words Are you with me? 5 if I follow you 3
  - 2 do you mean 4 what you mean is 6 Is that clear
- 2 1 Are you mean saying 4 I'm meaning I mean I'm not <del>clear</del> sure 5 What I say mean
  - 2 3 Are you by with me

## 3

2

#### Grammar pp.30-32

- **3** 1 the preservation of their beautiful environment, significant investment in health and education, good gender equality in the workforce, a thriving export market, no armed forces
  - six hours sleep a night, a 20-minute commute, time with family 2 and friends, working little more than seven hours a day, arriving home by 5.42 p.m., five cooked meals a week, regular exercise
- 4 2 environment, education, health, gender equality, the economy
- 6 1 The data is often flawed.
  - 2 personality; bad memory; having a bad day; how you view the interviewer or interview situation; how you think you should be answering the questions
  - 3 whether their culture is individual- or group-orientated; whether people feel they need to be positive or if it's acceptable to be negative
  - because a question is quite personal and they don't want to 4 admit the truth
  - friends, job, social life, health 5

#### Focus

a 1 b 2

- The relative pronoun can be omitted from sentence 1.
- 1 which has proved positive ..., who obviously appreciate the beauty ..., which commissioned the research ..., which in the case of the research ...
- 2 who, which, that, where, whose
- 8 1 A recent survey on happiness, which was carried out in 149 countries, ..
  - Costa Rica, which was ranked as the happiest country, has placed ...
  - 3 Education and health are areas which the Costa Ricans have invested in.
  - Togo and Tanzania, which the survey revealed to be the least 4 happy nations, both have ...
  - Spending time with relatives is one of the key factors which/that 5 contributes to happiness ...
  - The 4,000 adults who took part in the survey were asked ...
  - The research showed that those adults who work less than eight 7 hours a day ....
  - The people (who) the study identified as the happiest spend ... 8
- 9 1 Happiness, which can be defined in many ways, relates to a variety of ...
  - Spending time with loved ones, which includes time spent with 2 friends, is a key factor ...
  - 3 Sam gave an excellent presentation last week at Reading University, where she was a student.
  - Tim's been offered a new job in marketing, which he's been 4 waiting for for a long time.
  - Dr Laurel Edmunds, who has produced a unique definition of 5 happiness, has researched the issue ...
  - Last month we conducted a staff survey whose results are due 6 out this week.
  - 7 Maslow's motivation theory, which is perhaps the best-known theory of happiness, can be represented by ...
  - 8 Job satisfaction, which is frequently measured by companies and organizations, is a very important ...

### Vocabulary p.33–34

- **2** 1 24 minutes
  - bonding and cooperation, better work ethos, greater job 3 satisfaction and motivation, improved concentration and creativity

6 satisfaction

10 stimulating

motivation

managerial

7

8

9 social

potential damage to hands, wrists, spine, and shoulders; 4 serious long-term health problems like fertility, depression, and heart disease 5 one in four

2 £400

11 creative

enjoyable

necessary

serious

12

13

14

productivity

rėsponsible

employable

cooperative såtisfying

môtivating

månågeriål

stimulating

crėative

enjoyable

něcėssary

serious

social

reål

productivity 1

4

3

- 2 reality
  - responsibility
- 4 employee
- 5 cooperation
- 5 1 productive 2
  - rėality rėsponsibility 3
  - employee 4 5 cooperation
  - satisfåction 6
  - 7 mötivåtiön
  - 8 månåger
  - 9 societv
  - 10 stimulåtion
  - creativity 11
  - 12 enjoyment
  - 13 nėcėssity
  - sėriousnėss 14

6/7

- Suffix Noun Examples Adjective | Examples 1 ity 1 responsibility, creativity, necessity, opportunity creative 2 ive 1 3 ible responsible, sensible employable, 4 able 1 enjoyable, favourable, acceptable 1 5 tion cooperation, satisfaction. motivation, information, exception 6 ment 1 enjoyment, entertainment 7 1 satisfying, ing motivating, stimulating. exciting 8 al 1 real. managerial, social, critical, additional, inspirational 1 9 ous serious, nervous. cautious 5 satisfying cooperative 8
- 8 1 productivity 2 inspirational 3 acceptable 4
- informative 9 cautious 10 responsibility stimulating
- necessary

8

9

job centre workload workstation job description workshop job advertisement job losses workplace job satisfaction work ethos job advertisement

5 workshop

6

7

- 10 1 workload job satisfaction 2
- 6 job description 7
  - 10 workplace work ethos
- workstations 3 4 job centre

Job losses

### Work skills p.35

- 3 1 one that you want to talk about that your audience will want to share
  - 2 narrative or story links everything together; make audience want to see what's coming next - make them curious / want to know end of story
  - 3 find out who audience is and what they're interested in; put story together using slides to engage audience; prepare notes about the point of each slide
  - 4 deliver presentation to someone, standing up with slides; practise timing; do presentation again and again so you don't have to think about it
  - 5 keep the pace going; leave the best slides to last
  - 6 keep head up; make eye contact with audience; smile 7 thank audience; say what they can do next; give your contact details; give chance for people to say hello and make a connection

**7** 1 a 2 d 3 b 4 c

#### Functions pp.36–37

- 2 1 to do background research into the Earthscraper project for Mexico City
  - 2 by thanking the project for the opportunity to work with them 3
  - getting enough natural light down to the lower floors; the glass roof would create a greenhouse effect; the ground around the site is extremely wet, which isn't ideal
  - 4 possibly
  - no the solutions for the three main problems would involve 5 significant additional costs

#### **Focus**

- **a** 2 **b** 3 **c** 1
- 4 I'm not sure; apparently
- **3** 1 apparently 2 Perhaps
- it's not clear 5
- 3 It seems (appears) that / Apparently
- 6 It seems (appears) that / Apparently
- **4** 1 d 2 e 3 b 4 a 5 c having said that / however / on the other hand / but

### Review

#### Grammar pp.38–39

- **1** ND The company's website, which gets a lot of traffic, is ... 2 D
  - 3 D
  - ND I'll talk to my boss, who's coming back tomorrow, 4 and ask ...
  - 5 D
  - 6 ND The staff survey ..., which I filled in yesterday, is ....
- The relative pronoun can be left out in 6.
- 3 1 e Louis works for a firm which / that makes plastics.
  - 2 d ... new government policy which / that is going to affect the workforce.
  - 3 a What's the name of the man who / that mends our photocopier?
  - 4 c I don't like colleagues who / that you can't trust.
  - 5 f Evan's just bought an app which / that gives you data on products ..
  - 6 b That's the awful tie which / that my aunt gave to me.
- 1 The London offices, which were built in 2010, have won awards ... 4 2 The staff, who are aged mainly between 45 and 60, work hard and ...
  - Employees are given a six-monthly appraisal, which 3 determines ...
  - The business, which was started as a market stall, now exports ...
  - Two years ago, the Fizz drinks company, which has factories in 5 several European countries, was taken over ...
  - 6 Annie wanted June, who has just bought a new car, to give her a lift ...
- 5 1 which / that
  - 2 which / that

4

- 3 (which / that)
- The author, whose ...
- 5 ... and academic, who was born ...
- 6 ... lives, which may be ... ... hope, which is ... 7
- 8 which / that
  - 9 (which / that)
- 10 where
  - 11 which / that

### Vocabulary pp.39-40

- **1** 1 enjoyable 3 additional 2 creative 4 responsibility 2 answerable
  - 6 employable unpronounceable indescribable believable / credible usable

5 critical

- untranslatable unwearable unmemorable unimaginable
- 3 Example answers
  - Team members need to be more cooperative with each other. 1
  - 2 The departmental head has requested ...
  - It's important to give your employees the freedom to ... 3
  - Maintaining regularity of routine is crucial. 4
  - ... you can afford a few luxurious things on retirement.
  - Dressing up for the occasion isn't a necessity, but ... 6

#### Work skills p.40

- 1 1 will want to share
  - 2 the point of each slide is
  - 3 you don't have to think about it
  - about three quarters of the way through 4
  - 5 just slow down
- 2 1 incorrect – up to 6 minutes 40 seconds 2 correct incorrect – allow questions at the end 4 correct
  - 5 incorrect keeps the presentation fast-paced
- **3** 1 c 2 d 3 a 4 b

#### Functions p.41

- 1 I'm not sure 4 but
- 2 Having said that 5 it seems that
- 3 On the whole 6 On the other hand

### 4

#### Grammar pp.42–44

- 4 2 She had arrived at the station early and when she heard the announcement for a train to London, she got on.
  - 3 He was outraged so collected money from other passengers to pay for the woman's ticket.
  - 4 He was arrested for begging.

#### Focus

3

5

7 1

1	С	<b>2</b> a	<b>3</b> b	<b>4</b> e	5 d
i	ρ	ii c	iii a	iv h	v d

Ordering events	as soon as, at this point, when, while			
Expressing cause and effect	as a result, because, consequently, so			
<b>6</b> 1 was, met, had gone	5 took, had been having			

7

- 6 1 was, met, had gone had already gone 2
  - - through, announced was driving, phoned, had been
  - 4 complained, gave
    - had had had been hoping asked 11 was chewing 6
  - had started 7 explained 12 stood 2 3 were selling 8 had 13 had swallowed 9 4 had scratched got

was

10

- 14 lost

6 was feeling, crashed

already walked

had been getting, had

### Vocabulary pp.45–46

4 1 Toby Ord

had won

Karl Rabeder: Jake - admires him; thinks he felt guilty about his 2 wealth; he'll carry on enjoying life knowing his money is being used well; Rebecca - he's worked hard so can justify having a lot of money; having so much less is going to be tough for him Toby Ord: Jake - he's going to regret doing it because he didn't have much to start with and in the US expenses like health and education are expensive; Rebecca - it's amazing and it's a much more generous act than the rich giving away a million pounds

Answer key 160

- generally; however 7
- 8 it's not clear

7 nervous

5	Verb + <i>to</i> + infinitive	Verb + gerund / -ing	Both
	decide	consider	continue
	choose	enjoy	start
	encourage	miss	
	expect		
	hope		
	manage		
	plan		

- **7** 1 A = We stopped what we were doing so we could take a break. B = We were no longer taking breaks.
  - 2 A = Do you have an image in your mind of sending the email? B = Don't forget to send the email.
  - 3 A = I'm sorry to say it doesn't work.
  - B = I'm sorry I said it doesn't work.
  - A = I will remember the time when I visited the dentist. B = I will remember to visit the dentist.

8	1	to send	4	to give	7	seeing	9	to tell
	2	to give	5	to save up	8	to sign	10	to save

- 3 seeing 6 to go
- 9 1 donating 2 to give away 3 to support 4 to change

#### Work skills p.47

**3** 1 b 2 h 3 g 4 d 5 f 6 7 a 8 e С

#### Functions pp.48-49

4 1 at a bank

2 with deliveries

- **5** 1 reset the password
- look into it and discuss with Accounts; put a stop on letters 2 about not having paid

#### Focus

2 c, f 3 h, b 4 d, i 5 e, j 1 a, g

- **6** a Why don't you use the computer here in the lobby?
  - **b** Would that suit you?
  - Yes, I'm sorry. I understand. С
  - d You can't connect to the internet. Is that right?
  - My staff are aware of the problem and we are working on e it right now.
- **7** a 4 **b** 5 **c** 1 **d** 2 e 3
- 8 1 2 d 3 e 4 a с 5 b

### Review

2 told

asked

3

#### Grammar pp.50-51

- 1 1 received
- 5 had sent 6
  - 7 had been living

had been staying

11 hadn't noticed 12 had died

9 had risen

10 withdrew

- 4 had been posted 8 had put
- **2** 1 because 3 At this point 5 As soon as 4 When 2 so
- 3 Example answers
  - 1 The delivery hadn't arrived on time so Tom phoned the suppliers, Steadfast, to ask where it was. At this point, a large Steadfast van pulled up outside his offices. As soon as Tom saw it, he apologized.
  - The brochures weren't ready in time for the trade fair 2 because the designer had gone on holiday two weeks earlier. Consequently, they had to use the old brochures.
  - While Jorge was explaining the contract in Spanish, Roger translated the main points into English. When everyone had agreed on the details, everyone happily signed the papers.

#### Vocabulary p.52

1	making opening	to save making	doing to fall	to join to welcome
2	producing visiting	to bring discussing	to ask to call	

#### Functions p.53

- **1** 1 Did you book it in advance?
  - 2 Oh, I'm very sorry. / I understand.
  - 3 We must have made a mistake somewhere.

- 4 I'm afraid we don't have any of those left, but I can bring you ...
- 5 Would that be OK? / How was your meal?
- **2** 1 c 2 e 3 b 4 d 5 a

#### Grammar pp.54–56

- 1 1 Overcrowding will make cities limit tourist numbers; summer holiday destinations will become too hot and drought will limit water supplies; many ecosystems will have degraded or be at risk due to climate change, e.g. coral reefs, coastal wetlands, forests, and glaciers.
- **2** 1 It will have lost all its full-time inhabitants.
  - a strict limit on the number of visitors and an initiative to 2 encourage local residents to move back into the city 3 water shortages in the summer
  - measures to limit water usage by tourist-related activities 4
- 5 b
- **3** 1 Aircraft produce greenhouse gases.
  - 2 expand 3 find cheaper fuel alternatives, e.g. biofuels; build hybrid planes that can use different biofuels; develop light materials for the plane body - reduced weight means less fuel consumption

2 would

9 would

10 will; would

6

7

8

2 Future Continuous

will be sitting

'll have mastered

'll have finished; 'll be

#### **Focus**

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

Future Perfect = *will* + *have* + past participle

- Future Continuous = will + be + present participle
- will, going to 1
- Future Perfect 1
- 1 will have finished; will have 4
  - finished, 'll probably be will meet / will have met 2
  - 3 will quit; will have
  - left / will leave
  - will be interviewing 4
  - 're going to / will; will 5
    - have finished
- **5** 1 *will* + infinitive, Future Perfect, *going to* + infinitive will + infinitive 2
  - going to + infinitive, Future Continuous 3
  - 4 *will* + infinitive
  - 5 *will* + infinitive, *going to* + infinitive
  - 6 Future Continuous; will + infinitive, going to + infinitive
- Travelling to see as many of the top tourist spots as possible will 7 1 have become far less popular; growing numbers of people will be travelling north for holidays during the summer to escape rising temperatures in more southern areas.
  - 2 staycations
  - The ski season is becoming shorter and there has been a shortage of snow - people may have to take winter holidays in more northerly countries like Norway. carbon-neutral hotels
  - 5 Hotels will use more locally-sourced food, services, and materials.

#### Vocabulary pp.57–58

- **2** 1 well-established French company founded in 1950; key player behind the concept of a 'resort' holiday; cater for 1.2 million tourists every year; two thirds of their clients are families; have around 80 resorts in 40 different countries; annual income of more than 13 million euros
  - 2 opened their first offices in China in 2003; their first actual resort within China opened at the end of 2010
  - up-market ski village in the north-eastern mountains of China; largest resort of its kind in China; reached 60% full occupancy in the opening month; attracting an increasing number of Chinese and foreign visitors; has plenty of other facilities to attract non-skiers and to appeal to families: spas, luxury restaurants, amenities for children
  - 4 plans: build four more resorts in China, in the Hainan and Yunnan provinces; cultivate their brand name and associated loyalty; make China one of their top markets; open Fosun stores in a major Chinese city every year

predictions: skiing industry will grow strongly in the next few years; if Chinese holidaymakers enjoy Club Med all-inclusive holidays within the country, they will also choose them when travelling abroad

5 service sector is certain to grow; areas such as tourism, health, and insurance are likely to grow exponentially; new China seeks high-end luxury goods and new experiences within an evergrowing service industry

3 1950 – the date Club Med was founded 80 - the number of resorts Club Med has end of 2010 - the first resort within China opened 4 - the number of additional resorts in China Club Med plan to build 5-10% - the percentage of the higher-end market within China targeted by Club Med 32,000 - the number of Chinese tourists holidaying in Club Med resorts in 2010 Δ

1 is expected 5 hope to is certain to 9 2 predict, will 6 intend to 10 likely to 11 is bound to 3 plan to 7 set to 4 due to 8 is scheduled to 12 on the verge of

#### 6 Description 4 schedules and timetabled events 1 something which is going to happen very soon 2 predictions and probabilities 3 personal plans and intentions 7 1 about to about to 4 bound to 6 8 set to scheduled to 5 likely to 7 due to 9 likely to 2

#### Work skills p.59

3 likely to

- **2** 1 fluctuate 3 growth 5 steadv
- 2 increase 4 dramatically 6 in the 1900s
- 1 The number of people taking ... dropped sharply. There has been a considerable rise over the last ten years in the 2 number of people ...
- 3 There was a dramatic rise last year in the number of people ...
- 4 CO<sub>2</sub> emissions have fallen slightly since ... ... there has been a considerable growth in the last 15 years in 5 the problems ...
- 6 There is a steady increase in the number of people ...

#### Functions pp.60–61

2 1 14% 2 8-15% 3 18% 4 It's the newest site so doesn't really have a solid customer base yet.

3	Problems	Causes	Solutions		
	Drop in number of existing customers	New customers booked up early in season so no availability later for existing customers	Inform existing customers when they need to book by and give them first refusal; reserve places for existing customers until a certain date		
	Catering	Head chef walked out after problem with deliveries	Change suppliers; try to talk to chef		
	Damage to both the wooden beach lodges	Dry weather has affected the fabric and structure	Contact supplier for advice; replace wooden frames later in the year; one person at each site to regularly check the structures		

#### **Focus**

- 1 b 2 d 3 a 4 e 5 c, f
- 1 It seems that ..., The main problem is ...
- The reason for this is that ... 2
- I've been thinking that one solution would be to ..., We could 3
- even ..., Have you tried ...?, I'm wondering if it would be worth ... We're also going to look at ...
- I'll do some asking around, I'll keep trying, ... leave that with me 5

5	1	we have a	2	seems that	4	how about
		problem with	3	meant (that)	5	'll drive

### Review

#### Grammar pp.62–63

- 1 will have relocated 1 3 are going to get 5 be giving, 'll 2 would, would 4 will 2 'm going to speak / will
  - 1 will have completed are going to give / will
  - 2 be giving
  - will be / 's going to be 3
  - will be / are going to be 4
  - 5 will be / 's going to be will be 6

#### Vocabulary p.63–64

- 1 1 set to
- 2 is scheduled
- 3 intend to
- 1 The building is set to be finished in twelve months. 2
  - 2

  - Heidi's due to arrive on the 15.30 flight from Frankfurt.
  - 7 They're certain to like our products.
- **3** 1 f 2 d 3 g 4 c 5 a 6 g 7 e

#### Work skills pp.64–65

1	dramatic	3	rise	5	huge	7	levelled off
2	steady	4	growth	6	rose	8	fell

#### Functions p.65

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

### 6

#### Grammar pp.66–68

- **2** 1 F Interviews are still part of the recruitment process.
  - Some companies want to know if candidates can influence 2 F people on social media sites.
  - 3 F You need more than just good qualifications to get the job you want.
  - Т 4
  - F 5 Some people can feel embarrassed and don't like performing in front of a panel of judges; not every post needs someone 'who can sing and dance'.

**c** *would* + infinitive

**d** would + have + infinitive

**3** electronic application; online tasks, e.g. using social media sites; online games or simulations; traditional interview

#### Focus

5

4

- 1 b 2 c 3 d 4 a
- Present Simple
- **b** will + infinitive
  - 1 won't

don't

- 6 had done 2 would 7 hear
- 3 had used 8 offered
  - 9 had
- 5 will 10 use
- 6 1 graduated from University of St Andrews in Scotland 2 CEO and founder of PleaseCycle, a group of entrepreneurs who promote cycling to companies and their employees 3
  - applied for internship to work at an advertising company had to put together a video for the interview on one of his passions - synchronized his PowerPoint presentation so it looked as if he was flicking up the images as he moved the ball with his hands
- 7 1 The application process helped him get the job because he was able to choose what to do and show off his strengths.
  - 2 He'd use a wide approach and make use of online e-recruitment methods.
  - 3 join societies and network; don't worry about working for a big corporation - smaller, more creative companies often offer the best opportunities
- 8 1 I might not have been 3 hadn't been 5 'd love
  - wouldn't be 4 sent

162 Answer key

7 hope to

'll come / 'll be coming

- 4 is expected to
- 5
- bound to 6 likely to
  - 8 on the verge of

be speaking

7

8 'll ask

9

11

10 'll be

'll see

- She's bound to come.
- The meeting's about to start. 3
- 4 We've / We're scheduled to meet two weeks today.
- 5 We're on the verge of becoming a major competitor in the market.

#### Vocabulary pp.69–70

- 2 Adam: the desire to travel and work overseas, and do something different; exciting opportunities; good career move; better quality of life; earning potential and tax benefits; different lifestyle Zein: always travelled; travelling provides exciting challenge for the family; great personal development work-wise
  - 3 j 4 c 5 f 6 a 7 i 1 e 2 h
- 8 b 9 d 10 g

3

- **4** 1 exciting challenge 6 career move 7 education system
  - 2 personal development
  - 3 quality of life 4 economic climate
- first-hand experience 9 earning potential
  - 5 tax benefits 10 cost of living

8

- 7 1 use of a recruitment consultancy, online advertising, headhunting, posting within own company, through friends or colleagues
  - 2 press advertising
- 81 c 2 a 3 d 4 b
- 9 1 Adam: straightforward and exciting Zein: they thought they'd slot back into the life they had before,
  - but it was difficult 2 Adam: hard to find permanent place to live; only had one car; air con very strong and huge contrast to heat; wife felt isolated without friends and family; six-day working week; different pace of life - getting things done not easy

Zein: paperwork caused problems; everything cost much more; oldest child had to drop back a year at school and struggled with the language at first

- Adam: develop strategies for coping; have an open mind 3 Zein: wife taking a language course
- Adam: accept customs and work around them; wife meets up 4 with ex-pats' wives; they have a routine with friends and always do something on Friday evening Zein: beginning to meet people and build up a social life, and generally adapt

**10** 1 4 2 4 4 3 5 1 6 2 7 2 8 1 3 3

#### Work skills p.71

2	1	Attainable	3	Timed	5	Measurable
	2	Relevant	4	Specific		

3 Yes

4

6

1	$\checkmark$			4	1		]
2		Partly		5	1		]
3	1			6		X	1

- 5 to provide specific details about how the objective will be achieved
  - possible answers: 1 Specific 3 Measurable 5 Relevant 2 Specific 4 Timed 6 Measurable
- 7 1 Keep e-Readers' website up to date by adding new books and readers' guides one month before publication date.
  - 2 Continue to develop ... b start a reader of the month campaign with both primary and secondary school age categories
  - Website: adding readers' guides based on school curriculum 3 set texts
  - Organize and attend ... with the aim of four events regionally over the 12-month period
  - Develop featured authors, with interviews, with five set questions and five reader questions
  - 6 Design, print, ... bookstores within 60 miles of London

#### Functions pp.72–73

- 2 1 the USA
  - 2 keeping up Spanish
  - 3 the Houston job
  - go for the Corporate Communications post in Texas
  - 5 Yes, she has a qualification in journalism and has experience of working in Communications.
- 3 1 not moving when he was a few years younger 2 advantage: the job would be sports-related; disadvantages: he
  - doesn't speak Mandarin; the job would mean a lot of travelling study Arabic more intensively; fine-tune his online profile and 3 be specific about his own area of expertise; focus and put all his energy into one goal
  - 4 go for the Marketing Communications job in Qatar

### Focus 1

2

4

2 1

3 1 has

2

2

3

- 1 a 2 b **3** c **4** a 5 d
  - I were you 3 wish I'd 5 wish I could speak 4 would be a good idea would be

#### Review

#### **Grammar** pp.74 –75

- 1 1 'll finish would be 5 2 would have mentioned 6 would you have asked
  - 3 advertise 7 recruit 'll be 8
  - 4 had had
  - would like 3 do, gets 2 doesn't, will
    - 4 would have looked
      - 4 'd known
    - would have managed sign up 5
  - 3 won't be able

#### Vocabulary pp.75–76

- **1** 1 g 2 e 3 h 4 b
- **2** 1 **extensive** experience full-time education
- 5 commercial development
- 6 long-term benefits

5 a 6 c 7 d 8 i

5 wouldn't

6

'll have to

9 f

wanted

- 7 strategic move
- 8 tough challenge
- 3 make: appointment, arrangements, excuse, progress, time have: appointment, arrangements, career break, chance, excuse, responsibility, time
  - take: career break, chance, responsibility, time
- 2 make an excuse make arrangements 3
- 6 making progress 7 have an appointment
- 8 take responsibility
- 4 had a career break Take time

#### Work skills p.76

- **1** 1 Are details about ...? How much ...? 2 How many ...?
- 3 Can the target ...? 4 Are the objectives ...?
- 5 Are deadlines ... given?
- **2** 1 T 2 S 3 R 4 T 5 M.S

#### **Functions** p.77

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

## 7

#### Grammar pp.78–80

- **2** 1 60 Expressionist paintings
  - the biggest art forgery scandal in Germany since the 1950s 2 3 art collectors
  - Wolfgang Beltracchi assisted by his wife, his sister, and a friend, 4 Otto Schulte-Kellinghaus
  - to copy paintings that were missing and paint works in the style 5 of famous artists

#### Focus

- a A police spokesperson said it was the biggest art forgery scandal in Germany since the 1950s.
- A German lawyer ... said that the art world was shocked and that he would be requesting details of the case.
- One collector said that he was considering selling off part of his с collection, fearing his investments may be discovered to be worthless.
- d A leading German art historian ... had originally stated that he thought the pictures were authentic.
- One of the artist's close friends said that ... Beltracchi was an extremely talented painter.
- Christie's ... declared ... that they were investigating the matter fully. f
- 1 Many collectors have been asking how the forgers got away with it.
- People have asked if the gang produced other forgeries which 2 haven't been discovered yet. We put the question word at the beginning of the reported clause.
  - We use an *if / whether* clause.
- 3 1 A Do you like my Picasso sketch. B Yes, I do.
  - A Are more forgeries likely to be found? 2 B They may be.

cultural life 4 growth potential

- **3 A** Which is the best way to identify authentic paintings? **B** I'm not sure.
- 4 A Has any new evidence come in this week?
- B I haven't seen any.5 A What are you going to do?
- B We're going to look into other cases involving forged paintings.
  A What will happen next?
- B I'll let you know if there's a problem.
- 7 A Our painting is worthless.
- B It's your fault for wasting our money.
- 8 A I finished another painting last week.B It's a masterpiece.
- **4** 1 Helen asked if I wanted her to help me with my report then. I said OK.
  - 2 The lawyer asked if I was sure those were original paintings. I said I wasn't sure.
  - 3 The police asked me when I had last seen my husband. I said that I'd seen him the previous week.
  - 4 My friend asked if I had any other paintings by Rembrandt. I said that I didn't.
  - 5 The artist asked me how much I'd paid for the painting he'd sold me the previous week. I said I'd paid \$1,000,000.
  - **6** James asked if there was anything there that we could use as evidence. I said I didn't think so.
- 5 1 the style of painting, the brushstrokes, the colours, etc.; checking the size of the painting against the catalogue; look at painting in natural light
  - 2 cheap frames are a giveaway; truffle oil used on the wooden frame or stretcher to make it look old
  - 3 the type of paint used, e.g. paints that didn't exist when a painting was supposedly painted
  - 4 there's usually a name / number on the label on the back of the painting to show the company that did the framing or the gallery where it was hung; a genuine painting will have a provenance, i.e. a history and documents to prove when it was bought and sold

7

8

- 7 1 estimated
- 5 he was6 that he'd been cheated

needed to know about that

what could be done

- 2 they had checked3 two days previously
- 4 They had discovered

### Vocabulary pp.81-82

- **2** 1 T 2 F
  - 3 contemporary works, and specializes in trophy art famous works by famous artists
  - 4 find out where art is on sale; find out who the best art students are at the moment and visit some of their exhibitions; build up a relationship with the artist
  - 5 It doesn't go out of fashion.
  - 6 You really need to see the picture, preferably in natural light.

3	1	to find	5	that buying	9	told the
	2	that	6	Kath to talk		listeners that
	3	that	7	not to buy	10	reminded
	4	finding	8	to		

4		-ing	<i>that</i> + clause	( <i>not</i> ) to + infinitive	object + that	object + ( <i>not</i> ) <i>to</i> + infinitive
	agree		1			
	say		1			
	suggest	1				
	explain		1			
	ask					1
	warn					1
	decide			1		
	tell				1	
	remind					1
7	1 apologi	ze	4 refu	se 7 re	emind	9 admit

- 1 apologize4 refuse7 remind9 admit2 promise5 invite8 explain10 advise3 agree6 warn
- **8** 2 Ed promised to get the report to me by five o'clock.
  - 3 The manager agreed that there was a need for better security.
  - 4 The collector refused to wait another month.
  - 5 The gallery owner invited me to visit his gallery sometime.
  - 6 The police warned everyone to stand back.

- 7 Kay reminded me to call my boss.
- 8 The expert explained that the painting was by one of the German expressionists.
- 9 The student admitted tearing the painting.
- 10 My friend advised me not to buy that da Vinci.

#### Work skills p.83

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

3	Action points	Who	Deadline
	Email summary of visitor numbers and feedback	Alan	this afternoon
	Fix date for Hockney media event	Brian	at the end of the month
	Contact artists re picture hanging	Maggie	this afternoon
	Organize security for Hockney exhibition	Will	by the end of next week

#### Functions pp.84-85

- **2** 1 three months
- 2 seven
- 3 It's been a good few weeks; they've all worked really hard; he's motivated the team well; he's assigned appropriate roles to get the most out of them; they've met their objectives.
- 4 Some of the team are not easy to work with.
- **3** 1 management style and effect on team spirit; being too direct in meetings when talking to younger team members so it's difficult for them to talk openly
  - 2 fairly serious the manager wants him to have some management training before taking on another team leader
  - management training before taking on another team leader role3 Yes, it pointed out the positives, and highlighted the negatives with clear indications of how to improve.
- **4** 1 just 2 a bit 3 a little 4 slightly, rather

#### Focus

1 positive 2 negative 3 negative 4 positive

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

We use a feedback sandwich to soften the negative feedback. We use the words to soften negative points.

- **5** 1 e 2 f 3 c 4 a 5 d 6 b Yes, Rafael took the right approach.
  - tes, Kalael look the right approach.
- **6** 4 OK, Peter. Your project has gone OK so far.
  - 5 However, there are just a couple of things we need to talk about.2 One client complained about your attitude. You were rather rude.
  - 3 So what do you think went wrong?
  - 6 I think that's a positive reaction. You need to be **a little** more careful.
  - 1 Great. Otherwise, you've achieved your targets and you've worked well with the team. So, well done.

#### Review

#### Grammar pp.86–87

- 1 1 How many items were sold last month?'
  - 2 Has she already checked those invoices?
  - 3 Can you find the new catalogue for me?'
  - 4 Is she going to Malaysia next week?'
  - 5 Do you like modern art?'
  - 6 Has she ever studied art formally?'
  - 7 Will you bring the car to collect the goods later?'
- 2 1 why I / I'd decided to work for my current company
  - 2 where I'd worked before
  - 3 the delivery date will / would have to be put back
  - 4 where I thought I might be in five years' time
  - 5 she'd meet me in half an hour
  - 6 if / whether I'd ever consider taking a year off
  - 7 she thought I'd done a really good job
  - 8 I'd got a very promising career ahead of me
  - 9 if / whether I could work anywhere in the world
  - 10 how long I'd been doing this job

#### Vocabulary p.88

- **1** leaving 9 said that 12 that 5 to stop
  - to stay told us 10 to get 13 2 6 us not to 3 7 that solving 11 that 14 him
- looking 4 his client 8 to take
- 2 Example answers
  - 2 He / She promised to give me back the money he / she had borrowed the previous week.
  - 3 He / She agreed that I was right about refusing their offer.
  - 4 He / She refused to sign the agreement.
  - 5 He / She invited me to visit his / her offices the following month.
  - He / She warned me not to tell my boss because he'd be furious. 6
  - 7 He / She reminded me to pay that bill.
  - 8 He / She explained that the best way to win the game was to buy as many houses as possible.
  - 9 He / She admitted that he /she had spilt the coffee.
  - He / She advised me to tell the police. 10

3	1	told	4	suggested	6	promised	8	told	

- 2 asked 5 refused 7 informed 9 advised
- 3 warned

3

#### Work skills p.89

1 Keep	4	Note	7	Greet	9	Confirm
2 Check	5	Make sure	8	Ask	10	Check
3 Go through	6	Ask				
Suggested order: 7	10	98361	524			

Suggested order: 7, 10, 9, 8, 3, 6, 1, 5, 2, 4

#### Functions p.89

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

## 8

#### Grammar pp.90–92

- 2 1 a clear concept
  - It's staffed by blind or partially-sighted people and operates in 2 total darkness.
- 3 1.2.9.10
- 4 1 stained glass windows
- 2 window, kitchen, stage
  - 3 Everything had to be designed carefully so that partially-sighted or blind serving staff could navigate easily from the kitchen through the restaurant.
- 4 Lights are fitted in the toilets.

#### Focus

8

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

We form the Passive with be and the past participle. We use the Passive when the object is the focus of the sentence.

- 5 1 are collected
- 4 is heightened 7 have been booked
- 2 are explained 3 are lead
  - 5 is changed 8 was established 9 is claimed
  - 6 be left
- It is estimated that people spend ... 7 1 It has been suggested that most people keep going ... 2
  - 3 In 2010, it was claimed that fast-food operators prospered ...
  - It is predicted that over the next five years, 50% of growth will 4 be ...
  - 5 It was said that ingredient costs ... rose ... last year.
  - 6 It has been calculated that for some franchises ... may only be ...
  - 1 We're going to have / get them decorated.
  - You should have / get your eyes checked. 2
  - 3 I'm having / getting tyres fitted.
  - 4 We got / had it put in last week.
  - 5 How many times have we got / had it mended this year?
  - ... we've got / had new anti-virus software installed. 6

#### Vocabulary pp.93–94

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

#### Work skills p.95

- 2 1 successful marketing should include a multisensory approach 2 sight, smell, sound
  - 3 to catch people's attention so the image stays in their memory
  - forming an emotional connection with a product 4
  - 5 It's a key part of adverts aiming to create associations of freshness, taste, strength, and quality.

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

#### Functions pp.96–97

- 2 1 amazing building; very beautiful white stone; in the centre of town
  - 2 different museums and galleries; Museum of Musical instruments for those interested in music, worth spending a few hours there
  - 3 very popular; one of the best for live jazz music
  - 4 makes the best pizza and pasta
  - famous for shopping 5
  - 6 do amazing croissants

#### **Focus**

noun	infinitive	-ing
Could you recommend?	Why don't	Could you
I (highly) recommend	you?	recommend?
Have you tried?	Would you	Have you got any
Why not try?	like to?	suggestions / ideas
(I've heard) is		for?
good / popular / fun.		I (highly) recommend
is (definitely) worth		Why not try?
visiting / seeing.		You could try
You could try		Are you interested in?
Are you interested in?		

### Review

#### **Grammar** pp.98–99

- **1** 1 The price of sandwiches at *Underground* was increased by 10%. 4 A customer was told by one of the waiters that they couldn't use their phone.
  - 6 The French restaurant was given a very good review by GoodFood magazine.
  - be reminded 1 be worn

2

2

3

- 6 have been taken on 7 have been informed
- have / get their jacket was broken into 8
  - 9 was taken
- cleaned is tied back 4
- 10 was caused
- 5 has been brought 11 wasn't / hadn't been
- 3 1 The wrong papers were photocopied.
  - 2 Cars are manufactured at the Toyota plant in Japan.
  - 3 It was announced that the Prime Minster would be resigning.
  - It is said that our chef is one of the best in the country. 4
  - The microwave oven was invented in the 1960s. 5

#### Vocabulary pp.99–100

- 1 1 concept 4 commercials development 6 2 loyalty 5 slogan 7 confidence 3 research 2 1 mass media 3 product base 5 marketing concept
- niche market 4 market share 6 brand awareness 2
- **3** 1 b 2 g 3 a 4 e 5 d **6** f 7 c

#### Work skills p.100

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

#### Functions p.101

1 1 department store 3 tourist information office 5 museum 2 doctor 6 estate agent 4 restaurant

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

## 9

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#### **Grammar** pp.102–104

- **2** 1 sharing, bartering, lending, trading, renting, gifting, and swapping through network technologies
  - people exchange unused space, goods, skills money, or services 2 'peer-to-peer' 3
    - global
  - 4 less waste, lower costs, more people engaged in the community
- 2 T 3 E 4 T 5 E **4** 1 T

#### Focus

a, an	the	no article
3	1	2
4	6	5
		2

- **5** 1 no article,<br/>no article**2** a<br/>**3** a**4** the<br/>**5** no article**6** the, no article
- 6 a no articlec ae no articleb no articled the, no articlef a, a, a1 f 2 d 3 b 4 a 5 e 6 c
- 71the ones3The ... ones5The one7the ones2Which ones4one6the one7

#### Vocabulary pp.105–106

2	1	F 2 T 3	F	4 F 5 T 6	Т
3	1	One, other	3	Neither	5 Both
	2	One	4	Either	
4	1	The majority of	4	A large amount of	7 a selection of
	2	A couple of	5	the whole of	8 a variety of
	3	The rest of	6	a great deal of	9 a large number of
5	1	piece 3 pile	5	packet 7 team	9 flight
	•	1 4 1 .	-	1 1 0	10

2 drop 4 sheet 6 bunch 8 group 10 stream

### Work skills p.107

5		Acknowledge positive aspects		Remind		Draw attention		Suggest
	you've made a good choice it's good that			can I remind you Don't forget also Remember that		Specifically I think it's important I'd also like to point out		I'd suggest How about It'd be a good idea
6	-	choice idea	3 4	Specifically point	5 6	agree suggest		forget

#### Functions pp.108–109

- **3** 1 a guide to the moment you get off the plane at an airport to the moment you get to your hotel
  - 2 airport websites, people who have the sort of information they're looking for
  - 3 no
  - 4 yes
- **4** 1, 2, 4, 5 **5** 1 So I gi
  - 1 So I guess what we should do
  - 2 What we really need to do3 The main thing is

#### Focus

*main, key, big* + noun

really + verb / adjective

#### absolutely, very + adjective

- 7 Example answers
  - 1 It's very important / essential at this stage that we keep costs down.
  - 2 The key thing is that this idea doesn't get into the wrong hands.3 The interesting thing is that most people only use about ten
  - apps.It's vital that no one gets a similar app out before us.
  - 5 What we need to do is make sure the app works smoothly and doesn't crash.
- 8 Example answers
  - 1 It's essential that we have a strong business model.
  - 2 It's absolutely vital that the budget doesn't go above £500,000.
  - 3 The main thing is that the app is simple to use.
  - 4 The big problem is that customers don't want to spend more than £1.50.
  - 5 The point is that some of our competitors are offering a free app.
  - 6 It's vital that we have an app for iPhones and Android phones.7 What we need to do is complete the first phase of this project by the end of the month.
  - 8 The main problem is that there are over half a million apps on the Apple Store.

### Review

#### **Grammar** pp.110–111

1	1	а	5	no a	ırticle	8	a	11	th	e
	2	the	6	the		9	The	12	nc	article
	3	а	7	no a	rticle	10	the	13	th	e
	4	a								
2	1	а		6	no article	11	no article		15	the
	2	no artic	le	7	an	12	an		16	no article
	3	no artic	le	8	а	13	no article		17	the
	4	а		9	а	14	no article		18	no article
	5	а		10	no article					

#### Vocabulary pp.111-112

- **1** 1 All **2** both; other **3** Neither **4** one; either
- **2** 1 e 2 f 3 a 4 b 5 c 6 d
- **3** Example answers

4

- 1 A couple of the balls in a are grey,
- 2 The rest of the balls in a are blue.
- 3 A large number of the balls in b are orange.
- 4 The remaining balls in b are green.
- 5 The balls in c are a variety of colours.
- 6 There is a selection of different-coloured balls in c.
- 1 packet 4 drop 7 team 9 pile
- 2 piece 5 stream 8 group 10 flights
- 3 sheet 6 bunch

#### Work skills p.112

1 Draw attention Suggest Remind Acknowledge positive aspects Draw attention Acknowledge positive aspects

#### Functions p.113

**1/2** 1 What we **really** need to do this year is ...

- 2 It's absolutely / really essential that we keep ...
- 3 What we **really** have to do is ...
- 4 It's **absolutely** / **really** vital that we don't lose ...
- 5 The main / key / big problem is that the server is too slow.

## 10

#### Grammar pp.114–116

- 4 1 Coca-Cola: did a lot of research and focus groups to ask people what they thought of the new drink; replaced the original Coke Apple: got the design wrong – size and handwriting recognition; too early to take advantage of mobile technology
  - 2 Coca-Cola: asked their existing customers what they thought about the original Coca-Cola; added the new product rather than replacing the original one; paid more attention to some of the more negative comments Apple: not claimed that using the PDA was as easy as writing interval of the product of the
  - with pen and paperdropped the handwriting recognition idea and used a touchscreen keyboard

#### Focus

Modal	Modal: Past		
should	should have		
must	must have		
can	could		
can	could		
	could have		
Other verbs			
have to	had to		
be able to	was able to		
manage to	managed to		

*mustn't* = it is prohibited; *don't have to* = it isn't necessary *must have* = deduction about the past; *had to* = it was necessary

4 But it's absolutely vital that

5 The point is that

- 5 1 didn't have to
  - 2 could
  - 3 had to

6

- 4 should have
- 5 must have 6 shouldn't have
  - 7 couldn't
- 8 managed to
- 4 didn't have to
- 1 must have dropped 2 couldn't get through
  - 5 must have gone 6 couldn't work out
- 3 should have made
- 9 1 They offered a huge variety of books and had a superior
  - inventory system. 2 They invested in CD and DVD sales in their stores.
  - Barnes and Noble. 3
  - 4 It concentrated on expanding its online sales.
  - 5 They went bankrupt in 2011.
- **10** 1 They shouldn't have stocked ...
  - 2 They should have invested in ...
  - 3 They shouldn't have spent ...
  - 4 They should have followed ...
  - 5 They should have realized ...
  - 6 They could have avoided ...

#### Vocabulary pp.117–118

#### **2** 1 F 2 F 3 T 4 T

- 3 1 How many products does the average supermarket hold? 2 How many types of toothpaste do larger supermarkets typically have?
  - 3 What is often considered a symbol of modern, developed societies?
  - What is the after-effect of the process of making a decision? 4
  - 5 What types of goods are attractive when faced with so much choice?
- 4 take in, opened up, find out, weigh ... up, come up with, carried out, cope with, turns out, go through, seeking out, win back, cut back, gone up, puts ... off
- 5 1 up 3 in 5 through 7 back off 2 out 4 with 6 6 1 gone through 4 put off 7 gone up 5 take in 2 turns out 8 weighed up
  - 3 cope with 6 carried out
- 7 1 go through, cope with, put off, take in, carry out, weigh up 2 go up, turn out
  - 3 put off, take in, weigh up
- 1 taking in 3 weigh up 5 turns out 7 cut back
- 4 Winning back 6 find out 2 put off

#### Work skills p.119

- **1** 1 say thank you after his recent visit
- 2 ask for the outline for the Mark 3 Project
- 3 ask for help finding his smartphone
- 2 Request 1 is a quick, easy request and is direct; requests 2 and 3 are requests to do something extra so are less direct and use softening phrases.
- 1 He's passed on best wishes to Takashi and Noriko. 3
  - 2 He hasn't been able to send the outline due to a glitch in the computer system.

- 3 The hotel hasn't haven't found the smartphone yet.
- 4 I'm afraid ..., I'm sorry I can't be of any help sooner ...

#### **Functions** pp.120–121

- **3** 1, 2, 4, 5, 6
- 4 1 use of; discount; 80; coffee service
  - gym; swimming pool; other guest facilities 2
  - VIP; 12 3

#### Focus

2

3 what if

- 4 a 5 c 6 d 7 d 1 d 2 e 3 b **8** a
- **7** 1 we were hoping for 4 Providing How does
  - 5 In that case
  - 6 Can I get
- think collaboratively and work together; negotiating partners 8 1 will come back for more business; no one loses
  - 2 use opportunities; offer something else instead of saying 'no'; be willing to change plans and be flexible on peripheral matters
  - 3 listen to your partners and learn more about them; it's crucial to build up a good relationship for long-term agreements

### **Review**

#### **Grammar** pp.122–123

- 1 1 must / should 3 can't / mustn't; can 5 have to
- don't have to; should 4 mustn't; should 6 should 2
- 2 didn't have to 4 couldn't 2 6 could
- 3 couldn't 5 could
- 3 1 You can't / mustn't enter ...
- We could meet ... 2
- 3 It could have been a mistake.
- 4 Jed doesn't have to attend ...
- We should accept the offer. 5
- Zara can't have become ... 6
- You can come with me if you want. 7
- 8 I should have studied harder when I was younger.
- 9 The meeting must have finished by now.

#### Vocabulary p.124

1	1	with	3	off	5	up	7 back
	2	out	4	in	6	through	
2	1	grown up		3	call it off	5	turn it up
	2	back it up		4	given it up		
3	1	come up with	ı	3	carried out	5	Fill in
	2	give back		4	throw away	6	find out
				104	105		

#### **Work skills** pp.124–125

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

#### **Functions** p.125

- 2 is more
- 4 Providing you 5 In that case
  - 6 offer; hoping for; for that price

- 1 Example answers
  - 1 In that case
    - 3 I get back to you