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Answer key

1 Corporate culture

1.1 About business Work culture and placements

1 It depends on company culture. New employees need to try to work out quickly what is expected in each of the three situations and to adjust to the company culture as soon as they can. To start off though, it's probably safest to dress smartly, not be the first or the last to leave the office, maybe make one or two contributions to a meeting, but most importantly to listen and learn at first.

- 2 Seven examples of a written rule:
- nobody should ever climb the ladder
 - working long hours is more important than achieving results
 - the boss is always right, even when he's wrong
 - if you're not at your desk, you're not working
 - nobody complains, because nothing changes
 - women, ethnic minorities and the over 30s are not promoted
 - the customer is king, but don't tell anyone, because management are more interested in profitability
- 3 New staff quickly learn when their ideas and opinions are listened to and valued, and when it's better to keep them to themselves, which assignments and aspects of their performance will be checked and evaluated, and whose objectives and instructions they can safely ignore. They learn from the way staff speak to management, to customers and to each other, and from the differences between what is said, decided or promised, and what actually gets done.

Suggested answers:

1 Organizations and companies can try to avoid negative written rules by reporting commitments, giving and listening to feedback, defining and applying clear procedures, providing training to develop a positive work culture.

2 A government department:
Office etiquette: formal dress code, strict office hours, inflexible, subject to security constraints.
Relationships with colleagues, management and clients / business partners: hierarchical and formal and.
Autonomy and initiative: limited, strict procedures for everything.
A small public relations firm:
Office etiquette: probably very informal, relaxed, flexible, results-oriented rather than time-conscious.
Relationships with colleagues, management and clients / business partners: friendly and participative, little or no visible hierarchy.
Autonomy and initiative: wide, but must be justified.
A manufacturing company:
Answers will depend on national and corporate culture.

3 Answers will vary.

1 Alexandra was not accepted by her colleagues. David upset an intern.
2 Alexandra misunderstood the (written) office rules on working hours. David assumed Monica would love to inform him she had a dentist appointment, but she didn't. Monica misinterpreted David's brooding as changing the supervisor-intern relationship.

3 Students' mistakes:
Alexandra's story didn't ask about / was not sensitive to written rules, didn't talk to colleagues.
David's story took friendly culture at face value, didn't accept criticism, didn't learn from the problem.
Supervisor's mistake:
Alexandra's story didn't tell student about written rules, gave student too much autonomy, didn't make sure student met colleagues.
David's story didn't explain local work culture, didn't keep enough distance from interns, didn't understand the intern's confusion.

1.2 Vocabulary Work organization and responsibility

Suggested answers:

1 **team**, supervisor, project leader, line manager, director (by hierarchical status)

2 **section**, department, office, branch, unit, subsidiary, division, company (by size)

3 **task**, job, assignment, project (by importance)

David Darren = CEO
Administration: Maria Chevrolet = Office Manager = two accountants
Marketing and Sales: Benjam Newman = Marketing and Sales Manager = one ad director, one PR officer and two accountants
R&D: Douglas Pearson = R&D Manager = seven research scientists
Engineering: Herb Monroe = Program Manager = two software engineers and one technical writer

IT and Technical Support: Rosane Pevle = IT Manager = one web developer and two support engineers

- 1 Because Wandel is a small company.
2 Because Wandel is growing fast, so it's going to change as they hire new staff.
3 Because right now they don't have an HR department as such.
4 The CEO runs the business on a day-to-day basis. The CFO deals with strategy and sits on the board of the parent company.
5 Lynn is Wandel's parent company. They took Wandel over a couple of years ago.
6 He resigned when he was appointed Head of IT at a big consulting firm but was fired after three months.
7 Research and Development, Engineering, and Marketing and Sales.
8 Doug Pearson coordinates development programmes, he sits on the Marketing and Engineering.

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

1 alongside 2 under 3 as 4 at 5 in 6 on

1.3 Grammar Past tenses and advice structures

- 1 told 2 had fallen 3 was beginning / had begun
4 had given 5 called 6 had improved 7 had learnt
8 had closed 9 were rising 10 closed

- 1 ask 2 asking 3 adding 4 to ask 5 asking 6 ask
7 to ask 8 ask 9 to ask 10 to ask 11 asking 12 to ask
Wrong recommendations: 1, 4, 7, 9, 12
Careful or friendly suggestions: 2, 3, 5, 6, 8, 10, 11

- 1 The CEO did very well for himself. The CEO gave a party.
2 The CEO challenged his team. He showed the executives the pool.
3 There was a loud splash. Everyone followed the CEO to the barbecue.
4 The CEO swam for his life. Everyone swam back at the pool.
5 The CEO reached the edge. The crocodiles tried to catch him.
6 A crocodile tried to bite the CEO. The CEO climbed out of the pool.

- 1 had done; was proudly showing
2 had built
3 had just started; was
4 turned around; ran back; was swimming
5 had almost caught; reached
6 had / 'd just managed; heard

Student A:
1 c) 2 e) 3 d) 4 a) 5 b)
6 h) 7 f) 8 g) 9 i) 10 f)
Student B:
1 c) 2 d) 3 a) 4 b) 5 h) 6 g) 7 e) 8 f)

- 1 b) 2 d) 3 e) 4 c) 5 a)
6 g) 7 i) 8 j) 9 f) 10 h)
(7 h) and 10 (j) are also possible)

1.4 Speaking Meetings - one-to-one

Answers depend on local and work culture. Suggested answers:

1 In most English-speaking cultures, this is the norm, with the notable exception of Africa, where surnames, and frequently given, are addressed by their surname. One of the first name is also unusual in much of Asia, and in Germany.

2 Some cultures, like France, make a clear distinction between business and personal life. Others, like the Swedish furniture company Ikea, organize regular social events, where all levels of staff are expected to mix freely.

3 In most Latin cultures, managers will expect subordinates to perform tasks like making coffee. Some staff in Nordic cultures may be shocked and even insulted by such a request.

4 This usually depends more on the type of work involved than on local or work culture. Personal calls for staff in production may be very unwise, whereas in departments like sales or marketing, where work organization is more flexible, there is usually no particular problem.

5 This is the case in many English-speaking and Nordic cultures, especially in the USA. In Latin and Asian countries, the opposite is often true, with a certain level of even machismo associated with working late.

6 This probably depends on the organization as much as on the culture: in large scientific meetings, for example, the majority of attendees will not be expected to speak.

WORKBOOK 2 Answer key

Starter unit

Vocabulary (page 4)

1 1 niece 2 aunt 3 mother 4 wife 5 sister 6 granddaughter

2 1 daughter 2 husband 3 uncle 4 nephew 5 wife 6 sister

3 1 a 2 c 3 e 4 b 5 d

4 1 grandparents 2 parents 3 children 4 uncle 5 aunt 6 nephew 7 niece 8 cousins 9 granddaughter 10 grandson

5 Students' own answers.

Language focus (page 5)

1 1 % 2 're 3 not 4 it 5 she 6 you 7 is 8 is 9 isn't 10 aren't

2 1 Peter's 2 parents' 3 teacher's 4 brother's 5 Sara's 6 grandparents' 7 Daniel and Laura are Oliver's cousins. 8 Oliver is Emma's nephew. 9 Mark and Emma are Joseph's children. 10 Laura is David and Emma's daughter. 11 Claire is Daniel's aunt.

Vocabulary (page 6)

1 1 science 2 geography 3 PE 4 notes 5 exam 6 book 7 maths 8 Students' own answers.

Language focus (page 7)

1 1 Have 2 haven't 3 haven't got 4 has the teacher got 5 have you got 6 has she got 7 Have your brother got a maths exam on Friday? 8 Have we got two exercises for homework? 9 Has the school got a new science laboratory? 10 Have they got an interesting geography book?

2 1 there aren't 2 There are 3 there are 4 there is 5 Students' own answers.

Unit 1

Vocabulary (page 8)

1 1 keys 2 make-up 3 a phone 4 watch 5 money 6 bus pass 7 MP3 player 8 mobile phone 9 make-up 10 keys 11 ID card

2 1 bag 2 sunglasses 3 wallet 4 Students' own answers.

Language focus (page 9)

1 1 likes 2 doesn't 3 like 4 He doesn't buy a lot of designer clothes. 5 They don't work in town. 6 Frank doesn't study a lot. 7 We don't like hip-hop music. 8 She doesn't carry an ID card. 9 My dog doesn't need a drink of water. 10 He doesn't carry any money. 11 She watches too much TV. 12 He goes swimming twice a week. 13 We don't like horror films. 14 She doesn't wear make-up. 15 He uses an MP3 player to listen to music. 16 He goes. 17 He doesn't play. 18 She watches. 19 He studies. 20 She doesn't go.

Vocabulary (page 10)

1 1 watch 2 play 3 listen to 4 take 5 take 6 surf 7 surf 8 go 9 plays 10 take 11 collect 12 goes 13 goes 14 listen to 15 doesn't go 16 don't watch 17 made 18 play 19 Students' own answers.

Language focus (page 11)

1 1 play 2 Does 3 surf 4 do 5 don't 6 does 7 doesn't

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