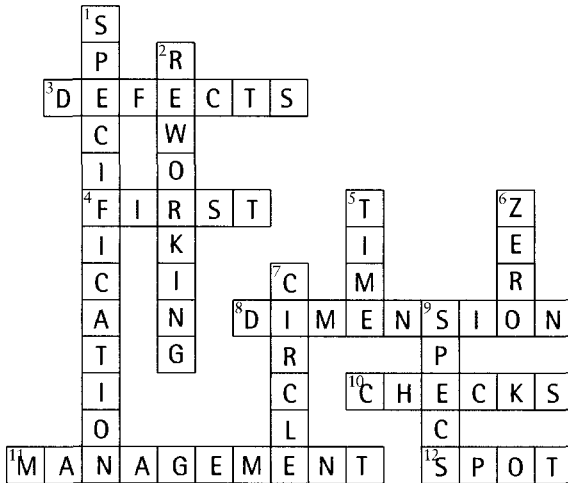


18.1



18.2

- 1 continuous improvement
- 2 business process re-engineering
- 3 benchmarking
- 4 best practice
- 5 continuous improvement

19.1

- 1 buyer, consumer, customer
- 2 customer base
- 3 client
- 4 client base, clientele
- 5 seller
- 6 seller, vendor
- 7 buyer, purchaser
- 8 vendor
- 9 buyer, purchaser, buying manager, purchasing manager
- 10 user, end-user

19.2

- | | | |
|-----------|-------------|-----------|
| 1 place | 3 prices | 5 forces |
| 2 reforms | 4 pressures | 6 economy |

20.1

- | | |
|----------------------|-----------------------|
| 1 penetrate | 3 corner, driving out |
| 2 entered, dominated | 4 monopolized |

20.2

- 1 are the market leader
- 2 have a 55 per cent market share
- 3 Market growth is
- 4 market segments
- 5 market segmentation

20.3

- | | | |
|-------|-----------|-----------------|
| 1 500 | 3 A | 5 B, C, D and E |
| 2 yes | 4 A and B | 6 no |

21.1

- 1 product, price, place, promotion
- 2 no
- 3 no

21.2 1d, 2e, 3a, 4c, 5b

22.1 1g, 2f, 3e, 4c, 5d, 6b, 7a

22.2 1 consumer durables
2 raw materials
3 consumer durables
4 fast-moving consumer goods
5 fast-moving consumer goods

22.3 1 brand manager
2 brand
3 brand recognition
4 brand image
5 own-brand
6 generic products
7 branded

23.1 1 true
2 true
3 true
4 false
5 true
6 false
7 true

23.2 1 hike
2 boom
3 cuts
4 controls
5 leader
6 tag
7 war

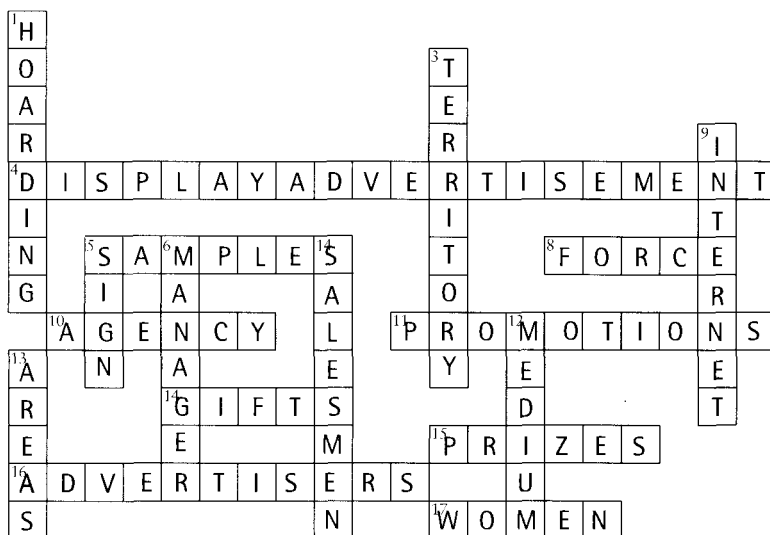
23.3 1 entry-level
2 trade up
3 move upmarket
4 sophisticated
5 mid-ranged
6 top-en
7 niche market

24.1 1 distribution channel
2 wholesalers
3 retailers
4 resellers
5 customer
6 middleman

24.2 1 shopping mall
2 shopping centre
3 convenience store
4 drugstore
5 deep discounter
6 department store

24.3 1 junk mail
2 call centre
3 mailshot
4 cold call
5 direct marketing
6 telemarketing

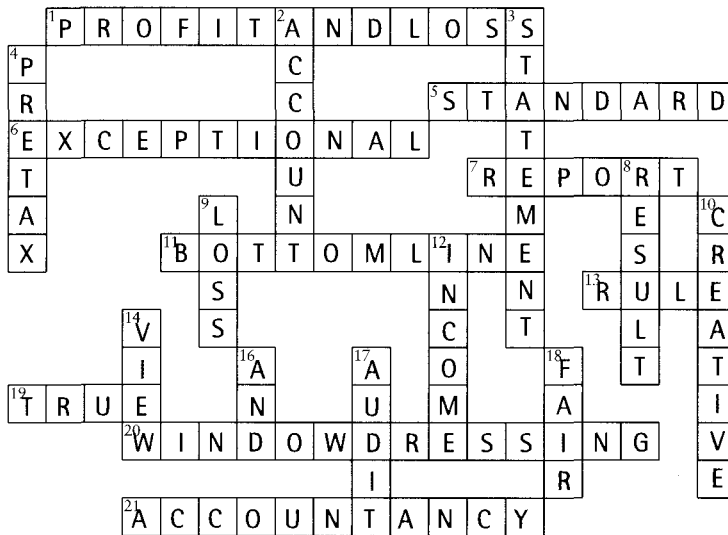
25.1



- 25.2** 1b, 2a, 3c
- 26.1** 1c, 2a, 3b, 4f, 5d, 6e
- 26.2** 1 bricks-and-mortar / traditional retailing
2 clicks-and-mortar / e-commerce
3 shopping cart
4 last mile problem
5 hits
- 26.3** 1 B2C 3 B2B 5 B2C
2 B2G 4 B2G 6 B2C
- 27.1** 1e, 2f, 3d, 4a, 5b, 6a, 7c
- 27.2** 1e, 2d, 3a, 4f, 5b, 6c
- 27.3** 1 indirect cost 4 overhead
2 fixed cost 5 variable cost
3 COGS 6 direct cost
- 27.4** 1 140 korunas 3 25%
2 100 korunas 4 20%
- 28.1** 1 chairs, armchairs, dining tables
2 chairs
3 stools
4 coffee tables
5 chairs
6 stools
- 28.2** 1 overspending 5 underspending
2 spend 6 budget for
3 over budget 7 spending/expenditure
4 under budget
- 28.3** 1c, 2a, 3b
- 29.1** 2, 1, 7, 5, 8, 4, 6, 3
- 29.2** 1 Cash flow 4 discount
2 upfront 5 credit policy, payment terms
3 trade credit
- 29.3** 1 key accounts 4 Inland Revenue
2 debtors 5 bad debts
3 creditors 6 write them off
- 30.1** 1 fixed assets 5 current asset
2 current assets 6 not an asset
3 fixed asset 7 intangible asset
4 not an asset 8 not an asset
- 30.2** 1 written off 4 depreciation
2 amortized 5 write down
3 charge, book value

30.3 1 false 2 true 3 true

31.1



- 32.1** 1 capital 6 Lenders
2 shareholders 7 loan capital
3 dividends 8 principal
4 equity 9 interest
5 lenders 10 indebtedness

- 32.2** 1 loan capital, borrowing
2 collateral, security
3 gearing, leverage
4 highly geared, highly leveraged
5 overleveraged

33.1 1f, 2e, 3b, 4a, 5d, 6c

- 33.2** 1 collapse, burden 4 bailout, crisis
2 repayment 5 turning, ailing
3 recovery

- 33.3** 1 administration 5 wind up
2 protection 6 ceases trading
3 creditors 7 liquidation
4 goes into receivership

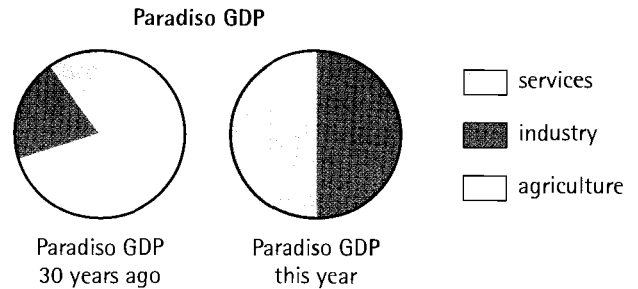
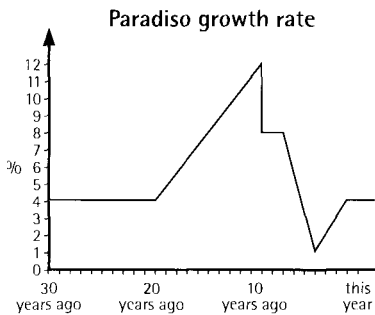
34.1 1b, 2c, 3d, 4e, 5a

- 34.2** 1 bids 4 predators, prey
2 restructuring 5 GS wants to make acquisitions.
3 hostile bid 6 merger

- 34.3** 1 diversified
2 subsidiaries
3 parent company
4 divestment
- 5 restructuring
6 disposes of
7 non-core assets
8 core activities
- 35.1** 1 false
2 false
- 3 true
4 true
- 5 false
6 true
- 7 true
8 false
- 35.2** 1 transfer, current account, an overdraft
2 account balance
3 interest rate
4 interest
5 bank statement, banking charge
- 35.3** 1b, 2c, 3a
- 36.1** 1 brokers
2 traders
3 speculators
4 Wall Street
- 5 centres
6 institutions
7 City
8 Square Mile
- 36.2** 1 true
2 true
- 3 false
4 false
- 5 true
- 36.3** 1 securities house
2 futures contract
3 commodities
4 currencies
5 commercial paper
- 6 bonds
7 securities
8 a commodities exchange
9 derivatives
- 37.1** 1 Hong Kong
2 Nikkei
3 New York
4 Dow
- 5 Nasdaq
6 London
7 CAC 40
8 Dax
- 37.2** 1 blue chips
2 trading
3 very high turnover
4 spectacular gains
- 5 bull market
6 bullish
7 record high
8 barrier
- 37.3** 1 declines
2 bear, collapse
3 low
4 bearish
- 5 panic selling
6 rally
7 wiped
- 38.1** 1 economical
2 uneconomical
3 high finance
4 finances
- 5 finance
6 economics
7 uneconomical

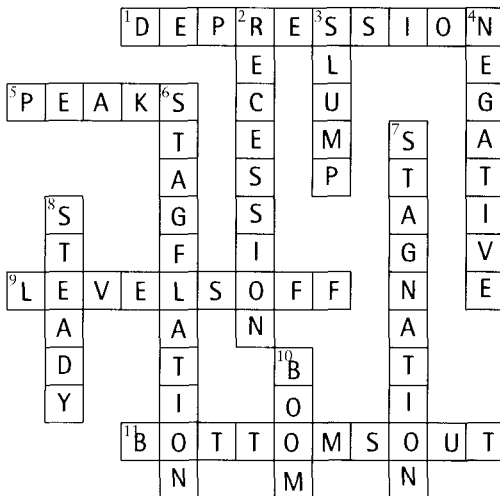
- 38.2**
- | | |
|-----------------|--------------------|
| 1 trade deficit | 6 balance of trade |
| 2 trade gap | 7 inflation rate |
| 3 exports | 8 inflation |
| 4 imports | 9 out of work |
| 5 trade surplus | 10 jobless |

38.3



- 39.1**
- | | | | |
|---------|---------|---------|--------|
| 1 false | 3 true | 5 true | 7 true |
| 2 true | 4 false | 6 false | 8 true |

39.2

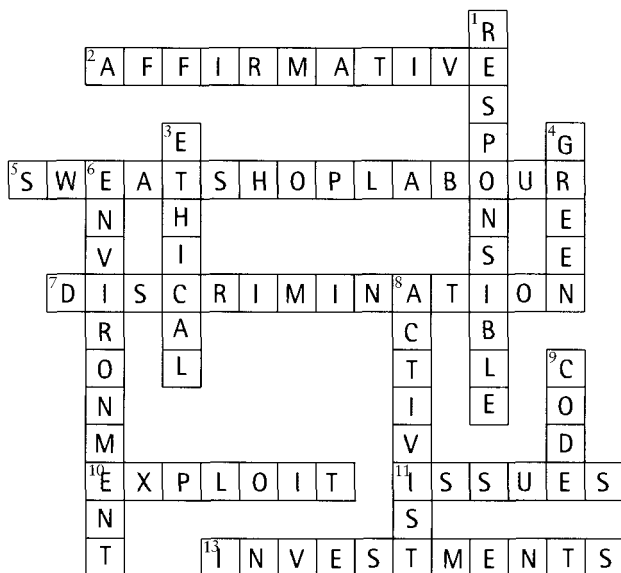


- 40.1**
- price fixing
 - market rigging
 - sleaze
 - insider dealing, insider trading; use Chinese walls
 - bribes, backhanders, kickbacks, sweeteners; corruption, sleaze

- 40.2**
- embezzlement, embezzler, embezzles, embezzlement, embezzled
 faking, faker, fakes, a fake, faked
 forgery, forger, forges, a forgery, forged
 fraud, fraudster, defrauds, a fraud, fraudulent
 money laundering, money launderer, launders money
 racketeering, racketeer, racketeers

- 41.1**
- | | |
|---------------|------------------|
| 1 ethics | 4 code of ethics |
| 2 unethically | 5 Ethical |
| 3 unethical | |

41.2



- 42.1 1 lead time 4 overlapped 7 stage/phase/step/task
 2 time 5 make up 8 delays
 3 longer than planned 6 schedule 9 downtime

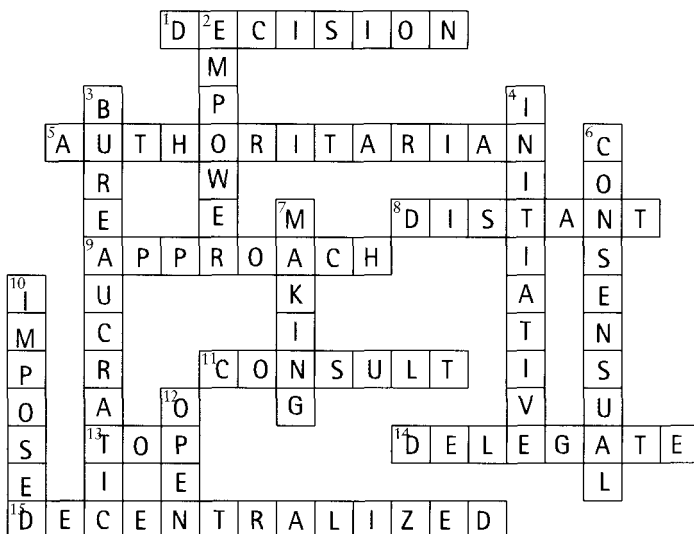
- 42.2 2 You should avoid interruptions.
 3 You should avoid distractions.
 4 You shouldn't aim for perfectionism when it's not necessary.
 5 You should plan your day in advance.
 6 You should go on a time management course.

43.1 4, 1, 2, 5, 3

- 43.2 1 lifestyle 5 treadmill
 2 quality time 6 rat race
 3 rebalancing 7 quality of life
 4 downshifter's

44.1 1e, 2c, 3d, 4b, 5g, 6a, 7f

44.2



- 45.1** 1 macho culture 4 company/corporate culture
2 canteen culture 5 macho culture
3 long-hours culture 6 long-hours culture
- 45.2** 1a ABC 2a SBC 3a ABC
1b SBC 2b ABC 3b SBC
- 46.1** 1 false 3 false 5 false 7 true
2 false 4 true 6 true
- 46.2** 1 Gammaria 3 Deltatonia
2 Betatania 4 Alphaland
- 47.1** 1 Gammaria 3 Deltatonia
2 Betatania 4 Alphaland
- 47.2** 1 ✗ 3 ✓ 5 ✗ 7 ✓
2 ✗ 4 ✓ 6 ✗
- 47.3** 1d, 2g, 3c, 4h, 5b, 6f, 7a, 8e
- 48.1** 1 pager 4 videophone
2 mobile phone 5 webcam
3 cordless 6 public telephone
- 48.2** 1 It would be good to see Anna soon. I'll phone her and see when she's free.
2 correct
3 Why don't you ring Pizza Palace and order some takeaway pizza?
4 I rang them five minutes ago but there was no answer.
5 correct
6 correct
7 I'll give her a bell and we'll fix up a meeting.
8 When you get some news, give me a buzz.
- 48.3** 2 four-zero-seven eight-two-four four-three-two-one
3 two-one-three nine-five-six one-seven-double-seven
4 two-one-zero double-two-five one-three-nine-one
5 nine-zero-one double-three-two double-three-double-two
6 five-two-zero six-three-eight two-six-two-six
- 48.4** 1 reservations line 4 information line
2 helpline 5 freephone number
3 hotline
- 49.1** 1b, 2a, 3e, 4b, 5c, 6f, 7d
- 49.2** 1, 5, 3, 6, 7, 2, 8, 4

50.1 1
A: Can I speak to Mrs Lee, please?
B: Speaking. I'm rather tied up at the moment.
A: Sven Nyman here. I'm calling about your order.
B: I wonder if you could call back later.

50.2 This is a suggested answer, but you can use any word beginning with each appropriate letter.

- 2 V for Victor, A for Alpha, L for Lima, L for Lima, A for Alpha, D for Delta, O for Oscar, L for Lima, I for India, D for Delta
- 3 W for Whisky, E for Echo, B for Bravo, B for Bravo, E for Echo, R for Romeo
- 4 WWW dot, britishcouncil all as one word dot, org slash courses
- 5 P for Papa, E for Echo, T for Tango, E for Echo, R for Romeo, new word, H for Hotel, O for Oscar, U for Uniform, S for Sierra, E for Echo
- 6 M for Mike, A for Alpha, C for Charlie, P for Papa, H for Hotel, E for Echo, R for Romeo, S for Sugar, O for Oscar, N for November
- 7 john hyphen smith at cambridge dot ac dot UK

51.1 f, b, j, a, h, d, k, e, i, c, g

51.3 1e, 2c, 3b, 4a, 5d

52.2 1 intended recipients, advise, sender
2 confidential, destroy
3 cover sheet, illegible

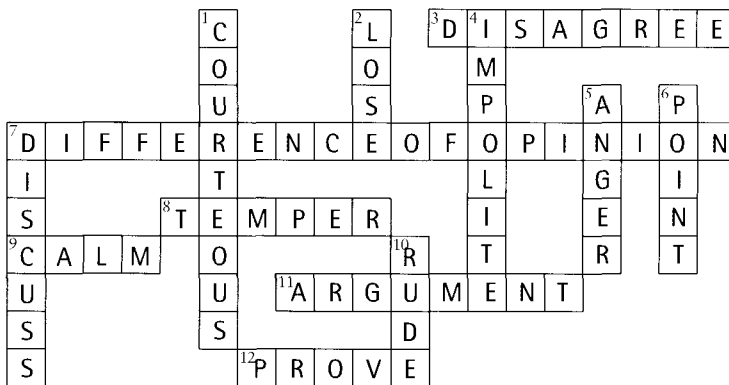
- 52.3** 1 resent
2 went through
3 did not get stuck
4 did not jam
5 send, through
6 legible
- 53.1** 1 bcc
2 forward
3 reply to all
4 attach
5 send and receive
6 delete
- 53.2** 1 copy Chris Jones in on
2 Attached
3 attachment
4 forwarding
5 Best wishes
- 53.3** 1 AFAIK
2 HTH
- 54.1** 1 arranged/fixed/set up
2 attend
3 put back/postponed
4 brought it forward
5 chaired
6 missed
- 54.2** 1 shareholders' AGM
2 brainstorming
3 department meeting
4 meeting with suppliers
5 chat
6 meeting with a customer
7 project meeting
8 EGM
9 board meeting
- 54.3** 3, 6, 5, 1, 4, 2
- 55.1** 1 Circulate the agenda well in advance
2 venue
3 make their point
4 tactfully
5 minute-taker
6 timetable
7 digress
8 on time
- 55.2** 1b, 2a, 3d, 4c, 5e, 6g, 7f

- 56.1**
- 1 It's about time we got started.
 - 2 Let's begin, shall we?
 - 3 correct
 - 4 Let's make a start.
 - 5 Let's get down to business.
 - 6 I've called this meeting to ...
 - 7 correct
 - 8 The main objective is to ...
 - 9 As you are aware ...

- 56.2**
- 1 John, would you like to kick off?
 - 2 Kay, would you like to open the discussion?
 - 3 Len, perhaps you'd like to get the ball rolling?
 - 4 Monica, what do you think?
 - 5 Nigel, what are your views on this?
 - 6 Olive, what are your feelings on this?

- 56.3** 1c, 2a, 3b, 4e, 5d

57.1



- 57.2** 1e, 2c, 3b, 4g, 5a, 6d, 7f, 8h

- 57.3** 1c, 2i, 3b, 4j, 5g, 6a, 7h, 8d

- 58.1**
- A: If I can just stop you there, you have to admit things were different then. That was in the 1980s.
 - B: I understand what you're saying, but that's not so long ago. The pressures were the same.
 - C: To go back to what I was just saying, there are limits as to what we can ask from the creatives. They ...
 - B: Sorry to interrupt you, but I hate that word 'creative'. A lot of them haven't created anything except chaos since they arrived in the company.
 - C: Are you implying that the creative department has people who shouldn't be there?

- 58.2** 4, 6, 5, 1, 2, 3

- 59.1** 1 demonstration 5 press conference
 2 lecture 6 talk
 3 workshop 7 briefing
 4 seminar 8 product launch
- 59.2** 1d, 2c, 3a, 4j, 5i, 6e, 7h, 8f, 9b, 10g
- 60.1** 1f, 2c, 3e, 4h, 5g, 6d, 7a
- 60.2** 1 OK. To begin, let's look at the most basic product in our range.
 2 Of course, related to the product specifications of our basic model is the issue of product performance.
 3 But I'm digressing: let's get back to the product specifications themselves.
 4 That's all I have time for on product specifications. Let's move on to our mid-range model.
 5 As you can see on this transparency, there are two key features I want to talk about in relation to our mid-range model.
 6 I think that covers everything on our mid-range model.
 7 Time is moving on, so let's turn to our top-of-the-range product.
- 61.1** 1 smiling
 2 eye contact
 3 visual aids
 4 transparencies
 5 flipchart
 6 overhead projector, computer screen projector
 7 overhead projector, computer screen projector
 8 gestures
 9 handouts
 10 mannerisms
- 61.2** 1d, 2c, 3a, 4b, 5f, 6e
- 62.1** 1 wage negotiations
 2 trade dispute
 3 trade negotiations
 4 labour dispute
 5 contract dispute
 6 merger negotiations
 7 customer–supplier negotiations
- 62.2** 1c, 2f, 3a, 4e, 5h, 6d, 7b, 8g
- 63.1** 1f, 2e, 3b, 4c, 5d, 6a
- 63.2** 3, 6, 4, 2, 1, 5
- 63.3** 1 attitude to time, relationship building
 2 relationship building
 3 conversational rules
 4 hierarchy
 5 physical contact
 6 conversational rules

- 64.1** 1b, 2c, 3d, 4f, 5e, 6a
- 64.2**
- 2 As long as engine performance improves by ten per cent, then we may offer a price of \$550,000 per unit.
 - 3 On condition that you deliver 20 engines by May, then we will be able to consider a more flexible price.
 - 4 Supposing that you provide good technical support, then we might be able to increase our order.
 - 5 Provided that you supply documentation in Portuguese, we could consider sending our personnel to you for training.
 - 6 Providing that this contract works out OK, we might agree to work with you in future.
- 64.3**
- | | |
|-----------------|---------------|
| 1 horse-trading | 4 concessions |
| 2 trade-off | 5 haggle |
| 3 gesture | |
- 65.1**
- 1 The company were negotiating from strength. They had more bargaining power.
 - 2 The union were negotiating from weakness.
 - 3 The union made demands for a pay increase of 100 per cent, but then they backed down/climbed down.
 - 4 The miners gave in and went back to work.
 - 5 The company had been confrontational and adversarial.
- 65.2** 1b, 2a, 3d, 4e, 5c
- 65.3** 1e, 2c, 3d, 4b, 5a
- 66.1**
- | | | | |
|---------|---------|---------|---------|
| 1 true | 3 true | 5 true | 7 false |
| 2 false | 4 false | 6 false | |
- 66.2**
- 1 binding
 - 2 commercial
 - 3 binding/legal
 - 4 oral/verbal
 - 5 employment
- 66.3** 1, 6, 5, 7, 4, 8, 3, 2