

Workbook

Iwonna Dubicka
Lewis Lansford

B2



Business Partner

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Vocabulary Elements of corporate culture

1 Complete the sentences using the words in the box.

atmosphere flexibility hierarchy image open-plan
organisational strategy structure values

- 1 Company _____ refers to the way a business is organised.
- 2 Company _____ is planning a series of actions in order to achieve something.
- 3 An _____ office is one which does not have walls dividing it into separate rooms.
- 4 A good _____ in a company means a positive feeling that a place gives employees.
- 5 The _____ of a company refers to the general opinion that people have of an organisation or product. This is not limited to advertising.
- 6 Having _____ means being able to change or adapt to a situation.
- 7 Company _____ means staff are organised on various levels, depending on responsibility, e.g. junior and senior managers.
- 8 Company _____ are the principles and practices that a business feels are important, e.g. equal pay for men and women, or the way employees are treated.
- 9 _____ behaviour looks at how people work together and how ways of working, e.g. employee interaction and leadership style, can affect the whole organisation.

2 Read the conversation between an HR manager (HR) and a new intern (I). Choose the correct option.

HR: Do you have any questions for me, Rebecca?

I: Yes, I'd like to know what the working environment is like.

HR: You'll find there's a good ¹ *flexibility* / *company structure* / *atmosphere* because our staff are friendly and positive. And the ² *pay rate* / *dress code* / *company image* is quite relaxed. It's business casual.

I: And what are the working hours? Are they 9 a.m. to 5 p.m.?

HR: That's right, although we expect employees to have some ³ *flexibility* / *company values* / *minimum salaries* and adapt when plans change, for instance, your boss may ask you to work late one day to finish an important task.

I: And does everyone work in a(n) ⁴ *scaled* / *incredible* / *open-plan* area?

HR: Yes. None of the managers has their own office anymore.

I: So what would my monthly pay be?

HR: As you are new to the company, you would be earning the standard ⁵ *pay structure* / *minimum salary* / *open-plan* for interns, which is about €800 a month.

I: €800? Erm ... I was hoping for something a little higher.

HR: Well, we could discuss a slightly higher ⁶ *pay rate* / *company structure* / *pay structure* after the six-month trial period.

Grammar Future Continuous and Future Perfect Simple

1 Look at the verb tenses in the example sentences. Which of the tenses describes an activity that ...

- i **will be in progress** at a particular moment in the future?
- ii **will be finished** by a certain time in the future?

- a Many young people **will have decided** what is important for them in a job by the time they go to their first interview.
- b Millennials **will be looking** for jobs with more chances of promotion and more diverse work when they enter the workforce.

2 Complete the sentences using the tense structures in the box. Then decide which activity will be in progress and which will be finished.

will have transferred will be retaining won't have changed will be staying
Will you be sleeping will be preparing Will you have finished will be entertaining

- 1 I won't be able to do lunch on Monday as I _____ clients all day.
- 2 He doesn't need a hotel room for the conference next month as he _____ with his brother.
- 3 _____ the proposal by the end of the week?
- 4 The manager won't be taking any calls in the morning as she _____ her presentation.
- 5 _____ when my flight gets in?
- 6 Investment banks _____ the way they do business by the end of the next decade. It will take much longer.
- 7 Our boss said that by the end of the year, our bank _____ its operations to the Warsaw office.
- 8 The banking sector _____ employees by offering job security rather than high salaries over the next few years.

In progress: _____ Finished: _____

3 Complete the conversation with the Future Continuous or Future Perfect Simple form of the verbs in brackets.

A: What kind of job do you think you ¹ _____ (do) five years from now?

B: I think I ² _____ (run) my own business.

A: Wow! So you ³ _____ (set up) your own company by the time you're twenty-five!

B: Yes, I hope so. We ⁴ _____ (finish) our degree course by then, won't we? What about you?

A: I'm not sure. Perhaps I ⁵ _____ (work) in investment banking. And what ⁶ _____ (you / do) in your free time? I imagine you won't have much time off as an entrepreneur.

B: That's right. I guess I'll be very busy some weekends. But I believe in a good work-life balance, so I hope I ⁷ _____ (not / give up) all my interests by my mid-20s. I mean, I ⁸ _____ (still go) to the gym, and I think I ⁹ _____ (travel) more because I ¹⁰ _____ (earn) a good salary. And you? Do you think ¹¹ _____ (you / still live) with your parents in the same town?

A: Oh no! I'm sure I ¹² _____ (move out) of my parents' home before then. And maybe I ¹³ _____ (live) in a city like Frankfurt or Warsaw.

B: Me too. But I think in five years' time, I ¹⁴ _____ (work) somewhere in Asia, perhaps Kuala Lumpur.

Listening 1 1.01 Listen to an expert talking about employee retention and match the sentence halves. Two of the options (a-f) are not used.

- 1 The pay rate is important but it isn't ____
- 2 Little things can make a difference and help to ____
- 3 Most people want to work for a company where ____
- 4 Any successful organisation needs a structure ____

- a create a good working environment.
- b they share the same open-plan office as their colleagues.
- c where there are opportunities for promotion and personal development.
- d they share the same values as their colleagues.
- e every company that offers every Friday afternoon off.
- f the only motivational factor that concerns millennials.

2 Choose the correct option to complete what the expert says. Then listen again to check your answers.

- 1 The ____ of employees is something that has been given more importance in recent years.
a principles b flexibility c behaviour d happiness
- 2 Millennials often prefer a more ____ dress code compared to their older colleagues.
a casual b smart-casual c business casual d business-like
- 3 Those with young children will appreciate having ____ in their work schedule.
a work-life balance b hierarchy c flexibility d work at home
- 4 I'd say a company's ____ and beliefs are a decisive factor when accepting a job offer.
a principles b values c behaviour d atmosphere
- 5 Asking employees what they think when developing company ____ can make all employees feel more valued and motivated.
a security b development c strategy d hierarchy
- 6 This type of motivation helps to ____ staff and encourages growth.
a develop b train c motivate d retain

3 Read the sentences summarising the interview and decide if they are *true* (T) or *false* (F).

- 1 There are many motivational factors that affect a young person's choice of company. These may include dress code and small things in the working environment. ____
- 2 The important factors for young people, when they are choosing which company to work for, include opportunities for progression, a large salary, strong management and the company's principles. ____

Functional language

Building trust

- 1  1.02 Complete the conversation between Dominique (Project Manager) and Karl (IT Engineer) using the phrases in the box. Then listen and check your answers. One phrase is not used.

Could we help you we both want to Can I suggest that how do you think we can
I can see you're concerned let's wait until One way to solve this is
To be honest, I feel I understand what you're saying Would it be useful

- D: As I mentioned in our last call, Karl, I think quality is becoming a concern on this project. ¹ _____ a little worried about delivering a quality product to the customer.
- K: Really? ² _____ about quality, but I thought you were happy that we had managed to reduce costs.
- D: Yes, ³ _____ keep to budget, but frankly I'm concerned that we're losing quality and our customers won't buy the software. ⁴ _____ to test quality more effectively in some way?
- K: Well, until now, we've only tested the software using a small number of people. ⁵ _____ to test it using another group with very different needs, but we don't have a budget for that.
- D: I like your suggestion, Karl, and I realise testing is expensive. Based on your experience, ⁶ _____ test the software without increasing the budget too much? Could we reduce the number of testers in the first group, and then create a second group for testing?
- K: ⁷ _____ but it's important to have at least twelve people in each group and currently we have one group of eighteen testers.
- D: ⁸ _____ for us to create another group of twelve testers, but reduce the first group from eighteen to twelve? That would mean paying for only six more testers.
- K: Sure. That could work. But ⁹ _____ we have the test results from this week and then decide together. And we need to make sure the second group have different software requirements.
- D: Thanks, Karl. I knew we could come up with something.

Self-presentation

- 2  1.03 Complete the personal presentation with suitable words. The last letter of the words has been given. Then listen and check your answers.

Hello. My name's Lotte Smit and I'm ¹ _____ d in the Tokyo office. I've been with this company for around two years. We work on engineering projects. I'm a Key Account Manager. In the past I ² _____ d _____ o work in Europe, but since last year I've been working on projects in South-East Asia as I'm now ³ _____ e _____ r key accounts in Japan and Australia. What else? Well, I have to travel quite a lot; half of my time is spent travelling around Japan, Australia and New Zealand. The job is ⁴ _____ e stressful but I really enjoy it. And I have to say, it's going to be ⁵ _____ t working ⁶ _____ h you ⁷ _____ n this project and I'm ⁸ _____ d _____ o be ⁹ _____ d. Finally, if you ¹⁰ _____ d my help in any ¹¹ _____ y, don't ¹² _____ e to ask. I'm here to collaborate. Thank you.

Writing A company news blog

- 1A** Read the blog on the latest news at your organisation and label the paragraphs 1-7 using the headings in the box. You can use some headings more than once.

Concluding Introducing Title Informing

URGENT:
Please revise
this text!

STOP PRESS: opportunity to study abroad for one month!

Why not take advantage^{of} our new study abroad programme?
The company happy to announce that it is offering you a free one-month study programme in a country of your choice.

We are offering you the opportunity study in a variety of destinations: Buenos Aires, Munich, Wroclaw, Toronto or Seoul.

There is a variety of courses on offer, including language programmes and introductory MBA programmes so you sure to find something of interest. The courses are on offer at different times during the year and your accommodation will be paid for by the company.

Please note that participants will need to pay an enrolment* fee but this will be reimbursed** when you have completed the programme.

Let us know if you wish to participate in this international study programme. **Although it is exciting news**, we appreciate you likely to have some concerns about going abroad or your choice of country. **The HR department can address** any concerns you may have by answering your questions.

Please **do not hesitate contact us** for more information.

*enrolment (noun): the process of arranging to do a course

**reimburse (verb, formal): pay money back to someone

1 _____

2 _____

3 _____

4 _____

5 _____

6 _____

7 _____

- B** Read the blog in exercise 1A and correct the language mistakes. There is one error in each section 2-7.

- 2** Write a blog for your company website with news about an opportunity to work abroad for three months. Write 160-180 words. Use:

- the expressions in bold from Exercise 1A.
- the functional language in Exercise 2 on page 16 in the coursebook.

Include the following:

- Title:** add an interesting title.
- Introduction:** introduce the news to the readers.
- Information:** give more information about the news: think about answers to questions starting with *what, when, where, why* or *how*?
- Conclusion:** ask the readers to do something, e.g. to send an email, to click on a link.

- 3** Choose the best option for concluding your blog in Exercise 2. Review your conclusion if necessary.

- a Please don't hesitate to contact us for more information.
- b If you're interested, just click here.
- c Don't hesitate to contact us or click on the link below to find out more about this exciting programme.

Vocabulary Training and development

1 Complete the conversation between two colleagues in the HR department with suitable words. The last two letters of the words have been given.

A: The director is interviewing candidates for some new management positions.

B: I know. We'll need to organise an ¹ _____ on _____ me for when they start.

A: Yes. And that reminds me, there are a few ² _____ es interested in doing mentorship programmes.

B: I'm not sure if we have enough mentors this year – everyone is very busy. They might need to do ³ _____ ne _____ es instead, or perhaps a combination of face-to-face and online training.

A: That's right. A ⁴ _____ ed _____ ng programme might be the best delivery method, with a mix of specific ⁵ _____ b- _____ ed training, depending on the department, combined with skills courses for long-term ⁶ _____ er _____ nt.

B: Sounds good. Let's see how many of these skills courses we can do in-house.

2 Complete the table with the correct word forms.

Noun(s)	Verb	Adjective
analysis	analyse	¹ _____
² _____	–	competent
development	<u>develop</u>	<u>developed</u> / <u>developing</u>
³ _____	–	intelligent
⁴ _____ (person) / learning (process)	learn	learned / learning
mentor (person) / ⁵ _____ (person) / ⁶ _____ (process)	mentor	–
⁷ _____	motivate	⁸ _____ / motivating
⁹ _____ (person) / trainee (person) / training (process)	¹⁰ _____	trained

3 A training and development expert is describing different kinds of training. Complete her blog using the words and phrases in the box.

benchmarking emotional learning needs analysis
training courses skills set standard understanding

Why learn?

Motivation is an essential part of learning. Without it, we wouldn't learn anything.

When we design training or development programmes, we generally begin with a ¹ _____. This is because we have to know what level of ² _____ employees already have of a particular job or skill.

In Human Resources, we often talk about people's competencies, which are the specific skills they need to do a particular job. In order for these to keep developing, an organisation should offer staff practical ³ _____ that are job- or task-oriented with short-term goals. However, long-term development programmes should develop a wider ⁴ _____, such as communication skills and ⁵ _____ intelligence. Companies nowadays use a combination of these types of programmes.

It's also very important for the HR department of an organisation to be able to evaluate how effective the training is. One way of doing this is ⁶ _____, which is using a company's good performance as a ⁷ _____ by which to judge the performance of other companies of the same type or in the same sector.

Finally, I completely agree with the saying, 'We never stop ⁸ _____.' Training and development are essential if we are to continue to grow and develop as human beings.

Grammar Modals in the passive voice

1 Change the sentences from the active to the passive form. Use the modal verb that is underlined.

- 1 HR should train all staff how to use the blended learning platform.
All staff _____ how to use the blended learning platform.
- 2 HR needs to improve the quality of in-house training we offer.
The quality of in-house training courses HR offers _____.
- 3 The company must hold language courses for those who work with international clients.
Language courses _____ for those who work with international clients.
- 4 We can't offer development courses to everyone as we'll go over budget.
Development courses _____ to everyone as we'll go over budget.
- 5 Those who don't give presentations don't have to do the presentations course.
The presentations course _____ by those who don't give presentations.
- 6 The trainer shouldn't teach this aspect of communication skills because it was covered on the last course.
This aspect of communication skills _____ because it was covered on the last course.
- 7 Does the trainer have to give all participants a feedback questionnaire to fill in?
Do all participants _____ a feedback questionnaire to fill in?
- 8 We have to decide if we should teach this skill to all employees, or just a small number of them.
It _____ if all employees _____ this skill, or just a small number of them.

2 Decide what function the modal verb has in each sentence.

- 1 In-house training ought to be given by the company's own staff members.
a permission b recommendation c prohibition d obligation
- 2 Our department may be moved to another building in the next six months.
a ability b necessity c prohibition d possibility
- 3 All desks in the office have to be cleared at the end of each working day.
a obligation b permission c recommendation d possibility
- 4 More time to complete your project would be considered if you asked for it.
a permission b possibility c prohibition d obligation
- 5 The extra costs need to be considered before we make any changes.
a recommendation b possibility c prohibition d necessity
- 6 Your final report must be submitted by next Friday.
a recommendation b possibility c obligation d ability

Reading 1 Read a training manager's notes on the training and development needs of an organisation providing public transport services. Complete his notes using the course titles in the box.

Communication skills and conflict resolution Mindfulness: dealing with stress
 Designing career development programmes Designing online learning platforms
 Health and safety: training your guard dog Repairing buses or trains
 Motivating staff: communicating with remote teams Report writing

Company training and development needs

- Marketing and communication
 Course: improve your presentation skills; participants watch videos at home, record themselves giving a presentation and are then sent personalised feedback from in-house trainers
- HR department – need for long-term development planning to retain employees
 Course: ¹ _____; face-to-face sessions offered to a select number of employees on the mentorship programme
- Finance – complaints from other departments that financial reports are badly written
 Course: ² _____; to be given online
- IT department – we're changing our online learning system!
 Online course: ³ _____
- Managers – some employees say they aren't motivated and have little contact with managers
 Course: ⁴ _____; part of the blended learning programme for managers
- Security staff – job-oriented, practical training required, materials on the Intranet
 Course: ⁵ _____
- Train drivers – drivers are often very stressed and some are on extended sick leave
 Course: ⁶ _____; five workshops focusing on relaxation techniques
- Customer service dept. – complaints from angry passengers; all staff need to be trained
 Course: ⁷ _____; blended learning with a training manual and simulations
- Technical maintenance – job-related practical training courses required depending on area
 Course: ⁸ _____; hands-on approach including demonstrations

2 Look again at the training manager's notes in Exercise 1. Complete the table using the words in the box.

Type of training: job-oriented mentorship programme career development
Delivery: face-to-face online learning blended learning

Course	Type of training	Delivery
Communication skills and conflict resolution	<u>career development</u>	<u>blended learning</u>
Designing career development programmes	<u>mentorship programme</u>	1 _____
Designing online learning platforms	2 _____	3 _____
Health and safety: training your guard dog	4 _____	5 _____
Mindfulness: dealing with stress	6 _____	7 _____
Motivating staff: communicating with remote teams	8 _____	9 _____
Repairing buses or trains	10 _____	11 _____
Report writing	12 _____	13 _____

3 Which course(s) in Exercise 2 would be the most useful for ...

- | | |
|--------------------------------|---------------|
| 1 a station manager? | 3 a teacher? |
| 2 a public relations employee? | 4 a surveyor? |

Functional language

Exchanging ideas

1 Read the expressions and choose the correct function.

- 1 What do you think we should do? / What's the best way to handle this?
a requesting ideas b responding to ideas c giving ideas
- 2 One option could be to create more detailed requirements.
a moving from idea to decision b requesting ideas c giving ideas
- 3 I don't think it makes sense to look at the requirements again.
a requesting ideas b developing ideas c responding to ideas
- 4 Just picking up on what Max just said, why don't we ... ? / If I can add to this, I think ...
a moving from idea to decision b developing ideas c requesting ideas
- 5 Do we all agree with Ksenia's idea? / So, shall we try that?
a moving from idea to decision b developing ideas c contributing ideas

Facilitating a discussion

2A ▶ 2.01 Complete the beginning and end of a conference call using the phrases in the box. One phrase is not used. Then listen and check your answers.

we have made good progress I'm afraid time is pressing so, just to recap
we can then decide on it's important for everyone I want to come to that
what we're looking to do here today and then discuss

Extract 1

- C: Good morning, everyone. Thank you for joining us on this call. ¹_____ is to choose the best digital learning platform. First we'll hear from Valeria from IT. Then, as we discuss things, ²_____ to contribute their ideas.
- T: Hi Carrie, Thom here in Berlin. Can we talk about budget, as I think this has a massive impact on the way we digitalise everything?
- C: Oh sorry, Thom, ³_____ later but can we just go around the table first
⁴_____ ? ...

Extract 2

- C: That's great, Valeria. ⁵_____ everything, we all agree to offer more online courses, and some blended learning, and Thom thinks that the digital platform will definitely reduce trainings costs. I think ⁶_____ here today. Perhaps the next step would be to look at the risks when digitalising learning, especially for certain skills courses that we usually do face-to-face. It is definitely important, but ⁷_____, so we'll need to discuss this in our next call ...

B How well do you think Carrie does as a facilitator? Listen again to the conference call to check your answer.

- a Carrie does quite well but forgets to summarise what was decided.
- b Carrie manages interruptions and technical issues quite well.
- c Carrie doesn't do very well because she doesn't contribute much.