

Business Result Upper-intermediate

Student's Book Answer Key

8 Outsourcing

Starting point

1

Possible answer

+	-
<ul style="list-style-type: none">• reduces costs• allows focus on key parts of the business• can result in lower prices for customers• makes use of outside knowledge / experience	<ul style="list-style-type: none">• jobs might be lost• less control over all operations• outsourcing overseas might mean exploitation of labour force• language difficulties / cultural differences

Working with words

1

Possible responses

- 1 Countries such as Brazil and Russia will benefit as outsourcing can provide new jobs and income. In some cases, such as India, outsourcing and offshoring have partly been responsible for invigorating the country's economy.
- 2 It could make the country rely on large foreign corporations who have a great deal of power. It therefore becomes harder, for example, to control the working conditions of employees.

2

- 1 **opportunities:** earn \$60 bn within next five years, large IT market, IT and outsourcing is set to double to 7% of GDP, increased employment including indirect employment
problems: lack of skilled workers, lack of education / training facilities, poor infrastructure
- 2 The opportunities appear to be greater. Even where there are problems, it appears that these can be solved with investment.

3

- | | |
|-----------------------|--------------------------------|
| 1 sector | 6 export growth |
| 2 infrastructure | 7 skilled workers |
| 3 core activities | 8 business process outsourcing |
| 4 indirect employment | 9 expertise |
| 5 training facilities | 10 offshore locations |

4

Paula: **1** It's good for developing countries (emerging economies), but it leads to significant job losses at home.

2 The speaker is fairly positive about the benefits to emerging economies but is negative about the effect on jobs and concerned that the EU (European Union) needs to do more to provide new jobs in home countries.

Christian: **1** It's not only about making savings or gaining a competitive edge - these countries are new markets in themselves. **2** very positive

Chitra: **1** For companies, the workforce is more flexible and productive; there are more well-paid jobs, including jobs for women. **2** very positive

5

1 lead to

2 develop, create

3 take

4 achieve

5 streamline

6 free up

7 get through

8 gain

9 improve

Business communication skills

1

1 10,000 companies already based in the region, buoyant labour market, quality of educational institutions, the number of qualified graduates

2 Sanjit asks rhetorical questions to keep attention and he asks the questions he believes his audience want answering. For example: *What does Bangalore have to offer in business terms? How well qualified is the workforce?* Point out that this is a good way to structure a presentation.

2

1 Statistics show ... / Recent data illustrates ...

2 **a** as a result of ... **b** due to ...

3

1 No - Bangalore has a tradition of attracting engineering companies.

2 **a** expected growth in IT services annually

b multinational software and outsourcing companies that have built offices in Bangalore

c number of new offices opened in the city in the first four months of this year

d new staff employed per month

3 Investors will not only obtain a skilled workforce but will also ensure this workforce remains within India.

4

- 1 briefly looked at, let's move on to
- 2 will notice on this chart
- 3 I mentioned earlier
- 4 turn our attention to
- 5 at this slide, we can see
- 6 have a look at these figures
- 7 Subsequently
- 8 I go today, leave you with some food for thought
- 9 has resulted in

5

- a 7, 9 b 1, 4 c 3 d 2, 5, 6 e 8

Practically speaking

1

- 1 being late - got held up in traffic
- 2 a mix-up with an order - ordering system crashed
- 3 not preparing for a meeting - has been really busy
- 4 finishing the coffee (no reason)
- 5 a mistake - don't know how it happened
- 6 for not answering the phone - speaker wasn't in

2

- 1 Sorry ... / I do apologize for ... / I'm afraid ... / Sorry about that. / I'm really sorry about ... / I'm sorry that ...
- 2 It doesn't matter. / That's all right. I understand ... / Don't worry about it. / That's OK. / Never mind. / No problem.
- 3 *I do apologize for* is the most formal. *I'm really sorry* helps to add emphasis.

Language at work

1

- 1 passive - The speaker wishes to emphasize the *thousands of jobs*. The jobs have been outsourced by companies but in this context it is not important which ones.
- 2 active - The focus of the speaker is that the EU companies have done this action.

2

- 1 The agent in this sentence is not known or not important.
- 2 *Who* expects (the agent) is not important. The information might have come from economists but this is irrelevant to the main aim of the speaker. The passive here is also used for distancing the source from the information (so if the economists' predictions are wrong they are not held directly accountable).
- 3 Again, it is unimportant to know who built the offices. The emphasis is on the effect rather than the agent.
- 4 Here, the passive is being used to focus on what is happening in the job market but it is important to know who did the action so the speaker includes *by + person*.

3

- 1 This sounds better in the passive because we are not interested in *who*, but the fact that it is stored somewhere: *A lot of our sensitive information is stored in secure remote sites.*
- 2 The speaker is interested in *who* so the active form is appropriate.
- 3 The speaker can't believe that no one knows where Jason is, so the active form is natural.
- 4 We know that workers produce cars, so here we need to use the passive: *The new Mini will be manufactured at BMW's factory in Oxford.*
- 5 Again, the person or agent in this sentence is not important to the listener so the passive should be used: *The road has been closed for repairs for two weeks.*
- 6 The first clause sounds natural in the active, but the second clause doesn't need to refer to who is doing the action: *You can't use the lift today because it is being serviced.*

4

- 1 It is said that Bangalore's very nice ...
- 2 It is known that Indian software engineers are ...
- 3 It is thought that property there is ...
- 4 It is believed that Microsoft is interested in ...
- 5 It is expected that outsourcing to China will increase ...

6

- 1 The decision has been made ...
- 2 the photocopier hasn't been fixed
- 3 The package was sent (from the post room) yesterday ...
- 4 they are being made
- 5 your complaint will be dealt with

Case study

Discussion

1, 2

Possible responses

- 1 The main advantage is that Colgate-Palmolive's sales force became more efficient and effective. This led to improved staff morale and gave greater productivity.
- 2 Factors to consider are whether the provider is located in a stable country, lower costs, guaranteed expertise in areas like IT and language skills, practical issues such as time difference.