Business Result Upper-intermediate

Student's Book Answer Key

12 | Change

Starting point

Possible answers for 3

a new system of working hours: will help employees make work fit around home life, will make things run more efficiently, will provide more opportunities for paid overtime
using English only in meetings: will speed up meetings with people from different countries and save time
a camera monitor system: will make everyone feel more secure, will protect employees as much as managers from false accusations of not doing work

Working with words

1

1 The most critical part of organizational change is the initial stage when it's first announced. That's when people consider how it affects them personally and they consider the pros and cons.
2 enthusiastic support, apathy, rejection

2

1 These employees will be positive and work towards making the changes happen. They may help management convince other employees.
2 These employees will have questions and need lots of convincing. They will be open to arguments from both sides.
3 These employees will be negative and resist the change. They could work against the changes if they are brought in or respond by doing very little work.

3

1 resist **2** react **3** affect **4** accept **5** oppose **6** adapt

5

Speaker 1: The opponents **Speaker 2:** The ambivalent **Speaker 3:** The supporters

6

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

Business Result

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8

1 worried, nervous, ambivalent, anxious, apprehensive
2 resistant, hostile, critical, resentful, against
3 committed, in favour, enthusiastic, keen, positive, optimistic

9

about: concerned, worried, nervous, ambivalent, anxious, enthusiastic, positive, apprehensive, optimistic
of: in favour, critical, resentful
on: keen
to: antagonistic, receptive, resistant, committed, ambivalent, hostile
towards: antagonistic, ambivalent, hostile
no preposition: against

Business communication skills

2

1 Through 'natural wastage'*.
2 Through departmental meetings and updates on the Intranet.
3 By the end of the month.
4 Most employees are free on Friday afternoons and the forum will mean staying at work longer.
5 Yes, if management sees real results after the changes are made.
• *natural wastage* = reducing the workforce by not replacing employees who leave through retirement or resignation

3

a 4, 5, 6 **b** 3, 9 **c**1, 2, 7 **d** 8, 10

4

1 I'd like to pass the next point over to …
2 Let's digress for a moment and look at this in more detail …

Practically speaking

1

1 changing the team meeting to Friday afternoons
2 streamlining may lead to job cuts
3 staff have to learn Spanish
4 proposal to extend office hours
5 relocation to Vienna

2

1 I have some reservations about it.
2 I can see both sides of the argument.
3 I like the idea of … but …
4 I'm not sure about it.
5 I need to think about it.

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Language at work

1

1 b (future continuous) **2** c (future continuous) **3** a (future perfect)

3

1 the end of a project
2 problems for the government - inflation and the economy
3 a speaker withdrawing from a conference

4

1 bound to 100%
probably won't 25%
there's a good chance 75%
2 it is doubtful 25%
is certain to 100%
are likely to 75%
3 definitely won't 0%
'll probably 75%
perhaps 50%
will definitely 100%

Case study

Discussion

1, 2

Possible responses

1 The company could move more of its operation to parts of the world where labour and production is cheaper. (Note that this follows on from issues raised in Unit 8 on outsourcing and offshoring.)
2 Medstin might respond with lay-offs and redundancies, closure of certain plants and offices, cuts in salaries, renewal of machinery and technology and flattening of management structures.

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Task

Possible answers

Mannheim Sales office
suggestion: increase sales targets for sales staff
reaction: unhappy about more work and not comparative remuneration

Los Angeles
suggestion: relocate
reaction: job losses / inconvenient site that's difficult to reach

Oslo – Norway
suggestion: close office
reaction: job losses / fear that this will be a trend throughout company

Old manufacturing technology slows down production
suggestion: invest in hi-tech equipment – may need to reduce workforce
reaction: job losses / retraining / too old for retraining

Highly hierarchical structure
suggestion: restructure – flat matrix structure
reaction: change of colleagues / maybe change of job description, responsibilities

Trend for open-plan offices
suggestion: reorganize office space
reaction: concern about upheaval, change of colleagues, breakdown of communication

12-hour shifts in manufacturing plant
suggestion: 10-hour shifts
reaction: hostility – lose 2 hours of pay

Flexitime in office is unmonitored
suggestion: log-in on computer monitors work times
reaction: concern about lack of trust within company

Office staff lunch hours
suggestion: introduce new policy of working hours including breaks
reaction: likely to be hostile

Computer system downtime
suggestion: invest in new system
reaction: mixed – it will assist work and make the job easier but it will need more training and possibly more time 'wasted'

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