

Answer key

1 Building a career

1.1 About business The education business

1 **Business** personal referrals, weekends at Harvard, mail shots, travelling shows

2 **Business**
a 23,000 applications for the new academic year
b 90% of applications were accepted
c 80% ultimately decided to attend
d 50% of admit test attendees came from abroad
e 25% said the 'international' issue
f 545,700 - the annual fee for tuition, room and board
g 260,000 - parents who make less than £10,000 expected to pay
h 1000 student volunteers

3 **Business** high school juniors' names from examination boards;
Send 70,000 or so letters to high school juniors;
Visit 140 US cities and travel to other countries;
Send out 20,000 alumnae volunteers to identify possible candidates;
Sort applications and give a score from one to six;
Local admissions officers discuss their case for and against each candidate;
Professors, alumni, and students lobby successful candidates by phone;
Invite applicants to special weekend at Harvard in April.

4 speaker 3
b speaker 1
c speaker 4
d speaker 2

1.2 Vocabulary Education and career

1 **Business** 1 gain 2 acquire 3 improving 4 boosting 5 have
6 going to 7 seeking 8 receive 9 obtain 10 enhance

I worked in several departments and gained knowledge about all aspects of the business.
I believe this job will allow me to acquire new skills and boost my earnings. My gap year in the States definitely improved my employability, and working for IBM certainly enhanced my CV.
On my business studies course I received tuition from practising managers and obtained experience on work placements.

2 **Business** 1 finance 2 arrange 3 business 4 support
5 obtain 6 win 7 substitute

Student A

I wasn't very motivated at all when I was younger, so I failed my exams in 2009 and had to retake them the following summer. I'd already decided I wanted to take a gap year there to business school, so this time I completed all the coursework and revised thoroughly. I passed easily. I spent a year abroad as an assistant in a secondary school and then went to business school - I'd already applied and successfully attended an interview before finishing my exams.

My second year as an undergraduate, I spent a semester as an intern at New York Pictures, which was very rewarding. In fact, I went straight into a job at IIP after I graduated the following June. They encouraged me to do a Master's degree by correspondence - I just have to finish writing a dissertation. I need a break now, but I may take a sabbatical to study for an MBA in a few years' time.

Student B
I wasn't very motivated at all when I was younger, so I had to retake my exams in 2009 after I failed them the year before. I'd already decided that before going to business school I wanted to take a gap year. I passed easily because this time I completed all the coursework and revised thoroughly. I'd already applied and successfully attended an interview at a business school, so after retaking my exams I spent a year abroad as an assistant in a secondary school.

I spent a semester as an intern at New York Pictures in my second year as an undergraduate, which was very rewarding. In fact, after I graduated the following June, I went straight into a job at IIP. I'm now writing a dissertation for a Master's degree by correspondence which IIP encouraged me to do. I may take a sabbatical to study for an MBA in a few years' time, but I need a break first.

3 contacted
2 presented
3 recruited
4 retained
5 used
6 exceeded
7 designed

8 implemented
9 managed / motivated
10 motivated / managed
11 offered
12 given up

13 to be meeting, to take a sabbatical
14 to be laid off, to be made redundant
15 to be promoted, to join a company
16 to quit, to give in your notice
17 to be assigned, to be transferred
18 to be transferred, to be dismissed

19 It's interesting to quit his job because his company keeps giving him assignments in different countries. He needs to give in his notice three months before he can leave.
20 She was laid off when they modernised the company, then made redundant when they couldn't find any work for her.
21 He's been suspended for not wearing a safety helmet, but he thinks the company wants to dismiss him.
22 He joined the company four years ago and has just been promoted.
23 She's on sabbatical in Spain, and she's being transferred to Vancouver.
24 He's working at the moment, and considering taking a sabbatical to write a book.

Number: Bob	Number: Lucy	Number: Bill
Problems: She set up a successful electronics company. Resigned when her disagreed with his CEO. Still shares? What now?	Problems: Previously worked as a researcher, teacher, then secretary. Fired for writing stories at work. Do creative writing course, or look for another job?	Problems: Designed and sold product to local govt. when in high school. Drop out of prestigious business school to start own business?

1.3 Grammar Tense review

1 When I left school I wasn't sure what to do next. I had applied for a place at university, but while I was revising for my exams I had already decided that I didn't need to go to university. I had read a lot about East Africa, and one day when I was watching a TV documentary about Ethiopia, I suddenly knew that that was where I was going. In fact it was while I was working with an NGO in Ethiopia that I became interested in business.

2 **Business** past, finished
2 am currently working
3 consider
4 has left
5 have agreed
6 have been designing
7 have been looking
8 seems

3 If I get the job, I will try to make myself available as soon as possible, but I wouldn't be able to start immediately unless IPEC agreed to let me go.
2 You see, if I make a comment now, I do my best to respect it.
3 If by any chance the job were based in Kenya, I would take it anyway, even though I'd prefer to use my Amharic.

In the short term, I hope to become a department manager quite quickly. I've been a bit about management on the MBA, and (2) I'm going to put the theory into practice as soon as I can. On the personal front, (3) I'm getting married next June; over the next couple of years my fiancé (4) is going to write TV and movie scripts, so (5) he is going to be totally mobile and happy to move as necessary.

Exercise 3	
usually	present simple
occasionally	present continuous
always	present simple
at present	present continuous
at the moment	present continuous
often	present simple
Exercise 4	
ever	present perfect
in	past simple
recently	present perfect
ago	past simple
already	present perfect
(just) yet	present perfect
just	past simple
	present perfect

Chapter 3 Skills And Applications Answers

Max A. Sobel

Chapter 3 Skills And Applications Answers:

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We did not see it coming has often been heard in recent years from decision makers at the highest levels of responsibility in the private and public sectors Yet there were actually early warning signals but they were often ignored or not used due to a lack of appropriate methodology To avoid such blind spots this book provides answers to the question how to anticipate The concept of a weak signal is at the heart of the proposed methods After presenting examples of this concept the authors provide original and validated answers to questions of feasibility How to recognize a weak signal How to exploit it Numerous applications are presented **Strategic Thinking in Complex Problem Solving** Arnaud Chevallier,2016 An overview of

strategic thinking in complex problem solving Frame the problem Identify potential root causes Determine the actual cause s Identify potential solutions Select a solution Sell the solution communicate effectively Implement and monitor the solution

Dealing with complications and wrap up **The Interview** William C. Donaghy,1984 **Study Guide for Shaffer's**

Developmental Psychology Don Baucum,1989 **Algebra** ,1993 *New Worlds* Joe Cortina,Janet Elder,2007 New Worlds is an introductory college reading improvement text that applies the successful approach of the authors Opening Doors and Comprehending College Textbooks and Janet Elder s Exercise Your College Reading Skills in a format designed to help lower level developmental reading students succeed in college This approach presents skills clearly in a structured approach that emphasizes comprehension and provides thorough on going practice and application of the skills This second edition includes fuller explanations more practice exercises ten new reading selections expanded quizzes for all reading selections and a wealth of new media support **Algebra** John W. McConnell,1993 **Basic Mathematics Through Applications** AKST,2000-11-29 *Pathways to Work* Martin Kimeldorf,1989 *Instrument Rating Test Prep 2002* ,2001

Otto F. Miller, Plaintiff-Respondent, Against Fred W. Smythe, Defendant-Appellant , **Precalculus Mathematics** Max A. Sobel,1991 **Instructor's Manual** Cheryl Cleaves,2003-12 **Harcourt Science** HSP,1999-04 Adopted by Rowan

Salisbury Schools *Instrument Rating Test Prep 2003* United States. Federal Aviation Administration,2002-10 This series of test preparation guides for pilots covers the Federal Aviation Administration FAA exams for applicants seeking licensing by the FAA The FAA publishes a question database on the Internet to help applicants prepare for the exams but they do not supply the correct answers This series is fashioned to aid the applicant in studying for an exam by providing answers and explanations for every question in the FAA exam database Designed to encourage self testing and promote memory recall these books arrange topics by subject category and are accompanied by specific study material for each category Designed to encourage self testing and promote memory recall Topics arranged by subject category accompanied by specific study material for each category **Prealgebra** Richard N. Aufmann,Vernon C. Barker,Joanne S. Lockwood,2002 *Procedures*

for the Office Professional Patsy J. Fulton, Joanna D. Hanks, Reynolds, 1995 **Fundamentals of Differential Equations** R. Kent Nagle, E. B. Saff, Arthur David Snider, 2004 This text is in a flexible one semester text that spans a variety of topics in the basic theory as well as applications of differential equations **Brief Calculus** Ron Larson, 2003

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