mYnGLe

Business Upper Intermediate

Homework - Unit 6: Making Decisions

First published in 2024 by mYngle

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Working with Words 1

1. Match the words 1-16 with their synonyms a-p.

1. detached
2. methodical
3. indecisive
4. determined
5. instinctive
6. flexible
7. outgoing
8. thoughtful
9. creative
10. conventional
11. rational
12. tactful
13. self-contained
14. focused
15. impulsive
16. pragmatic

a. traditional
b. intuitive
c. disconnected
d. sociable
e. hesitant
f. resolute
g. systematic
h. logical
i. considerate
j. adaptable
k. spontaneous
l. imaginative
m. practical
n. diplomatic
o. self-sufficient
p. concentrated

Working with Words 1

2. Read the following text and put the paragraphs in order.

1. People who are **outgoing** and sociable often make decisions quicker due to their desire to maintain the pace of social interactions. They may not always make the most rational decision, but they tend to be efficient.

2. Conversely, people who are often **indecisive** tend to struggle when making decisions. They can become paralyzed by the numerous options and potential outcomes.

3. This article derives from a piece by Dean Keith Simonton, Ph.D., published in the journal of Personality and Social Psychology, titled "The Personalities of Decision Makers: An Empirical Study" (2016). Simonton asserts that personality traits significantly impact our decision-making processes.

4. Lastly, **pragmatic** individuals tend to lean towards solutions that are practical and attainable. They won't spend time ruminating over unachievable ideals, but rather focus on what can realistically be accomplished.

5. Individuals who tend to be **rational** and focused generally analyze all aspects before reaching a conclusion. They are the antithesis of indecisive, taking time to process information, thereby enabling them to make well-informed decisions.

6. Simonton also delves into how **detached** individuals make decisions. These individuals, who often keep emotional and social considerations at arm's length, base their decisions more on facts and logic, showing a preference for objectivity over subjective influences.

7. For **instinctive** individuals, decisions are often made swiftly based on gut feelings or intuition. These people do not necessarily rely on comprehensive analysis or factual data, but instead trust their instincts.

Correct paragraph order: _____ .

3. According to the text, which of the following statements are True or False? Explain the False ones.

1. Outgoing individuals always make the most rational decisions. 1. _____
2. Pragmatic individuals focus on unachievable ideals. 2. _____
3. Detached individuals prefer to make decisions based on objective facts. 3. _____
4. Indecisive people often struggle due to the abundance of choices. 4. _____
5. Instinctive individuals base their decisions on comprehensive analysis and factual data. 5. _____
6. Focused individuals take their time to process information before making a decision. 6. _____
7. Rational individuals are the epitome of indecisiveness. 7. _____
8. The article mentioned is from a non-fictional psychological journal. 8. _____

4. Match the phrases 1-8 with their definitions a-h.

1. weigh up information (__)
2. delay my decision (__)
3. rely on feelings (__)
4. trust my instincts (__)
5. consider all the options (__)
6. have confidence in my (own) judgment (__)
7. get different perspectives (__)
8. decide between two things (__)

a. To trust one's own ability to make good decisions.
b. To choose between two options or possibilities.
c. To seek out and consider viewpoints or opinions from a variety of sources or individuals.
d. To carefully evaluate and analyze information.
e. To have confidence in one's natural ability to make the right decision.
f. To trust one's emotions or instincts when making a decision.
g. To carefully examine and evaluate all possible choices.
h. To postpone making a decision until a later time..

Working with Words 1

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5. Fill in the gaps with the phrases 1-8 from exercise 4.

Elon Musk, the groundbreaking CEO of companies like SpaceX, Tesla and Twitter and (who knows what's next!) has a unique approach to business decisions. When he's presented with new challenges, he doesn't hastily jump to conclusions. Instead, he opts to (1) _____ until he can fully (2) _____, considering the multiple outcomes of each potential choice.

Musk often has to (3) _____ and (4) _____, especially when deciding the future course of his groundbreaking companies. But this doesn't mean he always waits for complete information. There are times when he needs to (5) _____ and just (6) _____.

Even when Musk must (7) _____, he doesn't shy away from it. Instead, he has learned to (8) _____, which has helped him navigate through some of the toughest decisions in his career.

Working with Words 2

1. Multiple choice. Select the most appropriate adjective.

1. The _____ project manager often delayed the launch of new projects until he could thoroughly weigh up the pros and cons.
   a. impulsive b. creative c. methodical

2. When deciding on the course of action, the _____ strategist didn't hastily jump to a conclusion but relied on comprehensive data analysis.
   a. thoughtful b. conventional c. determined

3. The _____ CEO considered every team member's input before making strategic decisions.
   a. self-contained b. impulsive c. creative

4. The _____ entrepreneur always trusted her gut feeling when she had to make a quick decision.
   a. tactful b. conventional c. determined

5. The _____ team leader, known for being considerate, carefully weighed up every suggestion that came her way.
   a. creative b. tactful c. methodical

6. The _____ employee, even when under pressure, delayed any impulsive decisions and carefully considered all the facts.
   a. determined b. thoughtful c. self-contained

7. Despite the chaos of a rapidly changing market, the _____ CEO trusted her instincts and maintained a focused direction for the company.
   a. impulsive b. conventional c. methodical

8. The _____ manager decided not to rely solely on conventional wisdom but to consider a creative solution for the problem.
   a. creative b. self-contained c. tactful

Business communication

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1. The following phrases are used for different purposes. Match the titles with the correct phrases.

Giving an opinion **Responding to opinions** **Leading the discussion** **Clarifying** **Presenting an argument**

Title 1:

_____

- If we look at the facts, we'll see ...
- Look at ... They're here in black and white ...
- The fact is ... / The thing is . .
- The advantage / drawback is ...
- If we ..., it'll mean ...
- A classic example is ...
- Let's put our heads together and see what we can come up with.

Title 2:

_____

- I (don't) think (we should) ...
- If you ask me, we should . .
- ...., that's my view
- In my opinion ...
- As far as I'm concerned ...
- I think it would be crazy to ...
- Let's not jump to conclusions
- I don't want to rush into anything.
- This whole issue requires careful consideration.

Title 3:

_____

- Could you give us some detail, please?
- What I mean is ...
- So what you're getting at is ...
- In other words ...

Title 4:

_____

- Exactly/Absolutely.
- You're / X is right.
- What X says is right.
- Yes, but ...
- I'm not convinced

Title 5:

_____

- Today, I'd like to establish ...
- I'd like to discuss the pros and cons first.
- (Taylor), could you start us off, please?
- What's your position on this?
- Hang on. Let's hear what (Taylor) has to say ...
- I don't want to spend too long on this point.
- Can we move on to ... ?
- Let's turn to the next item ...
- Let's look into it ... and discuss it again at our next meeting.
- Let's draw up some action points on ...

2. Read the text about decision-making in Apple.

When it comes to making decisions within Apple, the process requires careful and meticulous planning. This is particularly true given the fact that Apple is a global technology leader, and every decision can have far-reaching implications. Firstly, it's crucial to gather as much information as possible about the issue at hand. This includes understanding the context, the possible outcomes, and the potential risks associated with each decision.

Once the information is gathered, the pros and cons must be analyzed. This involves identifying the potential benefits and drawbacks of each possible decision. For instance, if a decision could lead to significant financial gain but would also require significant resources, this would be an important consideration.

Next, various options need to be evaluated. This could include creating mock-ups or prototypes, conducting market research, or running simulations to see how different decisions would play out in practice. By doing so, the most optimal decision can be reached based on the available information.

Finally, once a decision has been made, it needs to be implemented effectively. This involves communicating the decision to relevant stakeholders, allocating resources, and monitoring the progress to ensure that the decision is leading to the desired outcome.

3. Fill in the following text with words provided below.

If we look at the facts, we'll see
The drawback is
Let's not jump to conclusions
What I mean is...
As far as I'm concerned
I'm not convinced
Absolutely
What's your position on this?
Can we move on to ... ?
Let's draw up some action points on
This whole issue requires careful consideration

Sam: Did you read the article on decision-making in Apple?
Chris: "Yes, I did. (1._____), it was an interesting insight into their process.
Gwen: "(2._____) the part about gathering information. (3._____) that they put a lot of emphasis on understanding the context and potential outcomes."
Sam: "(4._____) that the decisions made can have far-reaching implications."
Chris: "Yes, that's why (5._____). (6._____) that this process can be applied universally, though."
Gwen: "(7._____), though. (8._____), intuition and gut feeling play an important role too."
Chris: "(9._____)?"
Sam: "Well, while I think intuition can sometimes be useful, I agree with Apple's methodical approach. Now, (10._____) about implementing a similar process in our company?"
Gwen: "(11._____), we would need to allocate resources for research and data analysis, but it could lead to more effective decision-making in the long run."

4. Choose the most suitable solution (A/B) for each situation. The "best" solution depends on weighing the pros and cons and considering the specific context, values, and long-term effects of each decision. Discuss it with your teacher.

Situation 1: You are a manager at a software company, and your team is behind schedule on a major project.
A: You could require everyone to work overtime for the next few weeks. This option would help you meet the deadline, but the drawback is that it may lead to employee burnout.
B: The thing is, you could ask the client for an extension, risking dissatisfaction. This would allow your team to deliver a more polished product, which could benefit your reputation in the long run.

Situation 2: As far as I'm concerned, you are the head of marketing at a startup company. There's been a decline in the company's online engagement.
A: You could come up with a new marketing campaign to boost online engagement. While this could increase visibility, one of the cons is that it would require a significant budget increase.
B: Alternatively, you could draw up a plan to train the team on the latest social media trends and strategies. This approach may take more time but could lead to a sustainable improvement in online engagement.

Situation 3: Your team is faced with two software options to manage internal communication.
A: Adopt an established but costly software. While the pros are reliability and comprehensive features, the main con is its impact on your department's budget.
B: Go with a newer, less expensive platform. Although the main pro is cost-saving, the drawback is that it might have unanticipated bugs and lacks advanced features.

Situation 4: You're part of a community council trying to decide how to use a sudden grant to improve the local area.
A: Use the money to refurbish the local park. While this would provide a pleasant recreation area, the con is that the ongoing maintenance costs could strain future budgets.
B: Put our heads together and invest in a community center. Although the construction could be disruptive, the long-term pro is it could offer diverse activities for all age groups. However, what I'm getting at is that each choice has potential benefits and drawbacks, making the decision ambiguous.

5. The words below are synonyms of words that appear in the text. Can you find them?

1. _____: advantages & disadvantages
2. _____: disadvantage
3. _____: essentially,
4. _____: formulate
5. _____: in my view
6. _____: collaborate
7. _____: implying
8. _____: generate

Business communication – Key expressions

Presenting an argument

- *If we look at the facts, we'll see ...*
- *Look at ... They're here in black and white ...*
- *The fact is ... / The thing is . .*
- *The advantage / drawback is ...*
- *If we ..., it'll mean ...*
- *A classic example is ...*
- *Let's put our heads together and see what we can come up with.*

Giving an option

- *I (don't) think (we should) ...*
- *If you ask me, we should . .*
- *...., that's my view*
- *In my opinion ...*
- *As far as I'm concerned ...*
- *I think it would be crazy to ...*
- *Let's not jump to conclusions*
- *I don't want us rushing into anything.*
- *This whole issue requires careful consideration.*

Clarifying

- *Could you give us some detail, please?*
- *What I mean is ...*
- *So what you're getting at is ...*
- *In other words ...*

Responding to opinions

- *Exactly/Absolutely.*
- *You're / X is right.*
- *What X says is right.*
- *Yes, but ...*
- *I'm not convinced*

Leading the discussion

- *Today, I'd like to establish ...*
- *I'd like to discuss the pros and cons first.*
- *(Taylor), could you start us off, please?*
- *What's your position on this?*
- *Hang on. Let's hear what (Taylor) has to say ...*
- *I don't want to spend too long on this point.*
- *Can we move on to ... ?*
- *Let's turn to the next item ...*
- *Let's look into it ... and discuss it again at our next meeting.*
- *Let's draw up some action points on ...*

Grammar reference

Countable nouns

1. A countable noun (e.g. *pen, cat*) can be singular or plural: *a pen, three cats*

2. Single countable nouns have a Singular verb
   My office **is** *in Mexico.*

3. Plural countable nouns have a plural verb.
   *The workers **are** unhappy about their new salary.*

4. Some nouns are always plural (e.g. *scissors, clothes*).
   *The scissors **are** on Linda's desk.*

Countable and uncountable nouns

1. Some nouns can be both countable and uncountable, but there is a change in meaning.

   coffee - the drink or the crop
   two coffees - two cups of coffee
   time - minutes and hours passing
   four times - four occasions

2. Additional words can also be used to refer to parts of a whole: *a piece of information, an item of furniture*

Uncountable nouns

1. An uncountable noun (e.g. *advice, equipment)* has a singular verb and has no plural form.
   *Your advice **was** very useful.*

Grammar reference

Expressions of quantity

1. To talk about something in general, use a plural countable noun and no quantifier

   Phones are getting cheaper all the time.
   or an uncountable noun and no quantifier.
   Cash is less secure than a cheque.

2. When talking about quantities, use the following quantifiers with these classes of nouns:

   singular, countable: *a, an, the, one* (You must have a quantifier of some kind.)

   plural, countable: *how many, (too) many, (not) many, more/fewer, (a) few, very few* and numbers (1, 2, 3)
   uncountable: *how much, (too/not) much, more/less, (a) little, very little*

   uncountable or plural countable nouns: *lots of plenty of, masses of, most, most of the, some, some of the, all of the, all my, (not) enough, hardly any, (not) any, no, none of the*

Language at work | Countability | Expressions of quantity

1. Underline the most suitable option

1. The Lord of The Rings *is/are* a trilogy written by Tolkien.
2. Before we start the meeting, would you like *some / any* tea?
3. *How much / how many* water do you drink daily?
4. I need *few / a few / little / a little* sugar for this recipe.
5. My manager has *some / a / any* knowledge on this area.
6. There is *few / a few / little / a little* time to finish this project.
7. *How much / how many* money *did you pay for this?*

2. Choose a little / little / a few / few.

1. I have _____ water left. There's enough to share.
2. I have _____ good books to recommend. You will love them!
3. He has _____ education. He can't understand what he reads. This is concerning.
4. There are _____ politicians people really trust nowadays.
5. We've got _____ time at the weekend. Would you like to go to the movies?
6. Cecilia gave us _____ oranges from her garden. Shall we make some juice?
7. She has _____ self-confidence. She has a lot of trouble talking in front of a lot of people.
8. There are _____ women politicians in the UK. Many people think there should be more.
9. It's a great pity, but the hospital has _____ medicine. They can't help many people.
10. I've got _____ biscuits to give away. Would you like one?
11. There's _____ cream left in the fridge. It should be enough for our morning coffee.
12. _____ children from this school go on to university, unfortunately.
13. Do you need information on Japanese grammar? I have _____ books on the topic if you would like to borrow them.
14. He’s lucky. He is well off and he has _____ problems.
15. London has _____ sunshine in the winter. That's why so many British people go on holiday to sunny places!
16. There's _____ pizza left at home. It’s raining and it’s quite cold. Would you like to come over?
17. There are _____ programmes on television that I want to watch. I prefer to download a film or read a book.
18. He has _____ free time. He hardly ever even manages to call his mother!
19. Unfortunately, I have _____ problems at the moment.
20. Are you thirsty? There's _____ juice left in this bottle, if you'd like it.

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Business Upper Intermediate

Unit 6: Making Decisions

Homework – Answer Key

Working with Words 1

Exercise 1

1.	detached	a.	traditional
2.	methodical	b.	intuitive
3.	indecisive	c.	disconnected
4.	determined	d.	sociable
5.	instinctive	e.	hesitant
6.	flexible	f.	resolute
7.	outgoing	g.	systematic
8.	Thoughtful	h.	Logical
9.	creative	i.	considerate
10.	conventional	j.	adaptable
11.	rational	k.	spontaneous
12.	tactful	l.	imaginative
13.	self-contained	m.	practical
14.	focused	n.	diplomatic
15.	impulsive	o.	self-sufficient
16.	Pragmatic	p.	concentrated

Exercise 2

(3) → This article derives from (…)
(1) → People who are outgoing (…)
(5) → Individuals who tend to be rational (…)
(7) → For instinctive individuals, decisions are often made (…)
(6) → Simonton also delves into how detached individuals (…)
(4) → Lastly, pragmatic individuals tend to lean towards solutions (…)
(2) → Conversely, people who are often indecisive tend to (…)

Exercise 3

1. **False** - Outgoing individuals are quick decision-makers, but not necessarily the most rational.
2. **False** - Pragmatic individuals focus on what's practical and achievable, not unachievable ideals.
3. **True** - Detached individuals indeed prefer to make decisions based on objective facts.
4. **True** - Indecisive people do often struggle due to the abundance of options.
5. **False** - Instinctive individuals rely on their gut feelings or intuition, not comprehensive analysis.
6. **True** - Focused individuals do take their time to process information before making a decision.
7. **False** - Rational individuals are the opposite of indecisive, as they analyze all aspects before reaching a decision.
8. **True** - The source mentioned is indeed from a non-fictional psychological journal.

Working with Words 1

Exercise 4

1. *Weigh up information:* **(d)** to carefully evaluate and analyze information.
2. *Delay my decision:* **(h)** to postpone making a decision until a later time.
3. *Rely on feelings:* **(f)** to trust one's emotions or instincts when making a decision.
4. *Trust my instincts:* **(e)** to have confidence in one's natural ability to make the right decision.
5. *Consider all the options:* **(d)** to carefully examine and evaluate all possible choices.
6. *Have confidence in my (own) judgment:* **(a)** to trust one's own ability to make good decisions.
7. *Get different perspectives:* **(c)** to seek out and consider viewpoints or opinions from a variety of sources or individuals.
8. *Decide between two things:* **(b)** to choose between two options or possibilities.

Exercise 5

1. delay his decision
2. weigh up information
3. decide between two things
4. get different perspectives
5. trust his instincts
6. rely on feelings
7. consider all the options
8. have confidence in his own judgment

Working with Words 2

Exercise 1

1. c) methodical
2. a) thoughtful
3. a) self-contained
4. c) determined
4. b) tactful
5. b) thoughtful
6. b) conventional
7. a) creative

Business communication

Exercise 1

1. **Title 1:** Presenting an argument
2. **Title 2:** Giving an opinion
3. **Title 3:** Clarifying
4. **Title 4:** Responding to opinions
5. **Title 5:** Leading the discussion

Exercise 2 & 3

1. As far as I'm concerned
2. Can we move on to ... ?
3. What I mean is
4. If we look at the facts, we'll see
5. This whole issue requires careful consideration
6. I'm not convinced
7. Let's not jump to conclusions
8. Absolutely
9. What's your position on this?
10. Let's draw up some action points on
11. The drawback is

Exercise 4

In these situations, the "best" solution really depends on weighing the pros and cons and considering the specific context, values, and long-term effects of each decision.

Situation 1: *You are a manager at a software company, and your team is behind schedule on a major project.*

- Solution A: You could require everyone to work overtime for the next few weeks. This option would help you meet the deadline, but the drawback is that it may lead to employee burnout.
- Solution B: The thing is, you could ask the client for an extension, risking dissatisfaction. This would allow your team to deliver a more polished product, which could benefit your reputation in the long run.

Situation 2: *As far as I'm concerned, you are the head of marketing at a startup company. There's been a decline in the company's online engagement.*

- Solution A: You could come up with a new marketing campaign to boost online engagement. While this could increase visibility, one of the cons is that it would require a significant budget increase.
- Solution B: Alternatively, you could draw up a plan to train the team on the latest social media trends and strategies. This approach may take more time but could lead to a sustainable improvement in online engagement.

Situation 3: *Your team is faced with two software options to manage internal communication.*

- Solution A: Adopt an established but costly software. While the pros are reliability and comprehensive features, the main con is its impact on your department's budget.
- Solution B: Go with a newer, less expensive platform. Although the main pro is cost-saving, the drawback is that it might have unanticipated bugs and lacks advanced features.

Situation 4: *You're part of a community council trying to decide how to use a sudden grant to improve the local area.*

- Solution A: Use the money to refurbish the local park. While this would provide a pleasant recreation area, the con is that the ongoing maintenance costs could strain future budgets.
- Solution B: Put our heads together and invest in a community center. Although the construction could be disruptive, the long-term pro is it could offer diverse activities for all age groups. However, what I'm getting at is that each choice has potential benefits and drawbacks, making the decision ambiguous.

Exercise 5

1. **Pros and cons**: advantages and disadvantages
2. **Drawback**: disadvantage
3. **The thing is,** : essentially,
4. **Draw up**: formulate
5. **As far as I'm concerned**: in my view
6. **Put our heads together**: collaborate
7. **Getting at**: implying
8. **Come up with**: generate

Exercise 1

1. is
2. some
3. how much
4. a little
5. some
6. little
7. how much

Exercise 2

1. a little
2. a few
3. little
4. few
5. a little time
6. a few
7. little
8. few
9. little
10. a few
11. a little
12. Few
13. a few
14. few
15. Little
16. a little
17. few
18. little
19. a few
20. a little