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Aa



ENGLISH

FOR EVERYONE

PRACTICE BOOK LEVEL 2

BUSINESS ENGLISH



A COMPLETE SELF-STUDY PROGRAMME

Authors

Thomas Booth worked for 10 years as an English-language teacher in Poland and Russia. He now lives in England, where he works as an editor and English-language materials writer, notably of course books and vocabulary textbooks.

Trish Burrow worked for seven years as a teacher and teacher trainer in Poland and UK summer schools. After a year working in a UK college as an ELT lecturer, she worked as an editor of exams materials and then English-language teaching materials. She lives in the UK and is a freelance writer and editor.

Course consultant

Tim Bowen has taught English and trained teachers in more than 30 countries worldwide. He is the co-author of works on pronunciation teaching and language-teaching methodology, and author of numerous books for English-language teachers. He is currently a freelance materials writer, editor, and translator. He is a member of the Chartered Institute of Linguists.

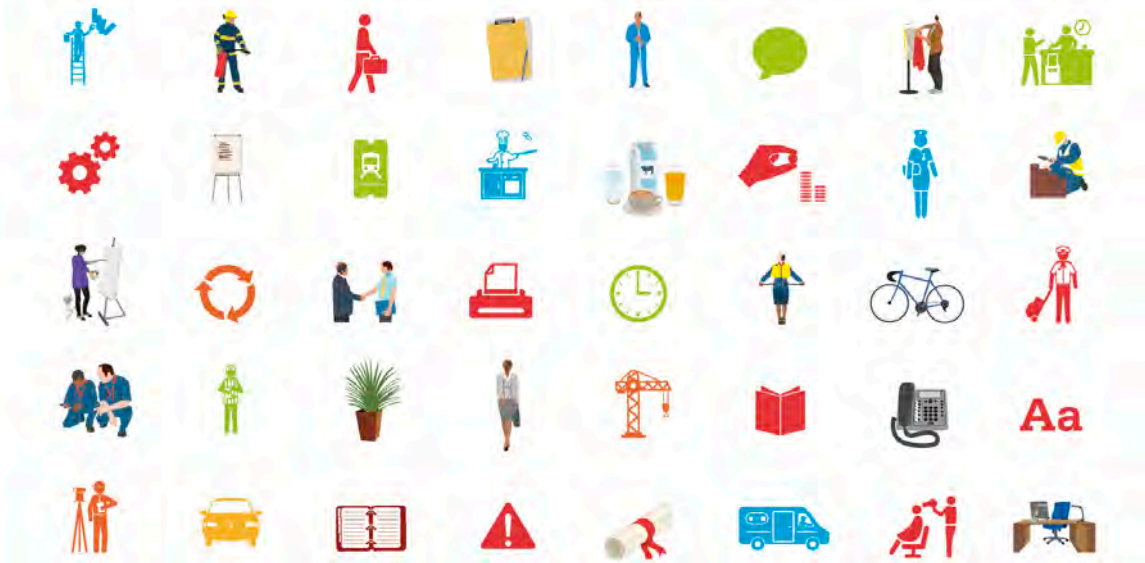
Language consultant

Professor Susan Barduhn is an experienced English-language teacher, teacher trainer, and author, who has contributed to numerous publications. In addition to directing English-language courses in at least four different continents, she has been President of the International Association of Teachers of English as a Foreign Language, and an adviser to the British Council and the US State Department. She is currently a Professor at the School for International Training in Vermont, USA.

ENGLISH FOR EVERYONE

PRACTICE BOOK **LEVEL 2**

BUSINESS ENGLISH





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Publishing Director Jonathan Metcalf

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Senior DTP Designers Harish Aggarwal, Vishal Bhatia
DTP Designer Jaypal Chauhan

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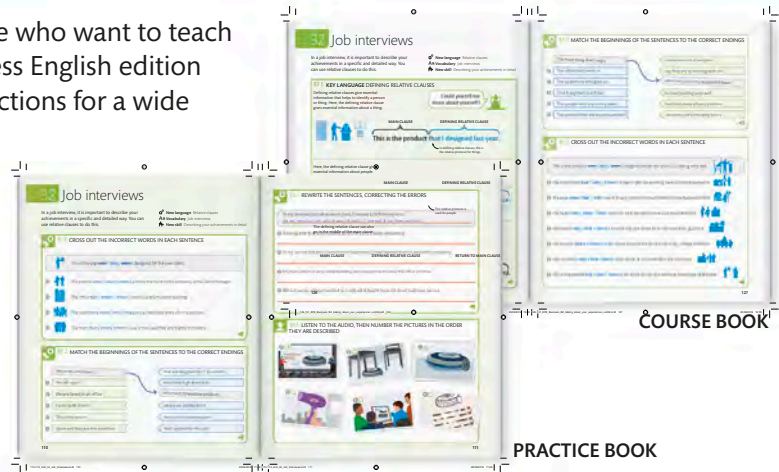
New skill Talking about past mistakes

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How the course works

English for Everyone is designed for people who want to teach themselves the English language. The Business English edition covers essential English phrases and constructions for a wide range of common business scenarios.

Unlike other courses, *English for Everyone* uses images and graphics in all its learning and practice, to help you understand and remember as easily as possible. The best way to learn is to work through the book in order, making full use of the audio available on the website and app. Turn to the practice book at the end of each unit to reinforce your learning with additional exercises.



Unit number The book is divided into units. Each practice book unit tests the language taught in the course book unit with the same number.

Practice points Every unit begins with a summary of the key practice points.

Modules Each unit is broken down into modules, which should be done in order. You can take a break from learning after completing any module.

02 Getting to know colleagues

Talking about your past work experience is a good way to get to know your colleagues. Past simple and past continuous tenses are often used to do this.

New language Past simple and past continuous
Vocabulary Sharing past experiences
New skill Talking about past experiences

2.1 MARK THE SENTENCES THAT ARE CORRECT

Jan was to look for a new job.
Jan was looking for a new job.

1 I was preparing for the presentation.
I was prepare for the presentation.

2 Did Greg work in the New York branch?
Did Greg working in the New York branch?

3 Akira was living in Kyoto in 1998.
Akira was live in Kyoto in 1998.

4 I didn't understanding the presentation.
I didn't understand the presentation.

5 Pete was reading a book at 9pm yesterday.
Pete read a book at 9pm yesterday.

6 I was feeling exhausted at work, so I left.
I was feel exhausted at work, so I left.

7 Did you enjoy the presentation?
Did you enjoyed the presentation?

8 Were you worked in IT then?
Were you working in IT then?

9 Kai wasn't feeling well, so he went home.
Kai didn't feeling well, so he went home.

10 I was finding a new job in France.
I found a new job in France.

2.2 LISTEN TO THE AUDIO, THEN NUMBER THE PICTURES IN THE ORDER THEY ARE DESCRIBED

2.3 FILL IN THE GAPS BY PUTTING THE VERB IN THE PERFECT SIMPLE

Chloe has bought (buy) a new apartment.

1 Daniel _____ (work) for more than 10 years.

2 I _____ (take) the bus to work every day.

3 The company _____ (employ) five new staff members.

4 Peter is a terrible waiter. He _____ (start) to work here last year.

5 Andrea _____ (work) here since she graduated.

6 The factory _____ (produce) 15,000 units last month.

7 Tim's really happy. He _____ (finish) his presentation.

8 We _____ (sell) our products in more than 50 countries.

9 I _____ (walk) to work since my car was broken.

10 I _____ (decide) that I'm going to retire next year.

11 Dave _____ (take) more time than we expected to complete the project.

12 I _____ (work) at this office for more than 10 years.







13 Chris _____ (visit) more than 50 countries.

Vocabulary Throughout the book, vocabulary pages test your memory of key business English words and phrases taught in the course book.

Visual practice Images act as visual cues to help fix the most useful and important English words and phrases in your memory.

09 Vocabulary

Aa 9.1 COMMUNICATION TECHNOLOGY WRITE THE PHRASES FROM THE PANEL UNDER THE CORRECT DEFINITIONS

Computer programs <i>software</i>	1 Internet-based tools for communicating with friends and communities	
3 Computerized; not operated by a human	2 To enter or connect to something	
3 Current and modern	2 Easy for the operator to use	
1 A group conversation held by phone	2 Losing a phone or internet connection	
is a carried	1 To work without an internet connection	
	1 A name and code used to access an account on a computing device	

4 A collection of linked pages accessed through the internet



2 To work with an internet connection



1 To save an extra copy of a document in case the original is lost



1 To get an application from the internet onto a device or computer



2 An email has been automatically returned without reaching the intended recipient.





2 A system of interconnected technology





social media
to download an app
a username and password
to work offline
to charge a website
to access
automated to back up
an email has bounced
up to date
a mobile device user-friendly
~~software~~ a network
to work online
breaking up
a conference call


TOPICS IN THE PRESENT


ment in Paris. 


than five different law firms. 


work all my working life. 


people since September. 


40 


oking for a different job. 


she graduated in 1999. 


0 machines this year. 


ation for tomorrow. 


than 25 countries. 

broke down. 

ire next year. 

pected. 

e than 25 years now. 

es so far. 

Audio support Most modules have supporting audio recordings of native English speakers to help you improve your speaking and listening skills.



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Practice modules

Each exercise is carefully graded to drill and test the language taught in the corresponding course book units. Working through the exercises alongside the course book will help you remember what you have learned and become more fluent. Every exercise is introduced with a symbol to indicate which skill is being practiced.



GRAMMAR
Apply new language rules in different contexts.



READING
Examine target language in real-life English contexts.



LISTENING
Test your understanding of spoken English.



VOCABULARY
Cement your understanding of key vocabulary.



SPEAKING
Compare your spoken English to model audio recordings.

Module number Every module is identified with a unique number, so you can easily locate answers and related audio.

Exercise instruction Every exercise is introduced with a brief instruction, telling you what you need to do.

8.5 FILL IN THE GAPS BY PUTTING THE VERBS IN THE PRESENT PERFECT CONTINUOUS

Katherine has been waiting (wait) for her feedback from the interview.

1 We are preparing (prepare) a proposal all evening.

2 Our website is experiencing (experience) difficulties this morning.

3 Chris is working (work) on that project for three months now.

4 Our products are not selling (not sell) well so far this year.

READ THE REPORT AND ANSWER THE QUESTIONS

Supporting graphics Visual cues are given to help you understand the exercises.

Supporting audio This symbol shows that the answers to the exercise are available as audio tracks. Listen to them after completing the exercise.

Space for writing You are encouraged to write your answers in the book for future reference.

Listening exercise This symbol indicates that you should listen to an audio track in order to answer the questions in the exercise.

New language Past simple and past continuous
Aa Vocabulary Sharing past experiences
New skill Talking about past experiences

Sample answer The first question of each exercise is answered for you, to help make the task easy to understand.

44.6 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE, THEN SAY THE SENTENCES OUT LOUD

If you ~~would have finished~~ / had finished the project on time, we wouldn't have lost the client.

1 We would have hit our sales target if the internet ~~hadn't gone~~ / wouldn't have gone down.

2 If he had left / ~~would leave~~ earlier, he wouldn't have been late for the meeting.

3 If you had been less rude, we would have won / ~~had won~~ the contract.

4 The CEO would have promoted me if she ~~had seen~~ / would have seen my presentation.

5 If we ~~had lowered~~ / would have lowered the price, we would have made more sales.

Speaking exercise This symbol indicates that you should say your answers out loud, then compare them to model recordings included in your audio files.

2.2 LISTEN TO THE AUDIO, THEN NUMBER THE PICTURES IN THE ORDER THEY ARE DESCRIBED

Audio

English for Everyone features extensive supporting audio materials. You are encouraged to use them as much as you can, to improve your understanding of spoken English, and to make your own accent and pronunciation more natural. Each file can be played, paused, and repeated as often as you like, until you are confident you understand what has been said.



LISTENING EXERCISES

This symbol indicates that you should listen to an audio track in order to answer the questions in the exercise.



SUPPORTING AUDIO

This symbol indicates that extra audio material is available for you to listen to after completing the module.



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Answers

An answers section at the back of the book lists the correct answers for every exercise. Turn to these pages whenever you finish a module and compare your answers with the samples provided, to see how well you have understood each teaching point.

28

28.1

- ① What is our target this year?
- ② Who is handling the account?
- ③ Who is in charge?
- ④ What is your sales target?
- ⑤ Who responds to complaints?
- ⑥ Who spoke to Mr. Jones?
- ⑦ What is our plan of action?

28.2

- ① Do I need to dress formally?
- ② Did you quote this price?
- ③ What should I tell the client?
- ④ Who wants to work in New York?

28.3

- ① We should increase our margins, **shouldn't we?**
- ② I didn't send you the report, **did I?**
- ③ She'll be a great manager, **won't she?**
- ④ I'm not getting a raise, **am I?**
- ⑤ We haven't made a loss, **have we?**
- ⑥ We're going to win the award, **aren't we?**
- ⑦ Louis has worked here since 2012, **hasn't he?**
- ⑧ Brett worked late last night, **didn't he?**

28.4

- ① We could launch our product early, **couldn't we?**
- ② Jakob ordered the samples, **didn't he?**
- ③ We can't cut prices any further, **can we?**
- ④ We haven't achieved our target, **have we?**
- ⑤ We need to improve product quality, **don't we?**

Answers Find the answers to every exercise printed at the back of the book.

Exercise numbers Match these numbers to the unique identifier at the top-left corner of each exercise.


Audio This symbol indicates that the answers can also be listened to.

01 Introductions

When you first join a company, there are many phrases that you can use to introduce yourself. Other people may also use a variety of phrases to introduce you.

 **New language** Present simple and continuous

Aa Vocabulary Etiquette for introductions

 **New skill** Introducing yourself and others



1.1 FILL IN THE GAPS USING THE WORDS IN THE PANEL



How do you do ? I'm Christophe from BlueTech.



1 I'd like to _____ you to Marco from IT.



2 You _____ be Paola from Madrid.



3 Gloria, _____ Julia, our new secretary.



4 Have you two _____ each other before?



5 Great to _____ you again!



6 _____ to meet you, Antonio.



7 Sanjay has _____ me all about you.



8 I don't _____ we've met before, have we?



9 It's a _____ to meet you.

pleasure see ~~do~~ told met must think meet introduce Nice





1.2 MATCH THE BEGINNINGS OF THE INTRODUCTIONS TO THE CORRECT ENDINGS

- | | |
|---|--|
| <p>Peter, Philippe, I'm not sure</p> <p>1 Simone, I'd like to introduce you to</p> <p>2 Hello. I don't think we've</p> <p>3 You must be Selma from the</p> <p>4 Hi, Omar. I think we</p> <p>5 My boss has told me</p> <p>6 This is Colin from IT.</p> | <p>Gerald, our new sales manager.</p> <p>met. My name's Jana.</p> <p>if you have met each other.</p> <p>so much about your work.</p> <p>Colin, meet Liam. He's joining our team soon.</p> <p>Chicago branch. Great to meet you.</p> <p>met at the conference in Dubai last year.</p> |
|---|--|



1.3 READ THE ARTICLE AND ANSWER THE QUESTIONS

The author says that meeting people is easy.

True False Not given

- 1 Meeting people will always make you successful.
True False Not given
- 2 You should talk about your recent experiences.
True False Not given
- 3 The author thinks food is a good topic of conversation.
True False Not given
- 4 You shouldn't ask how much someone earns.
True False Not given
- 5 The author suggests talking about your education.
True False Not given
- 6 The author says that you shouldn't talk about clients.
True False Not given

ESSENTIAL SKILLS

Meeting and greeting

Meeting new people isn't always easy, but it's an essential skill for a young business professional.

Whether you're looking for a new job, hope to grow your business, or just want to find new clients, you need to talk to the right people. It doesn't always lead to success, but it can provide a great first step. So, what's the best way to start talking?

Talk about your recent experience: "I'm working with some great software engineers at the moment" is a great way to start. You can tell them about your personal life and interests: "I play golf with my friend on the weekend" might be a good starter. But you shouldn't talk about things that are too personal. If you ask someone how much money they earn, they might be offended! Another good idea is to talk about one of your clients: "I often work with ElectroSan, an exciting new Japanese start-up." You will soon find that the person you're talking to wants to know more...



1.4 REWRITE THE SENTENCES, CORRECTING THE ERRORS

I staying at the hotel on Park Lane all this week.

I'm staying at the hotel on Park Lane all this week.



1 I am catching the train to work at 8:15am each morning.



2 We are having a new printer that is difficult to use.



3 I working at the Guangdong branch all this August.



4 Sanchez is knowing Katie because they worked together.



5 Do you enjoying this presentation? I think it's great.



6 Tim isn't knowing Anna from the Montevideo branch.



7 Marek is liking the new furniture we bought for the office.



8 How are you spelling your name?



9 The meeting usually is take only half an hour.



10 Doug is really enjoy the conference this year.



11 I'd like introduce you to my manager, José Rodriguez.



12 Clara working from 8:30 to 4:30 on Thursdays and Fridays.





1.5 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE, THEN SAY THE SENTENCES OUT LOUD

Raul ~~presents~~ / **is presenting** at the moment.



1 Our company **is having** / ~~have~~ some difficulties at the moment.



2 Pablo, I'd like you to **meet** / ~~meeting~~ my wife, Elvira.



3 I usually hate conferences, but I **enjoy** / ~~am enjoying~~ this one a lot.



4 I **have** / ~~am having~~ two children, a son and a daughter.



5 Michael, I **like** / ~~I'd like~~ to introduce you to Michelle.



6 I **don't think** / ~~am not thinking~~ we've met before, have we?



7 It's so great **to see** / ~~see~~ you again after such a long time.



8 How **do you pronounce** / ~~are you pronouncing~~ your last name?



9 You must **be** / ~~being~~ Harold from Copenhagen. Nice to meet you.




10 Hi, I think we met in Oslo, ~~aren't we~~ / ~~didn't we~~?



02 Getting to know colleagues

Talking about your past work experience is a good way to get to know your colleagues. Past simple and past continuous tenses are often used to do this.

 **New language** Past simple and past continuous

 **Vocabulary** Sharing past experiences

 **New skill** Talking about past experiences

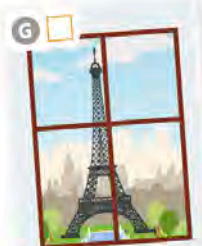
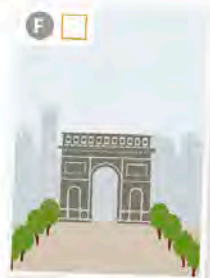
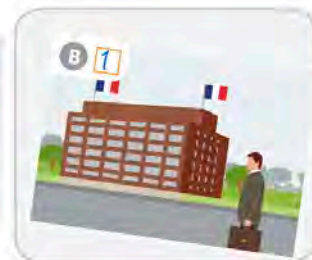


2.1 MARK THE SENTENCES THAT ARE CORRECT

- Jan was to look for a new job.
- Jan was looking for a new job.
- 1 I was preparing for the presentation.
I was prepare for the presentation.
- 2 Did Greg work in the New York branch?
Did Greg working in the New York branch?
- 3 Akira was living in Kyoto in 1998.
Akira was live in Kyoto in 1998.
- 4 I didn't understanding the presentation.
I didn't understand the presentation.
- 5 Pete was reading a book at 9pm yesterday.
Pete read a book at 9pm yesterday.
- 6 I was feeling exhausted at work, so I left.
I was feel exhausted at work, so I left.
- 7 Did you enjoy the presentation?
Did you enjoyed the presentation?
- 8 Were you worked in IT then?
Were you working in IT then?
- 9 Kai wasn't feeling well, so he went home.
Kai didn't feeling well, so he went home.
- 10 I was finding a new job in France.
I found a new job in France.



2.2 LISTEN TO THE AUDIO, THEN NUMBER THE PICTURES IN THE ORDER THEY ARE DESCRIBED





2.3 FILL IN THE GAPS BY PUTTING THE VERBS IN THE PRESENT PERFECT SIMPLE

Chloe has bought (buy) a new apartment in Paris.



1 Daniel _____ (work) for more than five different law firms.



2 I _____ (take) the bus to work all my working life.



3 The company _____ (employ) five new people since September.



4 Peter is a terrible waiter. He _____ (start) looking for a different job.



5 Andrea _____ (work) here since she graduated in 1999.



6 The factory _____ (produce) 15,000 machines this year.



7 Tim's really happy. He _____ (finish) his presentation for tomorrow.



8 We _____ (sell) our products in more than 25 countries.



9 I _____ (walk) to work since my car broke down.



10 I _____ (decide) that I'm going to retire next year.



11 Dave _____ (take) more time than we expected.



12 I _____ (work) at this office for more than 25 years now.



13 Chris _____ (visit) more than 50 countries so far.





2.4 MATCH THE BEGINNINGS OF THE SENTENCES TO THE CORRECT ENDINGS

Claire was working for a bank

1 Jim was preparing a presentation

2 I've worked at this company

3 Chris had to wait for a taxi for

4 Tim moved to New York

5 I ran my own software company

6 In 2013, our company

for more than ten years.

more than an hour.

when she received a new job offer.

before I started working here.

when his boss entered the room.

bought a smaller Canadian software firm.

when he was transferred to the US office.



2.5 READ THE ARTICLE AND ANSWER THE QUESTIONS

Silvia has just started work for a bank.

True False Not given

1 Silvia has worked for three employers so far.

True False Not given

2 Her first job was boring.

True False Not given

3 She worked there for six months.

True False Not given

4 Silvia worked in a bar while she was studying.

True False Not given

5 She only worked in the evenings.

True False Not given

6 She was working as an intern until recently.

True False Not given

Silvia's Blog
HOME | ENTRIES | ABOUT | CONTACT

POSTED FRIDAY, 7:30AM

On the up!

I've just started my new job at Moda Fashions in Edinburgh. I've worked for three different employers so far, and I'm hoping that this job will be the best I've had.

My first job was in a local supermarket. I hated it. I was bored, I had no responsibilities, and the customers were often rude to me. I left after only three months.


After that, I worked in a bar. It was more interesting and I met some interesting people. I was studying for my business diploma while I worked there, so I had something to dream about.

Then I started to become interested in fashion. I was working as an intern for a small fashion agency when I received my job offer. I'm so excited.




2.6 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE, THEN SAY THE SENTENCES OUT LOUD

My doctor **told** / ~~was telling~~ me that I should take a vacation. 

1 At 3pm yesterday, I **discussed** / **was discussing** the new software with our IT team. 


2 While Susan **has eaten** / **was eating** lunch, her team was working hard. 

3 Karl moved to Berlin when he **lost** / **has lost** his job in Paris. 

4 Alan **traveled** / **was traveling** to work when he received a call from his wife. 


5 In 2007 I **was working** / **have worked** in the company headquarters in Geneva. 

6 I **have lived** / **was living** in San Francisco since 2003. 


7 Peter **is sleeping** / **was sleeping** at his desk when his phone rang. 


8 They **was** / **have been** based in Frankfurt since 1994. 

9 While I **was living** / **have living** in France, I worked as a waiter. 

10 Derek **was buying** / **bought** his first house in 2009. 

11 What **were you doing** / **have you done** at 4pm this afternoon? 

12 I **was studying** / **studied** in college when I decided to work as a lawyer. 

13 Who was in the meeting room when you **entered** / **have entered**? 

14 We **were selling** / **sold** our first machine in China in 2003. 



03 Vocabulary

Aa 3.1 DEPARTMENTS WRITE THE DEPARTMENTS FROM THE PANEL UNDER THE CORRECT DEFINITIONS

Deals with buying goods and raw materials

Purchasing



1 Deals with employee relations and matters such as hiring staff



2 Ensures that all technological systems are working and maintained



3 Deals with selling a finished product to outside markets



4 Deals with maintaining a positive public image for a company



5 Ensures that all contracts and company activities are legal



6 Ensures the smooth day-to-day running of the practical aspects of a company



7 Deals with organization and internal and external communication



8 Deals with researching and developing future products for a company



9 Deals with money matters, from paying bills to projecting sales



10 Deals with promoting products



11 Ensures all manufacturing stages run smoothly



Public Relations (PR)

Administration

Research and Development (R&D)

Production

Facilities / Office Services

Accounts / Finance

Information Technology (IT)

Human Resources (HR)

Sales

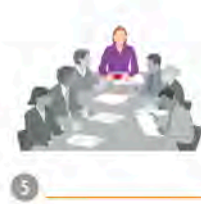
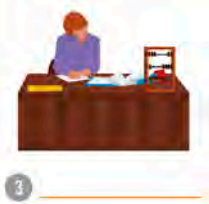
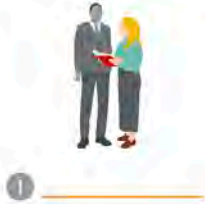
~~Purchasing~~

Legal

Marketing



Aa 3.2 ROLES WRITE THE WORDS FROM THE PANEL UNDER THE CORRECT PICTURES



manager

Chief Executive Officer (CEO)

~~employer~~

Chief Financial Officer (CFO)

employee

assistant



Aa 3.3 DESCRIBING ROLES WRITE THE PHRASES FROM THE PANEL UNDER THE CORRECT DEFINITIONS

To ensure something runs smoothly

to look after



1 To be employed by a company



2 To have a particular job or role



3 To have the duty of ensuring something is done effectively



4 To have control and authority over something



5 To be employed in a department or area of an industry



to work as ~~to look after~~ to be in charge of to be responsible for to work in to work for



04 Talking about changes

There are many ways to talk about changes at work in the past and present. Many of the phrases include "used to," which can have several different meanings.

 **New language** "Used to," "be / get used to"

Aa Vocabulary Small talk

 **New skill** Talking about changes at work



4.1 MARK THE SENTENCES THAT ARE CORRECT

Paula is used to talking in front of crowds.

Paula is use to talking in front of crowds.

1 Claude is used to working weekends.

Claude is used to work weekends.

2 Did Paul use to work in San Francisco?

Did Paul used to work in San Francisco?

3 I am not use to working in such heat.

I am not used to working in such heat.

4 The team used to go out for lunch.

The team used to going out for lunch.

5 We didn't used to have so many meetings.

We didn't use to have so many meetings.

6 I used to living in a house near the office.

I used to live in a house near the office.

7 Did you use to work in Paris?

Did you used to work in Paris?

8 I'm used to the new software now.

I'm use to the new software now.

9 I'll never get use to this operating system.

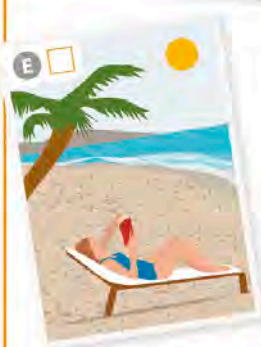
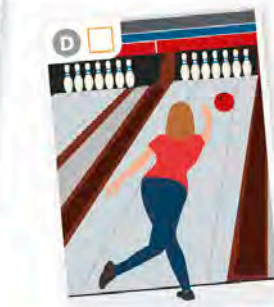
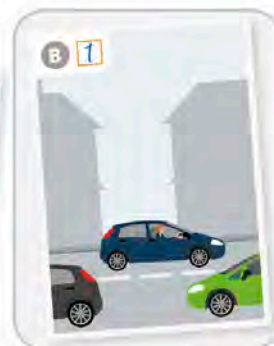
I'll never get used to this operating system.

10 Kerry is used to commuting a long way.

Kerry is used to commute a long way.



4.2 LISTEN TO THE AUDIO, THEN NUMBER THE PICTURES IN THE ORDER THEY ARE DESCRIBED





4.3 REWRITE THE SENTENCES, PUTTING THE WORDS IN THE CORRECT ORDER

working Peter used from to home. is

Peter is used to working from home.

1 to time. We use didn't so have free much

2 get the used on to never I'll left. driving

3 to branch? use Anthony work Did in the Frankfurt

4 get up to I to am having 6am. used at

5 used Derek to isn't so work. commuting far to

6 got new The hasn't to the team system. used operating

7 lunch near used the We to in café park. have the

8 giving Danielle isn't presentations. to used

9 to Pam in branch used work the Cologne. in

10 uniform Phil used a to isn't work. wearing for





4.4 MATCH THE PAIRS OF PHRASES THAT MEAN THE SAME THING

- | | |
|--|---|
| <p>1 She doesn't usually work long hours.</p> <p>2 In the past I was a doctor.</p> <p>3 Dan's driven on the left for years.</p> <p>4 She began getting up early 10 years ago.</p> <p>5 I tried Indian food once. It's spicy!</p> <p>6 I still hate the weather in England after 20 years.</p> <p>7 I don't usually work this late.</p> <p>8 We've had our new boss for three months.</p> | <p>I worked in a bank in the past.</p> <p>She's not used to working long hours.</p> <p>I used to work as a doctor.</p> <p>I used to work in a bank.</p> <p>She's used to getting up early.</p> <p>I'm not used to spicy food.</p> <p>Dan's used to driving on the left.</p> <p>I'm not used to working so late.</p> <p>We're getting used to the new boss.</p> <p>I'll never get used to English weather.</p> |
|--|---|



4.5 MARK THE BEST REPLY TO EACH STATEMENT

- | | |
|---|---|
| <p>Are you getting used to your new job?</p> <p>Yes, but there's a lot to remember. <input checked="" type="checkbox"/></p> <p>Of course I am. <input type="checkbox"/></p> | <p>3 Would you like to go for lunch?</p> <p>I'm not used to invitations. <input type="checkbox"/></p> <p>That would be great! <input type="checkbox"/></p> |
| <p>1 Would you like some coffee?</p> <p>No, thanks. I'm fine. <input type="checkbox"/></p> <p>I'm used to drinking tea. <input type="checkbox"/></p> | <p>4 Have you seen that new movie?</p> <p>I haven't yet. Is it any good? <input type="checkbox"/></p> <p>Thanks. Tomorrow would be good. <input type="checkbox"/></p> |
| <p>2 You look exhausted, Jenny.</p> <p>I'm not used to this hot weather! <input type="checkbox"/></p> <p>I will sleep later. <input type="checkbox"/></p> | <p>5 How was your commute?</p> <p>I hate public transportation. <input type="checkbox"/></p> <p>I'm getting used to the traffic. <input type="checkbox"/></p> |





4.6 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE, THEN SAY THE SENTENCES OUT LOUD

I took a while to **get used to** / ~~am used to~~ the weather here.



1

Are you **used to** / **got used to** living in a tropical country yet?



2

I ~~was used to~~ / **used to** travel to work on foot before they built the metro.



3

When I lived in Berlin, we **used to** / **get used to** live in an apartment downtown.



4

~~Were you used to~~ / ~~Did you use to~~ work in the Edinburgh branch?



5

I grew up in Japan, so I'm **used to** / **got used to** driving on the left.



6

Arnold's **used to** / **use to** waking up at 5am every morning.



7

I **used to** / **am used to** working for a demanding boss.



8

When I was a child, I didn't **get used to** / **use to** like going to school.



9

We **are used to** / **used to** go to Florida each year on vacation.




10

My father **used to** / **getting used to** work in a factory until it closed down.




05 Delegating tasks

When things get busy, you may want to delegate tasks to colleagues. To do this, different modal verbs are used in English to show the level of obligation.

 **New language** Modal verbs for obligation

Aa Vocabulary Delegation and politeness

 **New skill** Delegating tasks to colleagues



5.1 MARK THE SENTENCES THAT ARE CORRECT

Peter has to stop working during lunch.

Peter has stop working during lunch.

- 1 Staff must not smoking in the building.
Staff must not smoke in the building.
- 2 We don't have to go to work tomorrow.
We not have to go to work tomorrow.
- 3 I have to go home early on Thursday.
I have going home early on Thursday.
- 4 You have to do this assignment today.
You has to do this assignment today.
- 5 We need increase sales this year.
We need to increase sales this year.
- 6 Jim doesn't have to attend the meeting.
Jim don't have to attend the meeting.
- 7 The team must not forget their timesheets.
The team must forget not their timesheets.
- 8 Paolo has got to signing up for the course.
Paolo has got to sign up for the course.
- 9 We will need to hire new staff this fall.
We will need hiring new staff this fall.
- 10 We must improve our productivity.
We must to improve our productivity.



5.2 LISTEN TO THE AUDIO AND ANSWER THE QUESTIONS



A manager, Janice, is giving tasks to her assistant, James.

Janice is giving a presentation on Wednesday.

True False Not given

- 1 Janice's presentation is about marketing. True False Not given
- 2 She hasn't reserved a meeting room yet. True False Not given
- 3 Janice wants James to reserve a small room. True False Not given
- 4 She doesn't need a projector or sound system. True False Not given
- 5 Janice needs the room from 2:30 to 5pm. True False Not given
- 6 Janice wants James to email the team. True False Not given
- 7 James should order refreshments for the break. True False Not given
- 8 Janice wants James to check the visuals. True False Not given
- 9 Janice invites James for lunch to say thank you. True False Not given



5.3 REWRITE THE SENTENCES, PUTTING THE WORDS IN THE CORRECT ORDER

have before to the We presentation 5pm. finish

We have to finish the presentation before 5pm.

1 copy you minutes, of please? give the Would Peter a

2 at leave reception. passes All their must visitors

3 the post to office, please? this take Could letter you

4 harder Ramon to if work he a promotion. needs wants

5 needs the Sharon sign up training for course. to

6 copy you of Could on leave a agenda the please? my desk,

7 enrolment before You complete must the on Friday. form 5pm

8 inside smoke Staff the must building. not

9 everyone Would you an email to the send meeting? about

10 the by finish You project must evening. Wednesday





5.4 MATCH THE BEGINNINGS OF THE SENTENCES TO THE CORRECT ENDINGS

Staff must wear

1 The company must change

2 I need you to finish

3 Could you keep a

4 Would you inform

5 The company has got to

6 You don't have

7 We need to think

if it wants to survive.

record of everything you spend this week?

identity cards at all times in the building.

the team about the recent changes, please?

the presentation by Friday.

about closing some of our branches.

invest more in training.

to finish the assignment today.



5.5 READ THE ARTICLE AND ANSWER THE QUESTIONS

The author says delegating is always effective.

True False Not given

1 You should think about who to delegate to.

True False Not given

2 You should follow your team's every step.

True False Not given

3 You should organize team-building activities.

True False Not given

4 Deadlines should always be flexible.

True False Not given

5 Your team won't appreciate negative feedback.

True False Not given

DAILY OFFICE TIPS

A problem shared... can be a problem halved

Getting your fellow team members involved in your daily tasks makes life easier for everyone, surely? But only when you know how to delegate effectively. In my experience, I've found it helps if you think about these four simple steps:

1 You need to think about who you're delegating to. Are they the best person for the job? What will they give, and what will they learn?

2 You don't have to follow your team's every step or

decision. But you should be communicative and offer advice. A supported team is an effective team.

3 You must set a clear deadline. Everyone needs to know when the project should end. Otherwise your project will lose its momentum.

4 You have to offer your team feedback. Everyone appreciates credit for success, but they also want to know what went wrong.



5.6 RESPOND OUT LOUD TO THE AUDIO, FILLING IN THE GAPS USING THE WORDS IN THE PANEL

I just received Eric's memo about the conference.

Great. Would you print me a copy, please?

1 Is this presentation high priority?

No, I _____ you to finish it today.

2 Is it OK if I hand in the report next week?

I'm sorry, Mike. We really _____ have it by Friday.

3 Can we look around the factory?

I'm sorry, but members of the public _____ enter the building.

4 The new uniforms still haven't arrived.

We need them tomorrow. _____ you call the supplier, please?

5 Do you want me to stay late tonight?

No, you _____ to. The deadline is next week.

6 I'm afraid I still haven't finished the report.

Well, I _____ it by 1pm today.

don't have

need

~~Would~~

must

don't need

Could

must not



06 Vocabulary

Aa 6.1 MONEY AND FINANCE WRITE THE PHRASES FROM THE PANEL UNDER THE CORRECT DEFINITIONS

The amount of money that is available to spend on something



a budget

1 To lose money by spending more than you earn



3 Extra money the bank allows you to spend



4 The regular costs of running a business, such as wages



6 To get into a situation where you owe people money



7 To earn just enough to cover the costs of producing a product



9 Money coming into a business



10 An amount of money spent



12 Records of money paid into and out of a business



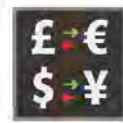
13 To fall, especially in worth or value



15 To reach the highest point



16 The amount of one currency that you get when you change it for another



2 To charge less than others who sell the same goods or services as you



5 The amount or value of total sales over a particular period



8 A major decline in economic activity



11 A change to more positive business conditions



14 The rate at which money comes into and goes out of a business



17 To no longer be able to exist as a business



to make a loss an upturn in the market

sales figures income

an economic downturn overheads

the exchange rate cash flow

an overdraft to get into debt

to go out of business to peak

expenditure / outlay ~~a budget~~

to undercut competitors to drop

accounts to break even



07 Writing a report

When writing a report, you may need to use different past tenses to show sequences of events. You may also need to use more formal phrasing.

 **New language** Past perfect and past simple

 **Vocabulary** Formal business English

 **New skill** Writing reports



7.1 FILL IN THE GAPS BY PUTTING THE VERBS IN THE PAST PERFECT OR PAST SIMPLE

We stayed (stay) in the hotel that our client had recommended (recommend) to us.



1 Sales _____ (be) good because we _____ (organize) a good marketing campaign.



2 Sales _____ (fall) sharply, so we _____ (decide) to withdraw the product.



3 Aditya _____ (want) to try a program that the team _____ (not use) before.



4 After Peter _____ (finish) the report, he _____ (want) to go on vacation.



7.2 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE

Sandra ~~gave~~ / ~~had given~~ a presentation that she ~~prepared~~ / ~~had prepared~~ two years ago.

1 Ramon ~~wrote~~ / ~~had written~~ ten pages of the report when his computer ~~crashed~~ / ~~had crashed~~.

2 Many of our employees ~~did not~~ / ~~had not~~ visited the factory before and ~~were~~ / ~~had been~~ very impressed.

3 Bob's speech ~~was~~ / ~~had been~~ disappointing because he ~~didn't prepare~~ / ~~hadn't prepared~~ well.

4 Nobody ~~told~~ / ~~had told~~ the conference delegates where their hotel ~~was~~ / ~~had been~~.

5 I ~~didn't delegate~~ / ~~hadn't delegated~~ tasks to Kai before, but I ~~thought~~ / ~~had thought~~ he did a good job.





7.3 REWRITE THE SENTENCES, CORRECTING THE ERRORS

The purpose of this report is review our advertising campaign for next year.

The purpose of this report is to review our advertising campaign for next year.

- 1 The followed report will explore our new sales strategy.

- 2 As can be seeing in the table, we have invested \$4 million this year.

- 3 Some of our customers have stating that they are not satisfied with the result.

- 4 Our initial investigation suggestion that this is not true.

- 5 Our beginning recommendation is to reduce the budget by 50 percent.

- 6 We consulting a number of focus groups for this report.



7.4 MATCH THE BEGINNINGS OF THE SENTENCES TO THE CORRECT ENDINGS

We consulted a number

is to review our current sales strategy.

1 The purpose of our report

we should invest more in R&D.

2 The following report presents

of focus groups for this report.

3 Our clients stated that

proceed with the sale of the subsidiary.

4 Based on the initial research,

a summary of our findings.

5 Our principal recommendation is to

they were unhappy with the changes.





7.5 READ THE REPORT AND ANSWER THE QUESTIONS

LOCATION REPORT

The aim of this report is to assess the advantages and disadvantages of moving the company headquarters to Alchester. The following report will look at location, transportation, housing, and the available tax breaks.

Location The site in Alchester is 20 miles from downtown. The town has two large colleges and a number of other IT companies. However, it is more than 200 miles to the nearest major city.

Transportation There is an airport and the rail connections to other cities are good. However, the airport is far (30 miles away) and the station can only be reached by taxi.

Housing Based on the initial research, we concluded that housing is much more affordable than in major cities. The proposed site is near an attractive suburb.

Tax subsidies The local government offers large grants to companies that want to move to the area. However, these are only available if the company is willing to stay in the area for more than ten years.

Conclusion Many of our employees stated that they would not be happy living so far from a city. Others stated that they found the affordable accommodation very attractive. The grants offered are attractive, but the company will need to make a big commitment.

What does the report aim to assess?

- The company's profits for the year
- A potential new location for the company
- The company's current location

1 Where is the site in Alchester?

- 20 miles from downtown
- 200 miles from downtown
- Downtown

2 What is good about the transportation links?

- The location of the station
- The location of the airport
- Rail connections to other cities

3 What are the findings about housing?

- It is affordable in Alchester
- The company is still researching it
- The suburbs are not attractive

4 What must companies do to get a tax subsidy?

- Move to Alchester
- Stay in Alchester for over ten years
- Work with the local government

5 What is the conclusion of the report?

- The company will move to Alchester
- The company won't move to Alchester
- A decision has not yet been made



7.6 MARK THE SENTENCES THAT ARE CORRECT





- As can be see in the table, our profits have declined by 9 percent this year.
- As can be seen in the table, our profits have declined by 9 percent this year.
- 1 The purpose of this report is to compare the two factories.
- The purpose of this report is compare the two factories.
- 2 Focus groups had been consulted before we implemented the policy.
- Focus groups had be consulted before we implemented the policy.
- 3 Sales of our products are fallen in comparison with the previous quarter.
- Sales of our products had fallen in comparison with the previous quarter.
- 4 Our principal recommendation is to increase investment in R&D.
- Our principal recommendation is increase investment in R&D.
- 5 Profits had risen by more than 20 percent in the first half of 2015.
- Profits had risen with more than 20 percent in the first half of 2015.



7.7 FILL IN THE GAPS USING THE WORDS IN THE PANEL



We closed the branch after our costs had risen by more than 20 percent.

- 1  In this report we will _____ the findings of our research.
- 2  The _____ of this report is to investigate the pros and cons of the new software.
- 3  This bar chart _____ the sales figures for the last two years.
- 4  Our customers _____ that they had been disappointed with the product.

purpose

stated

compares

~~risen~~


present



08 Making apologies

The present perfect continuous describes ongoing situations in the past that may affect the present. It can be used in apologies and to give reasons for problems.

 **New language** Present perfect continuous

 **Vocabulary** Apologies

 **New skill** Apologizing on the telephone

8.1 MARK THE BEST REPLY TO EACH STATEMENT

My new laptop hasn't arrived yet.



I'm very sorry about that.

Of course not.

1 Can you look into the problem for me?



Sorry. That's not possible.

Of course. Let me see what I can do.

2 Could you tell me your order number, please?



Yes, I want a full refund please.

Certainly. It's ZX42 9JL.

3 What caused the delay?



We've been having difficulties with our software.

I don't know. Can you call later?

4 Will you be able to offer our company any compensation?



I'm really sorry to hear that.

We'll offer you a discount on your next order.



8.2 REWRITE THE SENTENCES, CORRECTING THE ERRORS

I **very** sorry about the delay.

I'm very sorry about the delay.

1 Could you **say me** your reference number?

2 **Let see** what we can do.

3 **We offer** you a full refund.

4 Our driver **has experiencing** problems.

5 Could you **to hold the line**, please?

6 I'm very **sorry hear** that.

7 Can you **see into** this issue?

8 **We'll sending you** a replacement.

9 Of course I can **helping** you.





8.3 FILL IN THE GAPS USING THE PHRASES IN THE PANEL

Can you look into the problem for me?

- 1 I'm very _____ to hear that, sir.
- 2 Certainly. Let's _____ what I can do.
- 3 Could you tell me your _____ number, please?
- 4 Could you please _____ the line?
- 5 I'm sorry. Our IT system's been _____ difficulties.
- 6 My order _____ dirty and broken.
- 7 Can you _____ any compensation?
- 8 Of course. We'll give you a _____ on your next order.

reference

hold

sorry

~~look into~~

offer

experiencing

discount

see

arrived



8.4 CROSS OUT THE INCORRECT WORD IN EACH SENTENCE, THEN SAY THE SENTENCES OUT LOUD

I'm very **sorry** / ~~sad~~ about the delay. Let's see what we can do.

- 1 Could you look **through** / **into** the problem for me?

- 2 The company **has** / **is** been experiencing difficulties recently.

- 3 Please **keep** / **hold** the line for a moment.

- 4 I've been **wait** / **waiting** all day for my order to arrive.





8.5 FILL IN THE GAPS BY PUTTING THE VERBS IN THE PRESENT PERFECT CONTINUOUS

Katherine has been waiting (wait) for her feedback from the interview.



1 We _____ (prepare) a proposal all evening.



2 Our website _____ (experience) difficulties this morning.



3 Chris _____ (work) on that project for three months now.



4 Our products _____ (not sell) well so far this year.



8.6 REWRITE THE SENTENCES, PUTTING THE WORDS IN THE CORRECT ORDER

been all Has night? working Sharon

Has Sharon been working all night?

1 been for Peter talking 25 minutes. more has than

2 feedback getting you been the clients? Have good from

3 losing The has been money years. company for

4 for working our long. company hasn't Juan been at





8.7 LISTEN TO THE AUDIO, THEN NUMBER THE SENTENCES IN THE ORDER YOU HEAR THEM



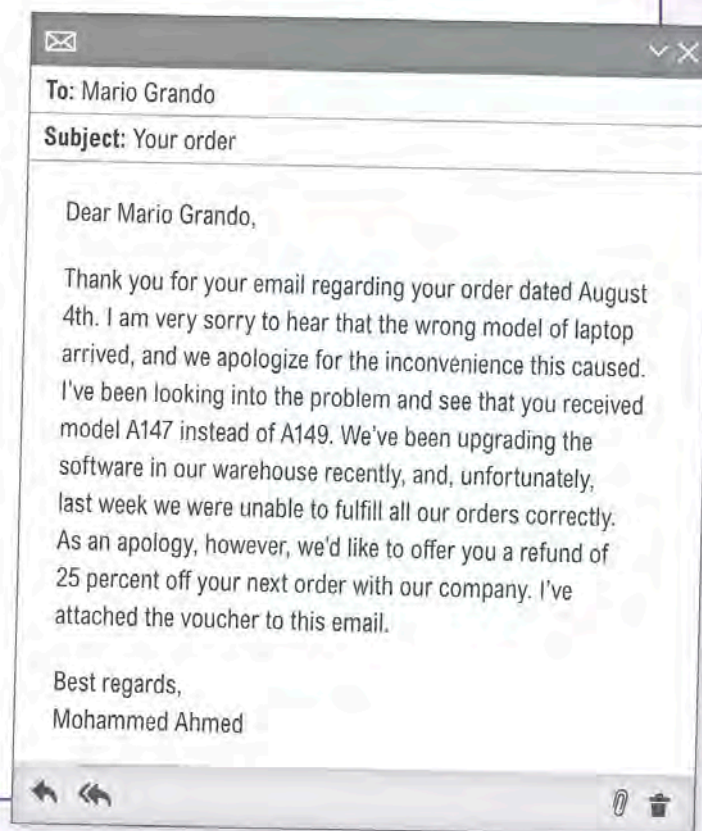
Jock Douglas calls his suppliers to ask about an order that he's expecting.

- A** I've been waiting for three weeks now, so I'm not at all happy.
- B** Could you tell me your order reference number?
- C** We would like to offer you a gift voucher worth \$100.
- D** Could you please hold the line one moment?
- E** I'm really sorry to hear that, Mr. Douglas.
- F** Your order was dispatched yesterday.



8.8 READ THE EMAIL AND MARK THE CORRECT SUMMARY

- 1** The wrong model of laptop arrived.
This happened because of a software problem at the warehouse. The company has offered a 10 percent discount on the next order.
- 2** The wrong model of printer arrived.
This happened because of a software problem at the warehouse. The company has offered a 40 percent discount on the next order.
- 3** The wrong model of software arrived.
This happened because of a flood at the warehouse. The company has offered a 25 percent discount on the next order.
- 4** The wrong model of laptop arrived.
This happened because of a software upgrade at the warehouse. The company has offered a 25 percent discount on the next order.



09 Vocabulary

Aa 9.1 COMMUNICATION TECHNOLOGY WRITE THE PHRASES FROM THE PANEL UNDER THE CORRECT DEFINITIONS

Computer programs

software



1 Internet-based tools for communicating with friends and communities



3 Computerized; not operated by a human



4 To enter or connect to something



6 Current and modern



7 Easy for the operator to use



9 A group conversation held by phone



10 Losing a phone or internet connection



12 A small computing device, such as a smartphone or tablet, that is easily carried



13 To work without an internet connection



15 To connect a mobile device to electricity to give it more power



16 A name and code used to access an account on a computing device



2 A collection of linked pages accessed through the internet



5 To work with an internet connection



8 To save an extra copy of a document in case the original is lost



11 To get an application from the internet onto a device or computer



14 An email has been automatically returned without reaching the intended recipient



17 A system of interconnected technology



social media

to download an app

a username and password

to work offline

to charge a website

to access

automated to back up

an email has bounced

up to date

a mobile device user-friendly

~~software~~ a network

to work online

breaking up


a conference call




10 Making plans by email

English uses a variety of phrases to make and check plans with co-workers by email. It is important to ensure that even informal messages are polite.

 **New language** Email language

 **Vocabulary** Meetings and workshops

 **New skill** Making plans



10.1 MATCH THE BEGINNINGS OF THE SENTENCES TO THE CORRECT ENDINGS

I just wanted to check

① I hope all's well

② Would you be free

③ Please give me a call

④ Please see the schedule

⑤ If you have any questions,

don't hesitate to get in touch.

for next week's conference attached.

that you're coming to the meeting today.

with you and the team in Tokyo.

on Thursday July 7 at 4pm?

if you can't make it.



10.2 FILL IN THE GAPS USING THE WORDS IN THE PANEL

I just wanted to check that you're attending this week's meeting.

① I was _____ if you could help me prepare my presentation.

② Would you be free to _____ on Thursday evening?

③ I'm _____ Sanjay and Anita in on this email.

④ I _____ all's well with you and the team in Delhi.

⑤ Please see the minutes of yesterday's meeting _____.

⑥ If you have any _____, please let me know.

⑦ How _____ joining us at the pizza place later this evening?

about

hope

meet

questions

~~check~~

copying

wondering

attached





10.3 REWRITE THE SENTENCES, CORRECTING THE ERRORS

I hope all well with you and the team.

I hope all's well with you and the team.

1 I just wanted check that you're coming to the presentation.

2 Would you free next Wednesday morning at 11:30?

3 Please find a copy of the report attach.

4 If you any questions, please let me know.

5 I'm copy Ricardo in on this.



10.4 READ THE EMAIL AND MARK THE CORRECT SUMMARY

- 1 Jerome wants to meet tomorrow to discuss the new software package. He has asked Claude to send him the timetable.
- 2 Jerome is inviting Françoise and Claude to come to software training in Room 3.
- 3 Jerome is emailing to check that Claude is coming to the IT meeting. Françoise has sent the agenda and a memo.
- 4 Jerome is inviting Françoise to a meeting with the IT team. He has sent Françoise and Claude a copy of the agenda.



To: Françoise Thomas

Subject: Software package



Hi Françoise,
 I hope all's well with you and the team. I just wanted to check that you got the email I sent yesterday about the new software package that goes live on Thursday. Claude and I want to meet the IT department tomorrow morning to discuss it. Would you be free to join us in meeting room 3 at 9:30am? Please find attached an agenda and memo about the software specifications. I've copied Claude in on this message. If you have any questions, please let me know.

Best regards,
 Jerome



11 Keeping clients informed

Use the present continuous to inform clients about current situations and future arrangements. Continuous tenses can also soften questions and requests.

-  **New language** Continuous tenses
- Aa Vocabulary** Arrangements and schedules
-  **New skill** Keeping clients informed



11.1 REWRITE THE PRESENT CONTINUOUS SENTENCES, CORRECTING THE ERRORS

I **are hoping** to finish my report on July's sales later today.

I am hoping to finish my report on July's sales later today.

- 1 Mohammed **is meet** the new supplier to discuss a new deal.

- 2 Jola **is talk** to Sales this afternoon to agree new discounts.

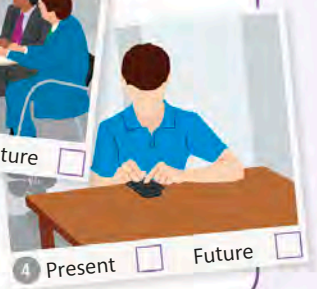
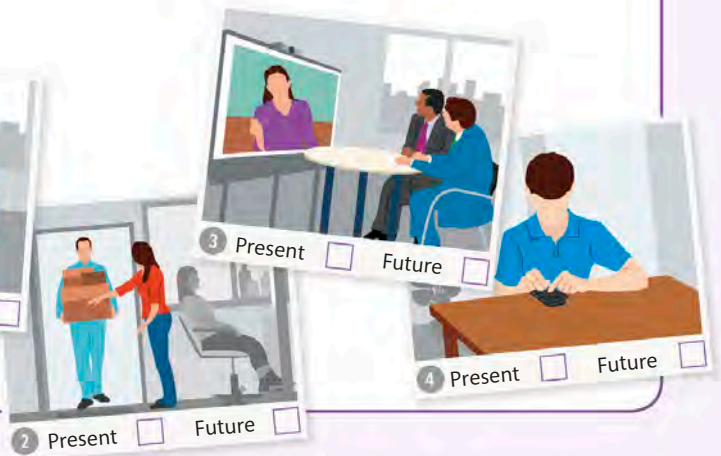
- 3 They **is aiming** to have the presentation ready by 5:00pm.

- 4 I **am writeing** to inform you that there is a delay with the part you need.

- 5 We **still are waiting** to hear from the Chinese partners.

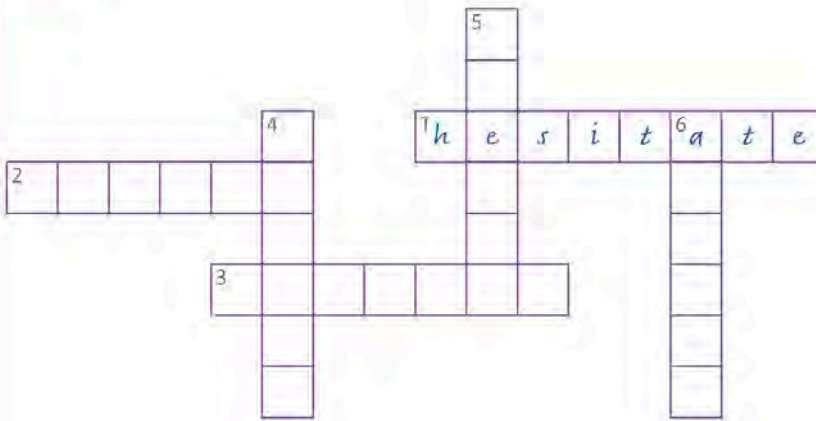


11.2 LISTEN TO THE AUDIO AND MARK WHETHER THE ACTIVITY IN EACH PICTURE TAKES PLACE IN THE PRESENT OR THE FUTURE



Aa

11.3 READ THE CLUES AND WRITE THE WORDS FROM THE PANEL IN THE CORRECT PLACES ON THE GRID



ACROSS

- ① To pause
- ② To get
- ③ To make something definite

DOWN

- ④ To tell
- ⑤ To like more
- ⑥ To promise

assure

obtain

confirm

~~hesitate~~

prefer

inform



11.4 MARK THE MOST POLITE SENTENCE IN EACH PAIR

You need to extend the deadline.

I was wondering if you would consider extending the deadline.

① Are you going to the new product launch?

Will you be attending the launch of the new products?

② I was wondering if we could put our meeting back to tomorrow.

Can we put our meeting back to tomorrow?

③ We want to send new designs by Friday.

We are aiming to send the new designs by Friday.

④ Will you be paying for the order in cash or by card?

Will you pay in cash or by card?

⑤ I was wondering if you would take the clients out for dinner.

Will you take the clients out for dinner?





11.5 REWRITE THE SENTENCES, PUTTING THE WORDS IN THE CORRECT ORDER

we laptop. I if borrow could your was wondering

I was wondering if we could borrow your laptop.

1 final the We report. still sales putting are together

2 tomorrow's you presentation be Will conference? the giving at

3 postpone were if We could meeting. wondering we our



11.6 READ THE EMAIL AND ANSWER THE QUESTIONS

Sanjay's project is running on time.

True False Not given

- 1 Sanjay wants to meet the suppliers.
True False Not given
- 2 The new designs for the fabric are complex.
True False Not given
- 3 The fabrics will be delivered in two weeks' time.
True False Not given
- 4 Sanjay offers Fiona compensation.
True False Not given



To: Fiona McRae

Subject: Project update

Dear Fiona,

I was wondering if we could have a brief project update meeting as the project is running late. Unfortunately, the new designs for the fabric that we plan to launch have proved more complicated to print than we initially thought. The suppliers in Bangladesh have informed us that the final printed materials will be with us at the end of this month, not in two weeks as per our order.




The suppliers have told us they will work around the clock to minimize the delay, and they apologize for any inconvenience this may cause us.

Yours truly,
Sanjay



12 Informal communication

Phrasal verbs have two or more parts. They are often used in informal spoken and written English, in things such as messages and requests to co-workers.

-  **New language** Phrasal verbs
-  **Vocabulary** Arrangements and plans
-  **New skill** Keeping co-workers informed

12.1 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE



Is the printer jammed again? I'll ask Dave to look **into** / ~~out~~ / ~~up~~ it.

1



Can you deal **with** / **at** / **out** the cleaners, please? The kitchen is a mess.

2



Can we catch **on** / **up** / **off** later this morning at around 11:00?

3



Is the fridge broken again? I'll **catch** / **deal** / **look** into that now.

4



Have we run **on** / **out** / **in** of paper? There's none in the photocopier.



12.2 FILL IN THE GAPS USING THE PHRASAL VERBS IN THE PANEL

Let's catch up now you're back from your vacation.

1

Can we _____ a meeting with Marketing and Sales?

2

Have you asked Surina to _____ all the paperwork?

3

The printer has _____ of ink again.

4

I can't _____ what Dave wants me to do.

5

I need to _____ the topic of punctuality with you.

figure out

bring up

fix up

~~catch up~~

fill out

run out





12.3 REWRITE THE SENTENCES BY CHANGING THE POSITION OF THE PARTICLE

Can you **fill out** that form?

Can you fill that form out?

1 I need to **back up** my files.

2 Can you **give out** the agenda?

3 Can we **call off** tomorrow's meeting?

4 Can you **pass on** my message to her?

5 Let me **hand out** the minutes.

6 I want to **put on** my tie.

7 Can you **fix up** another meeting?

8 I need to **send out** an email.

9 We are **taking on** new staff.

10 Can you **set up** the projector?

11 I'd like to **talk over** the sales plan.



12.4 LISTEN TO THE AUDIO AND ANSWER THE QUESTIONS



It is Jack's first day back at work after his vacation. His co-worker Amanda calls him.

Why is Amanda calling Jack?

To arrange a meeting

To cancel a meeting

To place some orders

1 What is the problem with Amanda's files?

She hasn't backed them up

She has deleted them

Some of them are missing

2 When does Jack set up a meeting with Amanda?

Thursday morning

Thursday afternoon

Friday morning

3 What does Amanda want Jack to do?

Call customers about their feedback

Deal with new customers

Write a report about feedback

4 What does Jack offer to do?

Delegate some of Amanda's emails

Delete some of Amanda's emails

Deal with some of Amanda's emails

5 What does Amanda ask Jack to pass on?

A message

A package

A sales report

6 What will Jack wear for his site visit?

His best suit

His best tie

His best suit and tie

12.5 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE, THEN SAY THE SENTENCES OUT LOUD

Can you pass a message ~~on~~ / ~~up~~ / ~~off~~ to Syed? I can't make this afternoon's meeting.

1 Jamil's flight is delayed. I think we'll have to call our meeting with him ~~in~~ / ~~off~~ / ~~out~~.

2 All employees have to put an apron ~~in~~ / ~~up~~ / ~~on~~ before entering the kitchen.

3 We're hoping to give ~~off~~ / ~~out~~ / ~~in~~ samples of our work at the exhibition.

4 It's really important to back your files ~~over~~ / ~~on~~ / ~~up~~ every night or you could lose work.

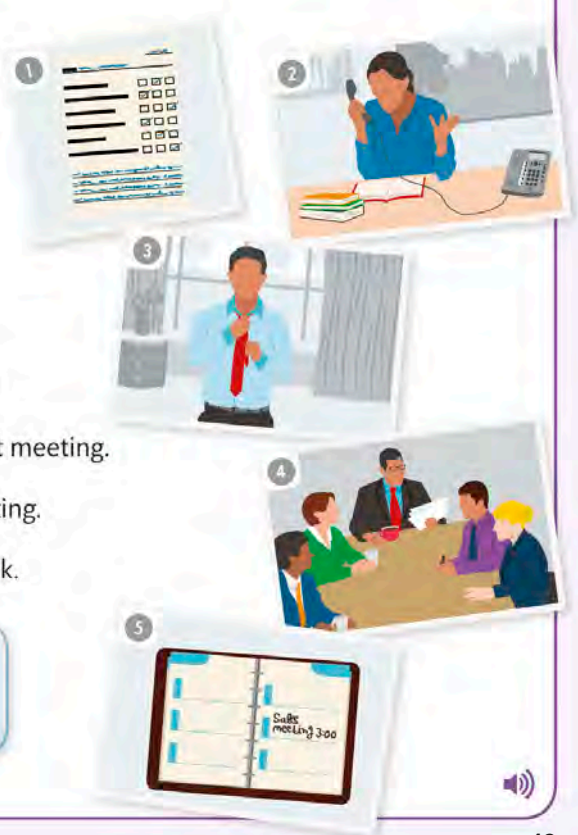
12.6 FILL IN THE GAPS USING THE PHRASES IN THE PANEL



The paper in the printer has run out.

- 1 Khalil has _____ out.
- 2 She has just _____ on me without saying goodbye!
- 3 He _____ because he had an important meeting.
- 4 He gave _____ to everyone at the meeting.
- 5 They _____ up for later in the week.

his report out ~~run out~~ set a meeting
 hung up put his tie on filled the form



13 Vocabulary

Aa 13.1 PRODUCTION WRITE THE PHRASES FROM THE PANEL UNDER THE CORRECT DEFINITIONS

Systems that ensure that products are of a high standard

quality control



1 The external wrapping of goods before they are sold



3 Made by a person without the use of a machine



4 Something that is made or produced only once



6 Goods that a company has made but not yet sold



7 A declaration that a product meets certain standards and is suitable for sale



9 The first form of a design that can be changed, copied, or developed



10 A line of people or machinery in a factory, each making a specific part of a product



12 Moving goods from one place to another



13 Found or bought in a morally acceptable way



15 A building or group of buildings where goods are made



16 The process of making large numbers of goods, usually in a factory



4 A process to check that goods meet certain standards



5 Requiring a lot of human effort to make something



8 The basic substances that are used to make a product



11 A place where goods are stored before being shipped to customers or sellers



14 Manufacturing too much of something in relation to demand



17 A company that provides or supplies another company with goods and services



packaging

labor-intensive

mass production

shipping

ethically sourced

handmade

raw materials

a one-off production

~~quality control~~

overproduction

stock

product approval

a factory

a prototype

a warehouse

product testing




a supplier

a production line



14 Describing a process

The passive voice can be useful when you need to describe how a process works. It places emphasis on the action rather than the person or thing doing it.

-  **New language** The passive voice
-  **Vocabulary** Processes and manufacturing
-  **New skill** Discussing how things are done



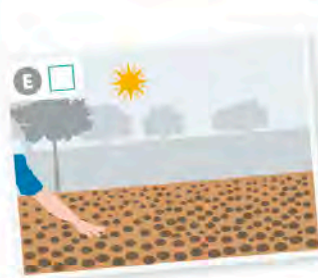
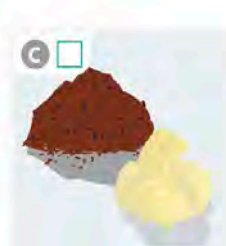
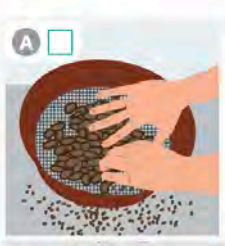
14.1 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE

Our soaps **are made** / ~~**made**~~ using the finest French lavender.

- 1 The media **had been** / **have** told about the press launch and were out in force.
- 2 New models **are been** / **are being** created to coincide with the premiere of the movie.
- 3 The design has been **patent** / **patented** so nobody can copy it.
- 4 Our coffee is **producing** / **produced** using the finest coffee beans from Kenya.
- 5 It is thought that the sandwich **was** / **were** invented in 1762.



14.2 LISTEN TO THE AUDIO AND NUMBER THE PICTURES IN THE ORDER THEY ARE DESCRIBED





14.3 REWRITE THE SENTENCES USING THE PASSIVE VOICE

Our distribution team sends out our products from our warehouse in Michigan.

Our products are sent out from our warehouse in Michigan by our distribution team.

1 A separate department audits our accounts every May.

2 Our professional coffee tasters approve the coffee blends we produce.

3 Security staff scan all passengers' luggage when they go through Departures.

4 Jane designs all our marketing material for the Asia office.

5 Our packing department checks all the orders before delivery.

6 Stephen updates the database with customers' details.

7 Our cosmetics buyer buys all our ingredients from Fair Trade suppliers.

8 Nicola adds new lines to our women's fashion range on a regular basis.

9 Jason invented the new product tracking app for customers.

10 Our marketing team launched our new website in January.





14.4 READ THE ARTICLE AND ANSWER THE QUESTIONS

Bread was invented in modern times.

True False Not given

- 1 Bread is not eaten in many cultures.
True False Not given
- 2 Yeast is added to the dough after kneading.
True False Not given
- 3 The dough is kneaded for about 10 minutes.
True False Not given
- 4 Different countries have different shapes of bread.
True False Not given
- 5 The dough is left to rise two times before it is baked.
True False Not given

FOOD TODAY

The stuff of life

This week we look at how bread is made throughout the world.



Bread has been made since prehistoric times and is eaten by most cultures today. But how is it made? A raising agent like yeast is added to flour with warm water. A dough is made and the gluten in the flour is activated by a process called kneading, which is when the dough is massaged for about 10 minutes. The dough is then left in a warm place to rise. Then the air is knocked out of it and it is kneaded a second time. The dough is then shaped into a loaf or rolls. Some of these are very decorative, and individual bakers often have their own special design. Finally, the dough is left to rise again and then baked in a hot oven. The result is delicious warm bread!



14.5 MATCH THE ACTIVE SENTENCES TO THE PASSIVE SENTENCES WITH THE SAME MEANING

We must beat our competitors' prices.

1 They can't have checked these toys.

2 She should have given them a discount.

3 Freya can't have taken the order.

4 We can give every customer a free bag.

5 We shouldn't ignore faults in the products.

6 You can't beat our prices.

7 He must have placed his order late.

The order can't have been taken by her.

Our prices can't be beaten.

Our competitors' prices must be beaten.

These toys can't have been checked.

Faults in the products shouldn't be ignored.

A free bag can be given to every customer.

His order must have been placed late.

A discount should have been given.



14.6 LOOK AT THE DIAGRAM AND SAY THE SENTENCES OUT LOUD, FILLING IN THE GAPS USING THE WORDS IN THE PANEL

How It's Made

Learn how our cakes are baked.



First, a cake recipe is chosen by the cake-maker.

1 Next, the ingredients _____ together to make a cake mixture.

2 Then the cake mixture _____ into cake pans.

3 Next, the cakes _____ in a hot oven.

4 When the cakes are cooked, they _____ out of the oven.

5 The cakes _____ to cool on a wire cooling rack.

6 Finally, the cakes _____ and decorated with icing.

are taken

are mixed

~~is chosen~~

is poured

are assembled



are left

are put



15 Describing a product

When describing a product, you will usually use adjectives. You can use more than one adjective, but they must be in a particular order.

-  **New language** Adjective order
- Aa Vocabulary** Opinion and fact adjectives
-  **New skill** Describing a product



15.1 WRITE THE WORDS FROM THE PANEL IN THE CORRECT GROUPS

OPINION	SIZE	AGE	COLOR	NATIONALITY	MATERIAL
<i>fantastic</i>					

magenta ancient Indian ~~fantastic~~ huge Turkish modern tiny leather amazing
metal Chinese crimson excellent large black state-of-the-art plastic



15.2 REWRITE THE SENTENCES, PUTTING THE WORDS IN THE CORRECT ORDER

new at amazing necklace! this Look gold

Look at this amazing new gold necklace!

1 Indian It's by designer. fabulous, young made a

2 I bowls. these small, china blue fantastic, love

3 outstanding launching an new clothes. We're of range



Aa

15.3 CROSS OUT THE INCORRECT WORD IN EACH SENTENCE

I really like the new **red** / ~~**diamond**~~ velvet sofas around the office.

1

What a lovely **plastic** / **stylish** desk you have!

2

Sam asked me to design a **silver** / **classic** brown chair.

3

I brought back some delicious **china** / **Turkish** candy from my trip.

4

Do you like this **pretty** / **paper** crimson watch for ladies?

5

Do you like our cute **green** / **ugly** teddy bear for our new children's range?

6

Our competitors are selling **unfashionable** / **intelligent** black suits.

7

Our team is developing an innovative **leather** / **popular** interior for our executive car.

8

I love buying large **awesome** / **yellow** flowers for the office.

9

Jane has bought an **expensive** / **friendly** classic car at an auction.

10

We have an amazing **cotton** / **Italian** coffee machine in our office.

11

I have ordered some of those fabulous **leather** / **double-sided** business cards.

12

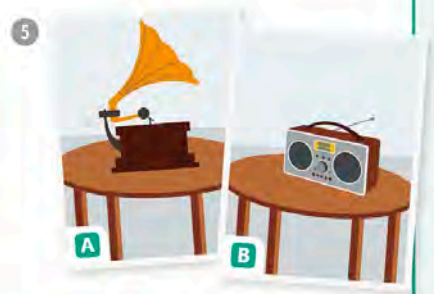
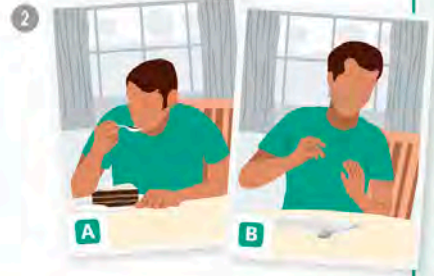
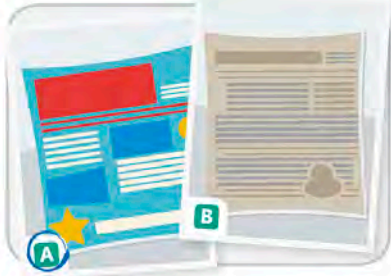
We have an amazing **awful** / **gray** oven in our staff kitchen.

13

This is our new **lightweight** / **comfortable** digital camera.



15.4 LISTEN TO THE AUDIO AND MARK WHICH THINGS ARE DESCRIBED



15.5 READ THE ARTICLE AND ANSWER THE QUESTIONS

Dress Right only sells clothes for men and women.

True False Not given

- 1 The new range of clothing is mainly beige.
True False Not given
- 2 Dress Right sells fashionable clothes.
True False Not given
- 3 The new denim range is ground-breaking.
True False Not given
- 4 Dress Right only sells uniforms in one set of colors.
True False Not given
- 5 Dress Right is having fashion shows in all its stores.
True False Not given

FASHION AND STYLE

Dress Right for all occasions

We have everything you need to dress the family in style, whether it is for school, work, a trip or a special event. Want to know what is new? We have kept our trademark stylish, modern, and colourful style in our new range of clothing. You'll find the usual brown and red clothes as well as fashionable, new bags and shoes. In the Directions collection, there are fabulous, trend-setting styles for both men and women. In addition to this, we are also launching an innovative, modern, denim range of casual wear. This year also sees the launch of practical, hard-wearing school clothes in a range of colors. So come and see what Dress Right can do for you in a store near you or online.



15.6 SAY THE SENTENCES OUT LOUD, FILLING IN THE GAPS USING THE WORDS IN THE PANEL

We offer good, cheap food that people can afford.

My dad drives a _____, black truck.

1 Their website is easy to use because it has a _____, effective style.

8 Ella makes high-quality, _____ curtains.

2 Zander's Pizzeria makes _____, oven-baked pizzas.

9 We aim to give _____ customer service.

3 I love this _____, leather armchair.

10 We offer a _____, personal experience.

4 The new, _____ brochure is very bright and attractive.

11 I don't like those ugly, _____ desks. They're hideous!

5 I like the _____, new rooms in that hotel.

12 This modern, _____ car is much faster than my old one.

6 Those small, _____ earrings are beautiful.

13 What a _____, big photo of all the team!

huge cotton full-color clean delicious ~~cheap~~ Japanese
unique simple gorgeous comfortable diamond excellent wooden



16 Vocabulary

Aa

16.1 MARKETING AND ADVERTISING WRITE THE WORDS FROM THE PANEL UNDER THE CORRECT PICTURES



1 _____



2 _____



3 _____



6 _____



7 _____



8 _____



9 _____



12 _____



13 _____



14 _____



15 _____



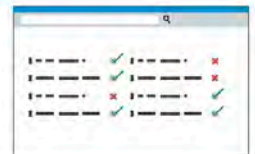
18 _____



19 _____



20 _____



21 _____



4



5



10



11



16



17



22



23

advertising agency slogan / tagline

copywriter online survey leaflet / flyer

door-to-door sales logo brand

radio advertising promote

merchandise poster consumer

television advertising sales pitch

~~direct mail~~ billboard word of mouth

free sample coupons




unique selling point / USP sponsor

market research social media



17 Marketing a product

You can use a variety of adjectives and adverbs to describe the key features when marketing a product or service. Not all adjectives can be modified in the same way.

-  **New language** Adjectives and adverbs
-  **Vocabulary** Descriptive adjectives
-  **New skill** Modifying descriptions of products



17.1 WRITE THE WORDS FROM THE PANEL IN THE CORRECT GROUPS

EXTREME

enormous

ABSOLUTE

true

CLASSIFYING

metal

electronic terrible wrong brilliant furious ~~enormous~~ scientific woolen perfect fascinating
equal ~~true~~ impossible industrial exhausted organic ~~metal~~ unique empty rural awful



17.2 MARK THE SENTENCES THAT ARE CORRECT

The test was absolutely impossible.

The test was fairly impossible.

4 Jon is an absolutely good speaker.

Jon is an extremely good speaker.

1 The factory was totally destroyed.

The factory was very destroyed.

5 Peter is nearly good at Spanish.

Peter is fairly good at Spanish.

2 I was thoroughly tired this morning.

I was thoroughly exhausted this morning.

6 The project is largely complete.

The project is very complete.

3 The warehouse is almost empty.

The warehouse is very empty.

7 Sian is a fairly brilliant swimmer.

Sian is an utterly brilliant swimmer.





17.3 RESPOND OUT LOUD TO THE AUDIO, FILLING IN THE GAPS USING THE WORDS IN THE PANEL

Where are most of our products sold?

Our customer base is largely Chinese.

1 Are you certain you sent the report?

Nearly certain. I think I sent it yesterday.

2 Our new product range is really good!

Yeah, it's absolutely fantastic. I love it.

3 Did you like Claude's presentation?

It was very impressive, but almost identical to mine!

4 I've never seen a watch like yours before!

Yes, it's totally unique. I have the only one.

5 Our new manager seems very popular.

That's right. Fairly everyone likes him.

6 Did you enjoy the movie?

No. It was absolutely awful. I almost fell asleep.

7 How was the event?

It was practically empty. There were only a few people there.

fantastic Nearly almost ~~largely~~ unique absolutely empty Fairly





17.4 LISTEN TO THE AUDIO AND ANSWER THE QUESTIONS



Huong, the manager of a clothing brand, is being interviewed by Philippa, a journalist.

The employees at Huong's company are...

fairly confident.

pretty happy.

completely miserable.

1 Philippa thought the press release was...

absolutely fantastic.

fairly interesting.

totally ridiculous.

2 Philippa says that Huong's idea is...

utterly ordinary.

largely unoriginal.

utterly original.

3 Huong says that jogging during the day is...

almost impossible.

always possible.

absolutely plausible.

4 Huong says that during the day, people are...

very busy.

absolutely exhausted.

extremely bored.

5 According to Huong, exercise is...

utterly essential.

pretty important.

extremely important.

6 Huong developed a line that was...

very expensive.

totally organic.

completely new.

7 The stickers on the "Nightjogging" line are...

highly reflective.

wholly metallic.

pretty unusual.

8 To begin with, promoting the line was...

pretty difficult.

practically impossible.

extremely easy.

9 Since a sports star offered support, it has been...

absolutely amazing.

absolutely exhausting.

completely perfect.

10 Philippa thinks the idea is...

pretty confusing.

really complicated.

really clever.

11 Huong thinks that launching in China is...


thoroughly impractical.

fairly certain.


extremely unlikely.

18 Advertising and branding

When you want to tell people about your company, product, or brand, intensifiers like “enough,” “too,” “so,” and “such” can help communicate your point.

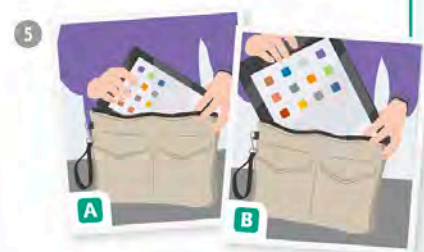
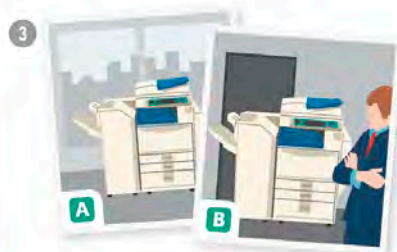
 **New language** Intensifiers

Aa Vocabulary “Enough,” “too,” “so,” and “such”

 **New skill** Adding emphasis to descriptions



18.1 LISTEN TO THE AUDIO AND MARK WHICH THINGS ARE DESCRIBED



18.2 FILL IN THE GAPS WITH “SO” OR “SUCH”



I work with such interesting people.



3 We've had _____ a fantastic year.



1 There was _____ a large crowd outside.



4 The price for the hotel was _____ high.



2 The results were _____ disappointing.



5 The week seems to pass _____ slowly.





18.3 REWRITE THE SENTENCES, PUTTING THE WORDS IN THE CORRECT ORDER

long It such was meeting. a

It was such a long meeting.

1 so coffee expensive. This was

2 is My colleague lazy. so

3 so Clara's was interesting. presentation

4 depressing such That a book. is

5 The so sales disappointing. were

6 such It's a story. strange

7 on It's to important time. so be



18.4 READ THE ARTICLE AND ANSWER THE QUESTIONS

The ad is for an athletics club.

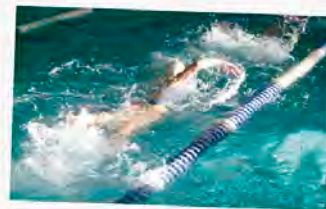
True False Not given

- 1 Gym members receive a free T-shirt.
True False Not given
- 2 Most adults think they don't get enough exercise.
True False Not given
- 3 The gym offers a flexible timetable.
True False Not given
- 4 Most people think they don't swim well enough.
True False Not given
- 5 The gym offers swimming lessons for children.
True False Not given

WELLNESS AND LIFESTYLE

Fellingdon Health & Sport

Feeling tired? Feeling low? Summer is here, and it's time for you to get fit, get healthy, and feel totally amazing with a free one-day pass to our gym and swimming pool in central Fellingdon.



In a recent survey 75 percent of adults said that they either don't get enough exercise, are too busy, or think that a gym would be too expensive. But our gym is affordable, and our timetable is flexible enough to fit the busiest schedule. And for those 23 percent of people who think they don't swim well enough, we offer training and expert advice. Get in touch now for a free quote!



18.5 CROSS OUT THE INCORRECT WORD IN EACH SENTENCE, THEN SAY THE SENTENCES OUT LOUD

I'd never seen ~~so~~ / **such** a big number of customers in the store before.

1 Our senior managers think the price of our products is **enough** / ~~too~~ high.

2 This room won't be big **enough** / ~~too~~ for this afternoon's meeting.

3 The team is **such** / ~~so~~ excited about tonight's awards ceremony.

4 I thought today's meeting was **such** / ~~so~~ a waste of time.

5 Jim doesn't speak loudly **enough** / ~~too~~. I can barely hear him.

6 Our IT system is **enough** / ~~so~~ old. It's time we invested in a new one.

7 The new intern works ~~so~~ / **such** slowly. She prefers talking on the phone.

8 Our products were ~~so~~ / ~~too~~ expensive to appeal to middle-market customers.

9 Mary is **such** / ~~so~~ an ambitious woman. She wants to be a CEO by the age of 30.


10 You shouldn't drive **enough** / ~~too~~ quickly when you're in this part of town.


11 The strikes have caused **such** / **enough** a problem for our employees who commute.

12 The marketing campaign was ~~so~~ / ~~too~~ boring to appeal to young people.

19 Advice and suggestions

English uses modal verbs such as “could,” “should,” and “must” for advice or suggestions. They can be used to help co-workers in difficult or stressful situations.

 **New language** Modal verbs for advice

 **Vocabulary** Workplace pressures

 **New skill** Giving advice



19.1 MATCH THE SITUATIONS TO THE CORRECT ADVICE

I earn less than most of my colleagues.

① I have no energy and am tired of my job.

② I find the new IT system very confusing.

③ I'm feeling sleepy.

④ Peter hasn't answered any of my emails.

⑤ We don't have much coffee left.

You shouldn't work so hard.

You should get some fresh air.

You ought to ask for a raise.

You should order some more.

You could do a training course.

You must give him a call.



19.2 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE



You really ~~shouldn't~~ / ~~ought~~ eat your lunch in front of your computer.



① You ~~could~~ / ~~shouldn't~~ try delegating the task to your team. I'm sure they'd do a great job.



② Greg ~~ought to~~ / ~~ought~~ apologize to his team for his behavior. He was very rude.



③ Antonio really ~~ought to~~ / ~~shouldn't~~ employ some new staff, or we'll never meet our deadline.



④ We ~~should~~ / ~~should to~~ organize a training course for the interns.



⑤ The secretary really ~~should~~ / ~~couldn't~~ ask her boss for a raise. She works very hard.





19.3 FILL IN THE GAPS USING THE PHRASES IN THE PANEL

Cath should move if she lives too far from the office.

- 1 You _____ to work if the train is canceled.
- 2 You _____ the IT desk about your new password.
- 3 You _____ your lunch at your desk. Go to a café instead.
- 4 You _____ your manager when you want to book time off.
- 5 Clare _____ a break if she's tired of her job.
- 6 You _____ an English course if you want to learn English.
- 7 Dave _____ home if he's not feeling well.
- 8 Pete _____ to the public about company secrets.

could do
must tell
~~should move~~
ought to call
shouldn't eat
ought to go
shouldn't talk
should walk
ought to take



19.4 READ THE EMAIL AND MARK THE CORRECT SUMMARY

- 1 Vikram strongly advises Clara to make a list of her most important tasks. He suggests she might take a break from work for a week.
- 2 Vikram says Clara must delegate her tasks to her team, and suggests she might ask another manager to help her complete her work.
- 3 Vikram strongly advises Clara to list all her duties, and suggests she might ask a team member to complete half her work.
- 4 Vikram strongly advises Clara to make a list of all her tasks, and suggests that she might ask her clients for more time.

To: Clara McMillan

Subject: Re: Workload

Hi Clara,

Thanks for your email. I hope you're not finding the new position too stressful. Here's some advice that should help you to deal with your workload.

Firstly, you must make a list of all your duties and tasks, so you have a clear idea of what you have to do. You shouldn't try to do everything yourself. You could definitely delegate more work to your team. I also think you ought to ask the client for more time to finish the project.

Remember that you shouldn't worry too much! This situation is quite typical for new employees here.

Best regards,
Vikram



19.5 REWRITE THE SENTENCES, CORRECTING THE ERRORS

What about work at home on Friday?

What about working at home on Friday?

1 Why don't we organizing a feedback session?

2 What about ask Pedro to do it?

3 Why don't you hiring some new staff?

4 What about buy a new printer?

5 Why doesn't Mabel going on vacation?

6 Why not they close the Mumbai branch?

7 What about invite the clients to dinner?



19.6 LISTEN TO THE AUDIO AND MATCH THE IMAGES TO THE CORRECT PHRASES



Why don't we file these documents?



You should take a vacation for a week.



You should do a training course.



Why don't you work from home on Fridays?



You shouldn't eat your lunch at your desk.



What about hiring a new member of staff?



19.7 USE THE CHART TO CREATE SIX CORRECT SENTENCES AND SAY THEM OUT LOUD

What about asking Pete to do it?

What
Why

about
don't we

asking
ask
organize
organizing
sell
selling

Pete to do it?
a workshop?
our products online?





19.8 MARK THE SENTENCES THAT ARE CORRECT

- | | | | |
|---------------------------------------|-------------------------------------|--|--------------------------|
| Why don't we print out the data? | <input checked="" type="checkbox"/> | 4 Why don't we hiring a new secretary? | <input type="checkbox"/> |
| Why don't we printing out the data? | <input type="checkbox"/> | Why don't we hire a new secretary? | <input type="checkbox"/> |
| 1 What about organize a workshop? | <input type="checkbox"/> | 5 What about asking Cyril to help? | <input type="checkbox"/> |
| What about organizing a workshop? | <input type="checkbox"/> | What about we asking Cyril to help? | <input type="checkbox"/> |
| 2 Why don't we arrange a meeting? | <input type="checkbox"/> | 6 What about provide free software? | <input type="checkbox"/> |
| Why don't we arranging a meeting? | <input type="checkbox"/> | What about providing free software? | <input type="checkbox"/> |
| 3 What about we buying a new printer? | <input type="checkbox"/> | 7 Why don't we book a meeting room? | <input type="checkbox"/> |
| What about buying a new printer? | <input type="checkbox"/> | Why we don't book a meeting room? | <input type="checkbox"/> |



19.9 REWRITE THE SENTENCES, PUTTING THE WORDS IN THE CORRECT ORDER

so on You the work weekend. shouldn't hard

You shouldn't work so hard on the weekend.

- 1 ask You to the for clients time. ought more
-
- 2 your talking to about co-workers problems? How your about
-
- 3 next new year. We interns some could hire
-
- 4 don't quit you like you job don't if it? your Why
-
- 5 the complete deadline. the project should You before



20 Vocabulary

Aa 20.1 MANAGEMENT AND LEADERSHIP WRITE THE PHRASES FROM THE PANEL UNDER THE CORRECT DEFINITIONS

To give a task to somebody

to allocate a task



1 Money added to a person's wages as a reward for good performance



4 To give work or tasks to a person in a position junior to you



5 How well a person carries out tasks



Aa 20.2 SKILLS AND ABILITIES WRITE THE PHRASES FROM THE PANEL UNDER THE CORRECT PICTURES



initiative



1 _____



2 _____



3 _____



4 _____



7 _____



8 _____



9 _____



12 _____



13 _____



14 _____



15 _____

2 An interview to discuss an employee's performance



3 To officially confirm something meets the required standards



6 To be given a more senior position within a company



to delegate to approve to be promoted
an appraisal / a performance review
performance a bonus ~~to allocate a task~~



4 _____



5 _____



10 _____



11 _____



16 _____




17 _____

IT / computing written communication
data analysis research able to drive
fast learner ~~initiative~~ teamwork
work well under pressure organization
decision-making numeracy
public speaking problem-solving
leadership telephone manner
attention to detail time management



21 Talking about abilities

To talk about people's skills, for example in a performance review, you can use various modal verbs to express present, past, and future ability.

 **New language** Modal verbs for abilities

Aa Vocabulary Workplace skills

 **New skill** Describing abilities



21.1 FILL IN THE GAPS USING "CAN" OR "CAN'T"



Jenny has great people skills. She can talk to all sorts of people.

1



Tom _____ fix your car this afternoon. It will be ready at 5:00.

2



Karl _____ drive. He failed his driving test again.

3



Jon used to be really nervous, but now he _____ give presentations.

4



She _____ type really quickly. She types over 60 words per minute.

5



I _____ work the new photocopier. It's too difficult.

6



Hansa is a really good cook. She _____ cook really nice Indian food.

7



Ali _____ read my handwriting. He says it's really messy.

8



Ania _____ speak French. She learned it in college.

9



Petra _____ manage her staff any more. They do what they like.

10

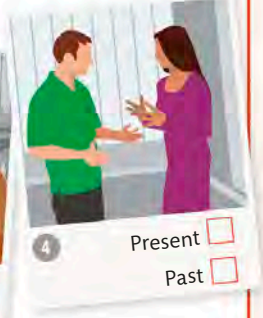
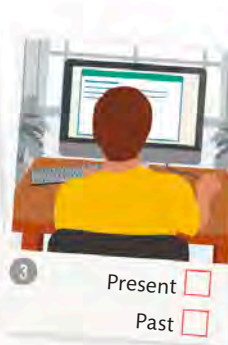
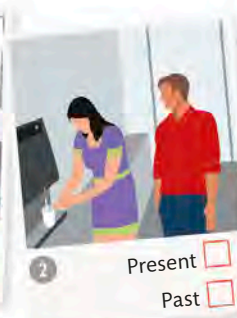
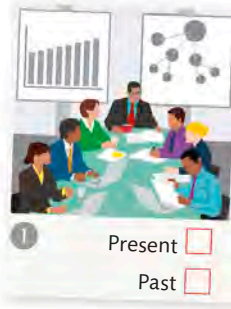


Parvesh _____ write clear reports. They are easy to read.





21.2 LISTEN TO THE AUDIO AND MARK WHETHER EACH PICTURE SHOWS PRESENT OR PAST ABILITY



21.3 REWRITE THE SENTENCES, CORRECTING THE ERRORS

George can't understand the old CEO because she had a strong accent.

George couldn't understand the old CEO because she had a strong accent.

1 Janice can tell me if sales are up until she gets the final reports in.

2 Phil loves meeting new people, so he can't work in the HR department.

3 Saira can't type fast, but now she can type 60 words a minute.

4 Ed can't write reports very well. I'm going to ask him to help me write mine.

5 Keira could use the database, but now she trains people in how to use it.

6 For years Alex can't speak Arabic, but now he has done a beginners' course.





21.4 READ THE PERFORMANCE REVIEW AND ANSWER THE QUESTIONS

Matt has worked at Pietro's for five years.

True False Not given

1 Matt has made little progress in his time at Pietro's.

True False Not given

2 He was a confident assistant chef.

True False Not given

3 He particularly enjoys cooking Italian food.

True False Not given

4 Matt has worked as head chef for four years.

True False Not given

5 He can create exciting menus.

True False Not given

6 He could be an excellent trainer of young chefs.

True False Not given

Matt has worked for Pietro's for four years and has made good progress in that time. He joined us as an assistant chef and was rather unconfident in his cooking abilities then.

He didn't feel he could reach the standards required of a professional kitchen, but soon showed he was a very competent chef.

He was promoted two years ago to the position of head chef after proving he can create interesting and exciting menus with new dishes. His manager and I think he could be an excellent trainer of young chefs. We believe he would make a great mentor to talented young chefs.



21.5 MATCH THE PAIRS OF SENTENCES

Carrie is a great team member.

1 Jim is quite shy.

2 Clare couldn't manage her old team.

3 Carl is more confident now.

4 Bea is good at giving presentations.

5 Jola is very impatient.

6 Sam is very talented.

She could train staff to do them.

He could be head of the department.

She would work well in any team.

She can manage her new team much better.

She wouldn't be a good trainer.

Before, he wouldn't talk in public.

He would do well in a smaller team.










21.6 MARK THE SENTENCES THAT ARE CORRECT

- You're an excellent team member and you would do well on the sales team.
- You're an excellent team member and you can't do well on the sales team.
- 1 David has given his team excellent training. Now they can't do anything.
David has given his team excellent training. Now they can do anything.
- 2 Have you seen his brilliant designs? He can create our banners.
Have you seen his brilliant designs? He couldn't create our banners.
- 3 No one couldn't read the boss's handwriting. It was terrible.
No one could read the boss's handwriting. It was terrible.
- 4 Sebastian is a very proactive person and would do well in marketing.
Sebastian is a very proactive person and couldn't do well in marketing.




21.7 CROSS OUT THE INCORRECT WORD IN EACH SENTENCE, THEN SAY THE SENTENCES OUT LOUD

- If Jorge keeps on working hard, he ~~would~~ / ~~could~~ be area manager one day. 
- 1 We think you are very talented and ~~would~~ / ~~couldn't~~ be a great addition to our department. 
- 2 I don't know what is wrong with the coffee machine. I ~~can~~ / ~~can't~~ get it working. 
- 3 My confidence is much better now. Before, I ~~couldn't~~ / ~~could~~ give presentations. 
- 4 Laila couldn't negotiate with her old boss, but she ~~can't~~ / ~~can~~ with her new boss. 




22 Comparing and contrasting

In team discussions, discourse markers can ease the flow of conversation. They can help link similar or contrasting ideas, or connect an action to a result.

 **New language** Discourse markers

Aa Vocabulary Teamwork and team building

 **New skill** Expressing your ideas



22.1 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE



Team A enjoyed the task a lot. Team B found it very rewarding **as well** / ~~however~~.



1 This training is really interesting. It is a lot of fun, **also** / **too**.



2 Team-building days are useful. They are **also** / **too** fun.



3 Some people always wash their coffee cups, **while** / **as well** others don't.



4 ~~However~~ / ~~Although~~ Team A did the task quickly, Team B didn't finish it.



5 Team A built the bridge very quickly. Team B was **as well** / **equally** successful.



6 Team A helped each other, **while** / **as well** Team B disagreed with each other.



7 Hard work is an excellent trait in a team, **equally** / **whereas** laziness is terrible.



8 Yesterday's training was useful. ~~However~~ / ~~Although~~, this morning's task was pointless.



9 Some people want to lead a team, **as well** / **while** others are happy to be team members.



10 It is important to say what we all think. We should listen to each other **as well** / **equally**.



11 This training is very useful. It is **equally** / **as well** a good way to get to know people.





22.2 MARK THE SENTENCES THAT ARE CORRECT

We learned a lot from that training session, whereas it was a lot of fun.

We learned a lot from that training session. It was a lot of fun, too.

① However, Sam went to the training day, he didn't learn anything new.

Although Sam went to the training day, he didn't learn anything new.

② Team A solved the problem really quickly. Team B was equally successful.

Team A solved the problem really quickly. Team B was as well successful.

③ This training is useful for managers. It is too useful for team members.

This training is useful for managers. It is also useful for team members.

④ Some people want to be managers, while others want to be team members.

Some people want to be managers, as well others want to be team members.

⑤ Laziness is a terrible trait for a team member, whereas honesty is excellent.

Laziness is a terrible trait for a team member, also honesty is excellent.

⑥ We'd like all staff to follow our usual dress code for the training. Please be on time, however.

We'd like all staff to follow our usual dress code for the training. Please be on time, too.



22.3 LISTEN TO THE AUDIO, THEN NUMBER THE SENTENCES IN THE ORDER THAT YOU HEAR THEM

A team leader is giving feedback on her team's performance in a task.

A Team A was the first to complete the task.

B This was a very challenging task.

C Creative thinking can be equally useful.

D It is important to read instructions carefully.

E However, Team B worked well together, too.

F We hope you also found it very rewarding.





22.4 REWRITE THE SENTENCES, PUTTING THE WORDS IN THE CORRECT ORDER

people in Some prefer while team, others working enjoy alone. a working

Some people enjoy working in a team, while others prefer working alone.

1 was The and it useful lot task also of was team-building fun. a

2 to pizza. had Team A a build make had a Team B bridge, whereas to

3 some had the Team B completed While task problems. first, they

4 often as well. really they are courses and fun are Training useful

5 was Team A cooperative. equally together Team B worked as well. very

6 identify This your task weaknesses, also strengths. will your but

7 a team However, didn't cake. the activity baked matter. Our

8 worked other Although we came first, together. the team well

9 easy, today's Yesterday's difficult. more task was task was while

10 the finished its took Team A whereas task time. quickly, Team B





22.5 MATCH THE PAIRS OF SENTENCES

- | | | |
|--|--|---|
| <p>1 The team worked well together.</p> <p>2 The course taught me how to manage people.</p> <p>3 Team Orange completed the challenge first.</p> <p>4 I'd never driven a forklift truck before.</p> <p>5 The training days are useful.</p> <p>6 Jess learned a lot from the training.</p> | | <p>7 Consequently, they all won a medal.</p> <p>8 As a result, everyone attends them.</p> <p>9 As a result, they completed the task.</p> <p>10 Consequently, she was promoted last week.</p> <p>11 As a consequence, I am now a team leader.</p> <p>12 For this reason, I was very nervous.</p> |
|--|--|---|



22.6 SAY THE SENTENCES OUT LOUD, FILLING IN THE GAPS USING THE WORDS IN THE PANEL

The task taught us how to run a team. As a result, I now lead a team of ten.



- 1 Team-building days are great for morale. _____, the atmosphere in our office is good.
- 2 We have regular IT training sessions. For this _____, everyone has good computer skills.
- 3 We do team building every year. As a _____, we work really well together.
- 4 During team building we meet new staff. _____ reason, we know our co-workers well.





For this consequence Consequently ~~result~~ reason



23 Planning events

Many English verbs that are used to give opinions or talk about plans, intentions, and arrangements are followed by a gerund or an infinitive.

-  **New language** Verb patterns
- Aa Vocabulary** Corporate entertainment
-  **New skill** Talking about business events



23.1 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE

We must keep ~~to remind~~ / reminding customers of our new product range.

- 1 We plan ~~to launch~~ / launching our new product range at the conference.
- 2 Would you consider ~~to organize~~ / organizing the accommodation for the visitors?
- 3 I really enjoy ~~to take~~ / taking clients out for dinner at famous restaurants.
- 4 Jenny has offered ~~to meet~~ / meeting our visitors at the airport.
- 5 I keep ~~to suggest~~ / suggesting that we should have a staff training session.



23.2 REWRITE THE SENTENCES, CORRECTING THE ERRORS

I really enjoy to give presentations.

I really enjoy giving presentations.



- 1 Our clients expect receive good customer service.
- 2 Would you consider to make the name badges for the delegates?
- 3 Colin has offered organizing the training program for the new staff.
- 4 I hope impressing our clients when I show them around the new office.



**23.3** READ THE ARTICLE AND ANSWER THE QUESTIONS

CORPORATE EVENTS

RED GIRAFFE EVENTS PLANNING

How we can plan the ideal event for your company

Red Giraffe is an international events management business. We are one of the biggest events organizers in the US, and our clients range from start-up businesses to large corporations. We enjoy all aspects of the job, but the most enjoyable is entertaining clients. Our clients expect to receive excellent service and we pride ourselves on meeting their every requirement. We often take clients out for lunch during the planning phase to talk about their requirements. It's good to do this over a meal as they say what they really want when they are relaxed and enjoying the food.

After lunch, we have a brainstorming session in groups. When all the clients have arrived, we serve coffee as it helps to get the ideas flowing. All kinds of things come up in these sessions. For instance, when we planned a launch for a media company, the employees kept saying we should have a boat trip on the river. But some people didn't like this idea because their competitors had done the same, so we went for a covered venue in a converted warehouse. Next year, we plan to start offering team-building events, such as sports days and treasure hunts. We expect these to be very popular with our clients.



Kayaking is one of the team-building events that Red Giraffe will offer soon.

What clients does Red Giraffe work with?

Small start-up businesses

Only big corporate clients

All sizes of business

1 What do the company's employees enjoy?

Entertaining clients

Organizing refreshments

Having great accommodation

2 What do the company's clients expect?

To have a free lunch

To receive good customer service

To eat a planned dinner

3 Why should you go out for a meal with clients?

They like eating great food

They like talking about the food

They give their honest opinion

4 Why didn't one client want to have a boat trip?

They wanted an outdoor venue

Their competitors had had one

Their CEO didn't like boats

5 What does Red Giraffe plan to do next year?

Offer team-building events

Go on a treasure hunt

Become popular with clients



23.4 FILL IN THE GAPS USING THE WORDS IN THE PANEL

Did you remember to call the hotel about the catering?

- 1 I regret _____ you that I can't take the clients out for dinner. I'm very sorry.
- 2 Do you remember _____ Dan last month? He has a question about a discount you offered.
- 3 Sue stopped _____ the program for the launch event. It looked really interesting!
- 4 He regrets _____ her his idea for the event because she copied it.
- 5 David gave his presentation, and went on _____ about new events.
- 6 I stopped _____ my presentation because the CEO had a question.

to talk

giving

telling

calling

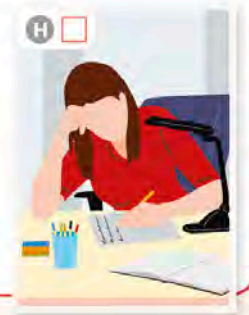
to read

~~to call~~

to tell



23.5 LISTEN TO THE AUDIO, THEN NUMBER THE PICTURES IN THE ORDER THEY ARE DESCRIBED





23.6 REWRITE THE SENTENCES, PUTTING THE WORDS IN THE CORRECT ORDER

visitors at has the to our offered airport. Kelly meet

Kelly has offered to meet our visitors at the airport.

1 entertaining I clients. enjoy really new

2 invited the Sandra overseas to conference. me sales attend

3 book My the asked to accommodation. manager me

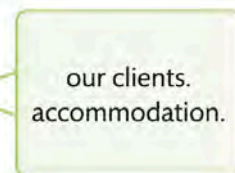
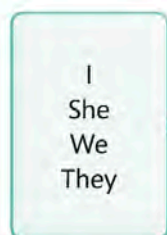
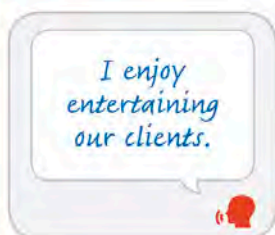
4 him Tom manager a soon. expects promotion his to give

5 me recent My to give sales. him asked an on boss update

6 our come We to all to party. invited customers our



23.7 USE THE CHART TO CREATE 16 CORRECT SENTENCES AND SAY THEM OUT LOUD



24 Vocabulary

Aa 24.1 MEETINGS WRITE THE PHRASES FROM THE PANEL UNDER THE CORRECT DEFINITIONS

To conclude

to sum up



1 To write a record of what was said during a meeting



3 To answer questions



4 To be not present



6 To have no more time left to do something



7 A plan for achieving a particular goal



9 Proposals for specific action to be taken



10 To present information to a group of people



12 To say something before someone else has finished speaking



13 People who have been to or are going to a meeting



15 When everyone agrees



16 To look again at the written record of a past meeting



7 To consider or focus on something



5 To come to an agreement about an issue



8 The primary aim



11 To send a plan for what will be discussed



14 To put forward an idea or plan for others to discuss



17 A vote made by raising hands in the air to show agreement



a show of hands

attendees

action points

to give a presentation

to take minutes

to suggest / propose

to send out an agenda

to look at

~~to sum up~~

to review the minutes

main objective

to interrupt

to be absent

unanimous agreement

a strategy

to reach a consensus

to run out of time


to take questions



25 What people said

When telling co-workers what someone else said, you can take what they said (direct speech) and rephrase it accurately and clearly. This is called reported speech.

 **New language** Reported speech

 **Vocabulary** Meetings

 **New skill** Reporting what someone said



25.1 MATCH THE DIRECT SPEECH TO THE REPORTED SPEECH

I will send Jomir an email.

He said he had finished the presentation.

1 I can speak Thai and Mandarin.

He said he would send an email.

2 I need to talk to Hansa in HR.

He said he was working on the sales report.

3 I'm working on the sales report.

She said she could speak Thai and Mandarin.

4 I've finished the presentation.

He said he had been to the Mumbai office.

5 I went to the Mumbai office.

She said she needed to talk to Hansa in HR.



25.2 REWRITE THE SENTENCES AS REPORTED SPEECH USING "SAID"

I met Jo from HR.

She said she had met Jo from HR.



3 I will get the bill.

He _____



1 The taxi is outside.

She _____



4 I can't open any emails.

He _____



2 I need to call the US office.

He _____



5 I have sent the order to them.

She _____





25.3 REWRITE THE SENTENCES, PUTTING THE WORDS IN THE CORRECT ORDER

said He figures! couldn't those believe he

He said he couldn't believe those figures!

1 busy she that was She afternoon. said

2 his like He that he didn't boss. said new

3 received said hadn't the they delivery. They

4 was He to in week. Tokyo that going said be he

5 to new had product They been the said launch. they

6 invoice She away. right would she an said issue

7 give company said 5 percent the could discount. a He

8 said she the had well gotten interviewer. along She with

9 said They were they range. a new designing





25.4 LISTEN TO THE AUDIO, THEN NUMBER THE REPORTED SENTENCES IN THE ORDER YOU HEAR THEM AS DIRECT SPEECH



Suzanne is talking to a co-worker throughout the day.








- A Suzanne said she'd send him the report the following day.
- B Suzanne said she had met the new CEO in the Miami office that week.
- C Suzanne said her laptop wasn't working that day.
- D Suzanne said she could help Alemay prepare her presentation that afternoon.
- E Suzanne said she had come into work early that morning.
- F Suzanne said she had to stay late and call the Mexico office that evening.
- G Suzanne said she was going to design a new app with Tim the week after.



25.5 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE



Jake ~~told~~ / **said** that he wanted a promotion before the end of the year.

- 1  He **said** / ~~told~~ me that he'd been to China twice.
- 2  She ~~suggested~~ / **said** that she was going to Montreal.
- 3  He **promised** / ~~told~~ that he wouldn't be late for the train.
- 4  He **explained** / ~~promised~~ that he didn't know how to use the photocopier.
- 5  He ~~denied~~ / **told** that he had broken the coffee machine.
- 6  She **promised** / ~~complained~~ that the food was cold when the waiter brought it.
- 7  He **confirmed** / ~~announced~~ that the tickets had been booked.





25.6 REPORT THE DIRECT SPEECH IN THE AUDIO OUT LOUD, FILLING IN THE GAPS USING THE WORDS IN THE PANEL

I am not the person in charge of this project.

He denied that he was the person in charge of that project.

1 I'll definitely call you back after 2:30 this afternoon.

She _____ to call me back after 2:30 that afternoon.

2 I need a printout, and I will also need a copy of Simon's report about the year-end accounts.

He _____ that he needed a copy of Simon's report about the year-end accounts.

3 The new all-in-one printer isn't difficult to use.

She _____ that the new all-in-one printer wasn't difficult to use.

4 Yes, that's right. I'd like to buy 100 units of the new product.

He _____ that he'd like to buy 100 units of the new product.

5 I'm not happy with the customer service I have experienced.

He _____ that he wasn't happy with the customer service he had experienced.




6 How about asking Ameera what she thinks?

She _____ that we should ask Ameera what she thought.

explained promised suggested complained added ~~denied~~ confirmed

26 What people asked

You can use reported questions to tell someone what someone else has asked. Direct questions and reported questions have different word orders.

-  **New language** Reported questions
-  **Vocabulary** "Have," "make," "get," "do"
-  **New skill** Reporting what someone asked



26.1 REWRITE THE SENTENCES, PUTTING THE WORDS IN THE CORRECT ORDER

how Kevin gone. asked negotiations me the had

Kevin asked me how the negotiations had gone.

1 where Selma put me you annual the report. asked had

2 wanted Krishnan why was know I late again. to for work

3 asked My what I the IT new about me system. boss thought

4 me asked Hans would where we have the afternoon. presentation this

5 wasn't he Sophie Claude why at meeting. asked the

6 me Tabitha who cell taken her phone. asked had

7 the Fiona to had know who minutes. wanted taken





26.2 LISTEN TO THE AUDIO AND ANSWER THE QUESTIONS



Sam is telling Shelly about a conversation that he had with Doug.

Doug is feeling confident about the conference.

True False Not given

1 Shelly has booked the flights for Monday.

True False Not given

2 The Hotel Belle Vue is fully booked.

True False Not given

3 Shelly has booked the rooms for three nights.

True False Not given

4 The Classic Inn includes breakfast.

True False Not given

5 There are meeting facilities at the Classic Inn.

True False Not given

6 Doug is planning to bring his family.

True False Not given

7 Shelly has finished the promotional materials.

True False Not given

8 Shelly also has to prepare a presentation.

True False Not given

9 Ted can help Shelly with her work.

True False Not given

Aa

26.3 MATCH THE DEFINITIONS TO THE COLLOCATIONS

explain to someone what they have done wrong

1 offer advice or ideas

2 lose your job because of misconduct

3 misunderstand, or do something incorrectly

4 try as hard as you can

5 help someone without thought of reward

6 find work

7 investigate a topic, or discover information

8 write down information during a meeting

make a suggestion

make a mistake

have a word

get fired

do someone a favor

make notes

do research

do your best

get a job





26.4 REWRITE THE SENTENCES, TURNING THEM INTO REPORTED QUESTIONS

Who took the minutes yesterday?

She asked me who had taken the minutes yesterday.



1 How many people work in the company?

She _____



2 Why did you hand in the report so late?

He _____



3 Who got promoted?

He _____



4 Who is the new senior manager?

He _____



5 Which candidate did you choose?

She _____



6 How long have you worked here?

He _____



7 Why were you so late this morning?

She _____



8 What time do you get home?

He _____



9 Where did you have the appointment?

He _____



10 Which printer do you prefer?

She _____





26.5 SAY THE DIRECT QUESTIONS OUT LOUD, TURNING THEM INTO REPORTED QUESTIONS

Did you make notes during the meeting?

He asked me if I had made notes during the meeting.

1 Did the package arrive safely?

He _____.

2 Can you do me a favor?

She _____.

3 Can I have a word with you later?

He _____.

4 Have you finished writing the report yet?

She _____.

5 Can I make a suggestion?

He _____.

6 Did you read last year's report?

She _____.

7 Are you coming to the awards ceremony on Saturday?

He _____.

8 Did you enjoy the presentation?

She _____.


9 Have you booked a table at the restaurant?

He _____.

27 Reporting quantities

In presentations and reports, you may need to talk about how much of something there is. The words you can use to do this depend on the thing you are describing.

 **New language** "Few," "little," and "all"

 **Vocabulary** Meetings

 **New skill** Talking about quantity



27.1 READ THE REPORT AND ANSWER THE QUESTIONS

Sales have grown fast in the last year.

True False Not given

1 China has been a strong competitor over the last year.

True False Not given

2 There is not much chance of a quick solution.

True False Not given

3 The company should reduce its prices dramatically.

True False Not given

4 The most expensive product made in China costs \$25.

True False Not given

5 The brand is well known among older people.

True False Not given

6 The brand is unpopular with teenagers.

True False Not given

7 The company's advertising campaign is old.

True False Not given

8 The company needs to open more stores in Asia.

True False Not given

9 It costs less to open stores in Asia than Europe.

True False Not given

10 Asia is not a very valuable market for the company.

True False Not given

REPORT

Problem:

Over the past 12 months, our overseas sales have fallen dramatically. Competition from Asia, particularly China, is intense.

Proposed solutions:

There is little we can do to turn this situation around in the next couple of months.

However, if we take a long-term view, there are a few solutions.

- 1) We can lower our prices a little. This will make our products more price-competitive. Currently, our products are 15–25% more expensive than China-made products.
- 2) We can launch a new advertising campaign. Our research suggests that few people over the age of 50 have heard of our brand. This is a big market we can access if we get our advertising message right. At the other end of the market, very few teenagers seem interested in our products. We need to position our advertising to make our brand appear current and fashionable.
- 3) We have very few stores in Asia. We can consider opening a few more stores in Asia so that we can become a more familiar brand in this important market.



27.2 MARK THE SENTENCES THAT ARE CORRECT

- There's little bit of money left in the budget to redesign the website.
- There's a little bit of money left in the budget to redesign the website.
- ① Unfortunately, we have few problems with our production line.
- Unfortunately, we have a few problems with our production line.
- ② Regrettably, few people have the skills necessary to run a multinational company.
- Regrettably, a few people have the skills necessary to run a multinational company.
- ③ So few of our customer reviews are positive that it's becoming a problem.
- So a few of our customer reviews are positive that it's becoming a problem.
- ④ I have a little doubt that the conference will be a success.
- I have little doubt that the conference will be a success.



27.3 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE, THEN SAY THE SENTENCES OUT LOUD

- We have very **few** / ~~little~~ rooms left on the 12th of December. 
- ① **A little** / **Few** employees have worked for the company for as long as Sofia. 
- ② We have **little** / **a little** bit of time before the meeting ends. 
- ③ So **few** / **a few** companies offer this service that demand is sure to be high. 
- ④ Very **few** / **little** can be done to improve facilities in the short term. 
- ⑤ We can expect **a few** / **a little** increase in profits over the summer season. 
- ⑥ It's great that you have **few** / **a few** ideas about how we can improve sales. 





27.4 REWRITE THE SENTENCES, PUTTING THE WORDS IN THE CORRECT ORDER

well in goes the all boss. your I meeting hope with

I hope all goes well in your meeting with the boss.

1 will customer. be sure to all you've spoken I'm well once the

2 know late. that the All I order is is

3 that need? all is you

4 is for wait we do a the can client. response All from



27.5 MATCH THE PAIRS OF SENTENCES THAT MEAN THE SAME THING

Some people can afford our luxury vacations.

1 I have some suggestions about how we can improve staff morale.

2 People are not interested in our new app.

3 There is not much we can do to improve staff morale.

4 Not many people can afford our luxury vacations.

5 There has been a lot of interest in our new app.

Little can be done to improve staff morale.

A few people can afford our luxury vacations.

There are a few things we can do to improve staff morale.

So few people have money to spend on our luxury vacations.



We've had little interest in our new app.

Our new app is very popular.



28 Checking information

Sometimes you may need to clarify whether you have understood a point. There are a number of ways to politely check information in conversation.

-  **New language** Subject questions, question tags
- Aa Vocabulary** Polite checks and echo questions
-  **New skill** Checking information

28.1 REWRITE THE QUESTIONS, PUTTING THE WORDS IN THE CORRECT ORDER

is price? the What sale

What is the sale price?

1 year? is target our this What

2 account? is Who the handling

3 in Who is charge?

4 your target? sales is What

5 complaints? Who to responds

6 Jones? Who Mr. spoke to

7 action? plan is What our of



28.2 MARK THE BEST QUESTION FOR EACH REPLY

Who made the most sales?

Did Yousef make the most sales?



Yousef made the most sales.

1 Do I need to dress formally?

What is the dress code?



Yes, you do.

2 Did you quote this price?

Who quoted this price?



No, I didn't.

3 What should I tell the client?

Should I tell the client the truth?



You should tell them the truth.

4 Does he want to work in New York?

Who wants to work in New York?



Ian would love to work in New York.





28.3 MATCH THE BEGINNINGS OF THE SENTENCES TO THE CORRECT ENDINGS

Joel is our best negotiator,

am I?

1 We should increase our margins,

did I?

2 I didn't send you the report,

isn't he?

3 She'll be a great manager,

didn't he?

4 I'm not getting a raise,

aren't we?

5 We haven't made a loss,

shouldn't we?

6 We're going to win the award,

have we?

7 Louis has worked here since 2012,

won't she?

8 Brett worked late last night,

hasn't he?



28.4 FILL IN THE GAPS USING THE CORRECT QUESTION TAGS

I've made a mistake, haven't I?

6 We're not ready for the meeting, _____

1 We could launch our product early, _____

7 They are opening a new store, _____

2 Jakob ordered the samples, _____

8 You weren't in London last week, _____

3 We can't cut prices any further, _____

9 You traveled to Paris by train, _____

4 We haven't achieved our target, _____

10 I'm writing the proposal, _____

5 We need to improve product quality, _____

11 I emailed the right person, _____



**28.5** LISTEN TO THE AUDIO AND ANSWER THE QUESTIONS

A sales assistant is calling his manager to check a few details and confirm information.

Anya is very busy when Mike calls.

True False Not given

1 The conference takes place every year.

True False Not given

2 Mike's plan is to put out 100 seats.

True False Not given

3 Only five people have replied to the invitation.

True False Not given

4 Anya thinks they should put out 140 seats.

True False Not given

5 Pauline is dealing with the food and drink.

True False Not given

6 Anya wants her guests to feel welcome.

True False Not given

7 Anya will contact Francesca about catering.

True False Not given

**28.6** CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE, THEN SAY THE SENTENCES OUT LOUD

They received government funding, **didn't they** / ~~did they~~?

1 What was her name? I didn't **listen** / **hear** it.

2 **Who** / **What** is responsible for training?

3 You're not worried about the meeting, **aren't you** / **are you**?

4 **What** / **Who** is our timetable for this project?

5 Sales are better than expected, **aren't they** / **are they**?

6 Sorry, I **lost** / **missed** that.



29 Vocabulary

Aa 29.1 **INDUSTRIES** WRITE THE WORDS FROM THE PANEL UNDER THE CORRECT PICTURES



1 _____



2 _____



3 _____



4 _____



5 _____



6 _____



7 _____



8 _____



9 _____



10 _____



11 _____



12 _____



13 _____



14 _____



15 _____



16 _____



17 _____



18 _____



19 _____

fashion catering / food tourism recycling transportation hospitality energy
 manufacturing finance agriculture / farming electronics ~~shipping~~ chemical healthcare
 real estate (US) / property (UK) fishing education pharmaceutical mining entertainment



Aa

29.2 PROFESSIONAL ATTRIBUTES WRITE THE WORDS FROM THE PANEL UNDER THE CORRECT PICTURES



flexible



1 _____



2 _____



3 _____



4 _____



5 _____



6 _____



7 _____



8 _____



9 _____



10 _____



11 _____



12 _____



13 _____



14 _____



15 _____

creative

reliable

practical

professional

~~flexible~~

motivated

confident

ambitious

accurate

team player

organized

energetic

responsible

punctual


innovative

calm



30 Job descriptions

English uses “a” or “an” in descriptions of jobs and to introduce new information. The zero article refers to general things, and “the” refers to specific things.

 **New language** Articles

Aa Vocabulary Job descriptions and applications

 **New skill** Describing a job



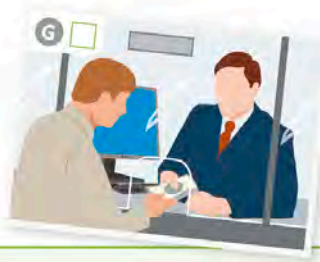
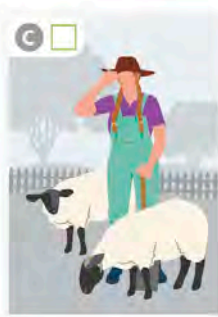
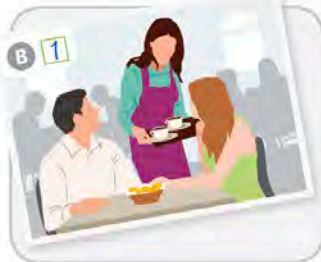
30.1 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE

I applied for a job as ~~a~~/~~an~~/~~the~~ IT engineer. ~~A~~/~~An~~/~~The~~ salary is really good.

- 1 I want to apply for **a** / **an** / **the** job in **a** / **an** / **the** office.
- 2 I've got **a** / **an** / **the** interview next week for **a** / **an** / **the** job I told you about.
- 3 **A** / **An** / **The** ideal candidate enjoys working in **a** / **an** / **the** team
- 4 **A** / **An** / **The** deadline for applications for **a** / **an** / **the** job in IT is next Monday.
- 5 Please complete **a** / **an** / **the** form on **a** / **an** / **the** job page on our website.



30.2 LISTEN TO THE AUDIO, THEN NUMBER THE PICTURES IN THE ORDER THEY ARE DESCRIBED





30.3 MARK THE SENTENCES THAT ARE CORRECT

- | | |
|--|--|
| Mark loves teaching students. The students he teaches at the college are all adults. | <input checked="" type="checkbox"/> |
| Mark loves teaching the students. Students he teaches at the college are all adults. | <input type="checkbox"/> |
| 1 The nurses often have to work very long hours. They are the very important people.
Nurses often have to work very long hours. They are very important people. | <input type="checkbox"/>
<input type="checkbox"/> |
| 2 Working hours are from 8:30 to 5:00. Lunch is from 1:00 to 2:00.
The working hours are from 8:30 to 5:00. The lunch is from 1:00 to 2:00. | <input type="checkbox"/>
<input type="checkbox"/> |
| 3 Vale loves giving training sessions. The training sessions she gave yesterday were amazing.
Vale loves giving the training sessions. Training sessions she gave yesterday were amazing. | <input type="checkbox"/>
<input type="checkbox"/> |
| 4 Job I applied for is based in Madrid. It's in the sales and marketing.
The job I applied for is based in Madrid. It's in sales and marketing. | <input type="checkbox"/>
<input type="checkbox"/> |
| 5 The people who interviewed me for the job were really nice. They were managers.
People who interviewed me for the job were really nice. They were the managers. | <input type="checkbox"/>
<input type="checkbox"/> |
| 6 I have just applied for a job in finance department at your company.
I have just applied for a job in the finance department at your company. | <input type="checkbox"/>
<input type="checkbox"/> |
| 7 The salary for this job is not very good. I don't think I'll apply for it.
Salary for this job is not very good. I don't think I'll apply for it. | <input type="checkbox"/>
<input type="checkbox"/> |
| 8 The successful candidate will have three years' experience branding new products.
Successful candidate will have three years' experience branding the new products. | <input type="checkbox"/>
<input type="checkbox"/> |
| 9 Our company is currently recruiting more the staff for Paris office.
Our company is currently recruiting more staff for the Paris office. | <input type="checkbox"/>
<input type="checkbox"/> |
| 10 I have the meetings with CEO and some of our new clients today.
I have meetings with the CEO and some of our new clients today. | <input type="checkbox"/>
<input type="checkbox"/> |
| 11 Marisha is good at pitching products. It's the thing she enjoys most about her job.
Marisha is good at pitching the products. It's thing she enjoys most about her job. | <input type="checkbox"/>
<input type="checkbox"/> |
| 12 This job requires in-depth knowledge of business trends in the wider world.
This job requires the in-depth knowledge of the business trends in wider world. | <input type="checkbox"/>
<input type="checkbox"/> |





30.4 READ THE JOB DESCRIPTION AND ANSWER THE QUESTIONS

The job is a sales and marketing role.

True False

- 1 No previous experience is needed.
True False
- 2 The job involves giving presentations.
True False
- 3 The job requires market-specific knowledge.
True False
- 4 No leadership experience is needed.
True False
- 5 The successful candidate will have training.
True False

VACANCIES



Arctic Foods

Sales and Marketing Manager

Do you have a passion for selling new ideas? Then we could have the job for you.

Arctic Foods is looking for a dynamic sales and marketing manager. You will have previous experience in a sales and marketing role, preferably in the frozen food sector. You will be good at giving presentations and fully up to date with market trends. Previous experience leading a sizeable team is essential.

Full product training will be given to the successful candidate.



30.5 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE, THEN SAY THE SENTENCES OUT LOUD

At the second-round interview, you will meet ~~HR manager~~ / **the HR manager**.

1 We need someone who is willing to travel, and can speak ~~the Spanish~~ / **Spanish**.

2 Tara works in ~~the finance department~~ / **finance department** of an advertising agency.



3 Marc and Samantha often travel to China ~~on business~~ / **on the business**.

4 The company is based in the UK, but it does business throughout ~~EU~~ / **the EU**.

5 I started looking for a job as ~~an engineer~~ / **the engineer** after I finished college.

31 Applying for a job

Cover letters for job applications should sound fluent and confident. Using the correct prepositions after verbs, nouns, and adjectives can help you achieve this.

-  **New language** Dependent prepositions
- Aa Vocabulary** Cover-letter vocabulary
-  **New skill** Writing a cover letter



31.1 MATCH THE PICTURES TO THE CORRECT SENTENCES



I am fully trained in all aspects of health and safety.



I have several years of experience in the catering industry.



I graduated from college in June 2016 with a degree in chemistry.



I am writing to apply for the role of head chef.



I heard about the job on your website.





31.2 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE

At college, I focused ~~in~~ / **on** / ~~at~~ business studies. It has been very useful in my career.

- 1 Jim graduated **from** / ~~at~~ / ~~out~~ college with a degree in physics. Now he is a research scientist.
- 2 He is fully trained **to** / ~~with~~ / ~~in~~ all aspects of sales and marketing. I think he'll do a great job.
- 3 In my role as Senior Program Developer, I reported **in** / ~~on~~ / ~~to~~ the Director of IT.
- 4 Tanya has applied **at** / ~~for~~ / ~~on~~ a job in the marketing department of our company.
- 5 I worked **at** / ~~of~~ / ~~for~~ the owner of a leading hairdressing salon. I learned a lot from him.



31.3 READ THE COVER LETTER AND WRITE ANSWERS TO THE QUESTIONS AS FULL SENTENCES

Why is Ellie writing the letter?

To apply for the role of Head of Marketing.

- 1 How long has Ellie worked in marketing?

- 2 What did she develop in her previous jobs?

- 3 What did she introduce last year?

- 4 What is she responsible for in her current job?

- 5 Which region does she look after?

- 6 How does she describe herself?

Dear Ms. Jenkins,

I am writing to apply for the position of Head of Marketing as advertised on your company website.

I have more than ten years' experience in marketing, and I have worked in the marketing departments of several big companies, where I developed award-winning campaigns in key markets. Last year I was responsible for introducing a new customer-focused branding initiative.

In my current position, I am responsible for training junior members of staff. I run the sales and marketing operations for the Europe region. This includes setting the sales and marketing strategy for the region.

I would welcome the opportunity to learn new skills. I am also energetic, dynamic, and extremely reliable.

Please find attached my résumé and references. I look forward to hearing from you.

Yours sincerely,
Ellie Abrahams

Aa 31.4 MATCH THE DEFINITIONS TO THE WORDS AND PHRASES

	honest and trustworthy	a position
1	a set of abilities resulting from experience	reliable
2	a fixed regular payment	to report to someone
3	a job	skills
4	to make an official request for a job	salary
5	to have someone in charge of you	a team
6	the group of people you work with	a résumé
7	a document detailing your skills	an opportunity
8	a chance to do something	to amount to
9	to equal a total number	to apply for a job



31.5 READ THE COVER LETTER AND CROSS OUT THE INCORRECT WORDS

3257 Gateway Drive
Portland, OR
March 29, 2014

Dear Mr. Chang,

I am writing to ~~apply to~~ / **apply for** the position of Senior Sales Consultant, as advertised on your website.

I have **worked on** / **worked in** the sales industry for more than eight years, and am **trained in** / **trained of** selling a range of products to varied markets. In my current position, I am **responsible of** / **responsible for** sales to Asian markets, and last year I **looked up** / **looked after** the new market of China, where sales **amounted to** / **amounted on** more than \$10 million.

I am **passionate for** / **passionate about** working in the sales industry and welcome the opportunity to learn new skills. I run the training program for new staff members and ten of the junior sales consultants **report to** / **report on** me. In their training, I **focus in** / **focus on** developing awareness of the most effective sales strategies.

Please find my résumé and references attached. I look **forward at** / **forward to** hearing from you.


Yours sincerely,
Deepak Singh

32 Job interviews

In a job interview, it is important to describe your achievements in a specific and detailed way. You can use relative clauses to do this.

 **New language** Relative clauses

Aa Vocabulary Job interviews

 **New skill** Describing your achievements in detail



32.1 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE



This is the app ~~who~~ / ~~that~~ / ~~what~~ I designed for the new client.



1 The person ~~who~~ / ~~what~~ / ~~which~~ I admire the most in the company is the Sales Manager.



2 The office ~~that~~ / ~~which~~ / ~~where~~ I work is a tall, modern building.



3 The customers ~~what~~ / ~~who~~ / ~~why~~ gave us feedback were all very positive.



4 The team ~~that~~ / ~~what~~ / ~~where~~ I lead is fully qualified and highly motivated.



32.2 MATCH THE BEGINNINGS OF THE SENTENCES TO THE CORRECT ENDINGS

We work with clients

that are designed by IT specialists.

1 We sell apps

who have high standards.

2 We are based in an office

who want innovative products.

3 I work with clients

where we sell the most.

4 This is the reason

that is in the business park.

5 Spain and Italy are the countries

that I applied for this job.





32.3 REWRITE THE SENTENCES, CORRECTING THE ERRORS

In my previous job, what was in sales, I learned a lot from my boss.

In my previous job, which was in sales, I learned a lot from my boss.

- 1 Training staff, that is my favorite part of the job, is really interesting.

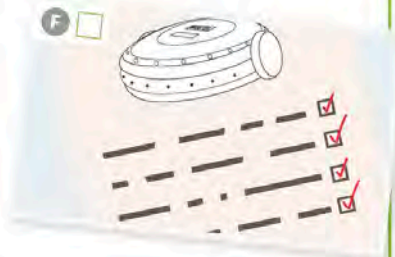
- 2 In my current job, who I serve lots of customers, I have learned how to deal with complaints.

- 3 My boss, which is very understanding, encourages me to leave the office on time.

- 4 While I was in college I worked in a café, what taught me a lot about customer service.



32.4 LISTEN TO THE AUDIO, THEN NUMBER THE PICTURES IN THE ORDER THEY ARE DESCRIBED





32.5 FILL IN THE GAPS USING THE WORDS IN THE PANEL



The sales team, whose staff work very hard, always meet their targets.



1 Last summer, _____ I had just graduated, I worked as an intern in a bank.



2 My teacher, _____ was an amazing person, inspired me to study law.



3 My apprenticeship, _____ I completed in 2016, was in IT.



4 The place _____ I want to work as a tour guide is New York.

who

where

~~whose~~

which

when



32.6 MARK THE SENTENCES THAT ARE CORRECT

In 2014, when I had just graduated, I worked as an intern.

In 2014, which I had just graduated, I worked as an intern.

1 Tom's team, who staff are hard-working, hit their sales targets last month.

Tom's team, whose staff are hard-working, hit their sales targets last month.

2 In my previous job, which was in sales, I learned to give presentations.

In my previous job, what was in sales, I learned to give presentations.

3 I sometimes work from home as it is the place which I can concentrate best.

I sometimes work from home as it is the place where I can concentrate best.

4 My clients, who expect good customer service, said my work was excellent.

My clients, whose expect good customer service, said my work was excellent.



32.7 RESPOND OUT LOUD TO THE AUDIO, FILLING IN THE GAPS USING THE WORDS IN THE PANEL

What experience do you have of customer service?

I work with clients who expect excellent service at all times.

1 What do you like most about your job?

The thing _____ me excited is when we hit our sales targets.

2 What would you say is your biggest strength?

People _____ me well say I am customer-focused and give good customer service.

3 What do you think you would bring to our company?

I have a can-do attitude, _____ that I get things done.

4 What are your salary expectations?

I would hope to receive more than my current salary, _____ \$45,000 a year.

5 How soon can you start, supposing we offer you the job?

My boss, _____ quite understanding, would allow me to leave after a month's notice.

that gets

who know

~~who expect~~

which is

who is

which means



33 Vocabulary

Aa 33.1 BUSINESS IDIOMS WRITE THE PHRASES FROM THE PANEL UNDER THE CORRECT DEFINITIONS

To agree totally

to see eye to eye



1 To talk to someone briefly in order to catch up or get an update



3 A strategy worked out beforehand



4 To be in agreement about something



6 Operating properly



7 Simply and succinctly



9 To start doing a job or role that someone else has just left



10 Original and a big departure from what was there before



12 To stop the current activity



13 To do something in a cheaper or easier way, at the expense of high standards



15 A rough estimate



16 To do something strictly according to the rules



2 An increase or decrease in speed from what is normal



5 Uncertain and undecided



8 To make more effort than is usually expected



11 To confirm or settle an agreement or contract



14 To be ahead of your competitors in a certain field



17 To have control of a particular market



a ballpark figure to touch base

in a nutshell to go the extra mile

a change of pace to corner the market

to be ahead of the game to cut corners

~~to see eye to eye~~ to clinch the deal

to fill someone's shoes groundbreaking

to do something by the book

a game plan up in the air


to be on the same page up and running


to call it a day



34 Working relationships

Phrasal verbs are commonly used to talk about relationships with co-workers and clients. It is important to use the correct word order with phrasal verbs.

 **New language** Three-word phrasal verbs

 **Vocabulary** Social media

 **New skill** Social networking



34.1 FILL IN THE GAPS USING THE WORDS IN THE PANEL

My team looks up to me.

- Alex comes up _____ great ideas.
- Hal looks down _____ his co-workers.
- I'm _____ forward to the launch.
- Fred _____ up with a lot of noise.
- She comes _____ as rather superior.
- The printer has run _____ of paper.
- Jim's staff get _____ with being late.
- Shona has to _____ up to poor sales.
- We need to _____ up with the schedule.

puts across face with
away ~~up~~ on keep
looking out



34.2 REWRITE THE SENTENCES, PUTTING THE WORDS IN THE CORRECT ORDER

them. down looks on John

John looks down on them.

- my team. get with I along
- friendly. across She as comes
- with I put music! up can't his
- with good comes ideas. He up
- gets with lot. Tom away a
- out We run have of coffee.
- to We facts. must up face





34.3 READ THE WEB PAGE AND WRITE ANSWERS TO THE QUESTIONS AS FULL SENTENCES

Business Tips

HOME | ENTRIES | ABOUT | CONTACT

Keeping up with competitors

Some companies have been slow to get up to speed with using social media to strengthen their brand. Some even look down on using social media as trivial and having no value in the business world, but they do so at their own risk. With social media you can reach out to a wider audience and keep up with the latest trends.

Here at ABC Foods we use social media to tell our customers our news. We have previews of our TV ads, so subscribers feel they are keeping up with our news and developments.

We also run competitions that make us stand out from our competitors. Last month, we asked our subscribers to post recipes they had come up with using their favorite ABC foods. We then had customers like their favorite recipes and the best three won prizes.

Using social media in such ways allows us to build loyal customer relationships. Customer loyalty is key to us as loyal customers make repeat purchases. We have to constantly be coming up with new features for our social media activity. Perhaps you have an idea for our next competition!



What can social media help you do?

It can help you strengthen your brand.

1 Why don't some companies like social media?

2 Why is it a risk to ignore social media?

3 Why does ABC Foods use social media?

4 What does ABC Foods have previews of?

5 Why does the company do this?

6 Why does ABC Foods run competitions?

7 Why is customer loyalty so important?



34.4 REWRITE THE SENTENCES USING OBJECT PRONOUNS

You must check out their website.

You must check it out.

1 I'll look up our competitors online.

2 Can you fill in this form?

3 I'd like you to take on this task.

4 I can't let down our clients.

5 Can we talk over your problem?

6 Could you look over my résumé?

7 We are giving away free books.

8 I need to call off our meeting.

9 I can't figure out these sales figures.

10 The taxi will pick up Tom.

11 I keep putting off writing my report.

12 Yola turned down the job offer.



34.5 LISTEN TO THE AUDIO AND ANSWER THE QUESTIONS



Bilal is giving a presentation on using social media in business.

What should you encourage clients to do?

Look at your website

Take on difficult tasks

Sell your products

1 What do you need to do regularly?

Be in the news

Update your website

Focus on selling

2 What do customers expect from business social media sites?

To find new ideas for your product

To buy more of your products

To read old news stories

3 What is vital for small businesses?

Missing out on opportunities

Translating social media use into sales

Advertising on social media

4 How do successful businesses engage with their target customers?

Uploading photos of their products

Entering competitions

Sharing users' questions and answers

34.6 MATCH THE PICTURES TO THE CORRECT SENTENCES

1 I can't put up with his music!

2 Cev always comes up with great ideas.

3 Rohit keeps up with the business news.

4 Dan and Sam don't get along with each other.

5 Here's a form. Can you fill it in?

The copier has run out of paper.



34.7 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE, THEN SAY THE SENTENCES OUT LOUD

They have a new website. Can you ~~check out it~~ / **check it out**?

1 I looked **up** / ~~to~~ the candidates on social media. They all looked very talented.

2 Kennedy's team ~~gets away with~~ / ~~gets with away~~ a lot. It's not fair on the others.

3 You're leading an important pitch today. Please don't ~~let down me~~ / ~~let me down~~.

4 Can you take **on** / ~~off~~ writing the sales report today, or are you too busy?


5 We're giving **down** / ~~away~~ free books to customers. We hope it will increase sales.



35 Career outcomes

To talk about possible future events, such as career development and promotion, use "will," "might," and "won't" to say how likely something is to happen.

 **New language** Modal verbs for possibility

 **Vocabulary** Career development

 **New skill** Talking about the future



35.1 MATCH THE PAIRS OF SENTENCES

Katya is really hard-working.

- 1 Julia has been promoted.
- 2 You have not met your sales targets.
- 3 Adam is great with new staff.
- 4 We are understaffed right now.
- 5 Ella made a lot of mistakes in her report.

We may have to fire her.

You won't get a bonus.

She will add a great deal to the team.

We might need to recruit more staff.

She will get a raise in her new position.

We may ask him to become a mentor.



35.2 LISTEN TO THE AUDIO AND ANSWER THE QUESTIONS



Ruth is having her annual performance review with her manager, Tim.

Ruth won't meet her sales targets.

True False

- 1 Ruth will be promoted this year.
True False
- 2 Ruth may get a company car.
True False
- 3 Ruth might not be a team leader.
True False
- 4 Ruth will travel outside the US for work.
True False
- 5 Ruth might work in the Dallas office.
True False

35.3 MARK THE SENTENCES THAT ARE CORRECT



The company has made a loss this year. You will get a bonus.

The company has made a loss this year. You might not get a bonus.



① Our staff can't use the new database. We might have to provide more training.

Our staff can't use the new database. We won't have to provide more training.



② David has over 15 years' experience and he will lead our marketing department.

David has over 15 years' experience and he won't lead our marketing department.



③ I need your report by Thursday. You need might to work overtime.

I need your report by Thursday. You might need to work overtime.



④ Anna's laptop is broken. She wills get a new one this week.

Anna's laptop is broken. She will get a new one this week.



⑤ There is a pay freeze at the moment, so you won't get a raise.

There is a pay freeze at the moment, so you will get a raise.



⑥ If Rita's work doesn't get better, we won't have to fire her.

If Rita's work doesn't get better, we may have to fire her.



⑦ We have some meetings in France. You may have to go to Paris.

We have some meetings in France. You don't may have to go to Paris.



⑧ We can't hire any staff at the moment, so you don't might get an assistant until March.

We can't hire any staff at the moment, so you might not get an assistant until March.



⑨ If your presentation goes well, the CEO might ask you to give it to the board.

If your presentation goes well, the CEO won't ask you to give it to the board.



⑩ Tanya has been promoted. She will lead a team next year.

Tanya has been promoted. She will to lead a team next year.



⑪ Dev has had a bad trading year. He will meet his sales targets.

Dev has had a bad trading year. He won't meet his sales targets.



⑫ Paula always goes the extra mile. She will make a great addition to the team.

Paula always goes the extra mile. She won't make a great addition to the team.





35.4 REWRITE THE SENTENCES, PUTTING THE WORDS IN THE CORRECT ORDER

will bonus probably. You a get

You will probably get a bonus.

1 promoted. will definitely He be

2 probably raise. You a will get

3 need She training. probably won't

4 bonus. They'll a get definitely

5 I go won't vacation. probably on

6 I jobs. definitely change won't

7 We intern. hire an probably will

8 He meet probably clients. won't

9 sell It definitely well. will



35.5 SAY THE SENTENCES OUT LOUD, PUTTING THE MODIFIER IN THE CORRECT PLACE

You won't be promoted. [definitely]

You definitely won't be promoted.

1 You will be promoted. [probably]

2 He will get the job. [definitely]

3 She won't get a raise. [definitely]

4 They will get a bonus. [probably]

5 I won't get a new laptop. [probably]

6 You will get a company car. [definitely]

7 I will move to the head office. [probably]

8 You won't need much training. [probably]

9 We will hire a new assistant soon. [definitely]





35.6 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE

Everything's up in the air right now. We **might not** / ~~**will definitely**~~ meet our deadline.

- 1 Katrina doesn't have much experience. She **will probably** / ~~**definitely won't**~~ need more training.
- 2 Meliz has to travel to see clients. She ~~**definitely won't**~~ / **will probably** get a company car.
- 3 Mr. Cox has complained about our service. He ~~**probably won't**~~ / **definitely will** use us again.
- 4 The negotiations are going quite well. We ~~**definitely won't**~~ / **might** clinch the deal tomorrow.
- 5 You're doing a great job, but our profits are down. You **might not** / ~~**definitely will**~~ get a raise.



35.7 READ THE PERFORMANCE REVIEW AND WRITE ANSWERS TO THE QUESTIONS AS FULL SENTENCES

What is Isaac's work like?

Isaac's work is very thorough.

- 1 What did Isaac do this year?

- 2 What might happen to Isaac next year?

- 3 Who will Isaac mentor from next month?

- 4 Where will Isaac start selling products?

- 5 What might Isaac need in his new role?

- 6 How does the company think he will perform?

Name: Isaac Hawkins
Position: Sales adviser
Subject: Performance review

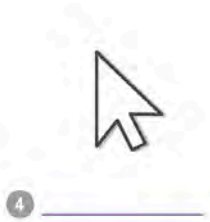
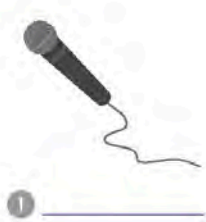


Isaac has worked in our sales department for four years and has a positive attitude. His work is very thorough and he never cuts corners. He met all his sales targets this year, so he will be considered for promotion next year. He is great with new staff and will mentor two new employees from next month. Isaac has shown himself to be a confident and competent sales adviser and from next month will take on sales to Asia after working in the European department for two years. We may need to give Isaac additional training in this field and I am confident he will perform well in this role.

36 Vocabulary

Aa

36.1 OFFICE AND PRESENTATION EQUIPMENT WRITE THE WORDS FROM THE PANEL UNDER THE CORRECT PICTURES





5



11



17



23

printer

handout projector

USB drive / flash drive

keyboard speakers

router voice recorder

low battery cue cards

pointer webcam

~~projector screen~~ lectern

video camera cursor

touch screen laptop

computer mouse

microphone laminator

power cable chairs



Aa

36.2 PRESENTING DATA
WRITE THE WORDS FROM
THE PANEL UNDER THE
CORRECT PICTURES

*table*

1



2



3



4

flow chart

pie chart

report

~~table~~

graph




37 Structuring a presentation

When you are presenting to an audience, it is important to structure your talk in a way that is clear and easy to understand. Certain set phrases can help you do this.

 **New language** Signposting language

 **Vocabulary** Presentation types

 **New skill** Structuring a presentation



37.1 REWRITE THE SENTENCES, PUTTING THE WORDS IN THE CORRECT ORDER

talk. to brings the That end of me my

That brings me to the end of my talk.

1 turn now prospects. to Let's future

2 talk loyalty. today building is My about brand

3 feel me. free your Do tweet questions to to

4 market we've at So, our looked penetration.

5 sum difficult. up, been has this To year

6 questions. and at case We'll I'll studies, look take then

7 purpose share sales of is figures. talk to this The





37.2 SAY THE SENTENCES OUT LOUD, FILLING IN THE GAPS USING THE WORDS IN THE PANEL

I'll quickly explain the latest proposal, and then I'll go through some case studies.

1 To _____ up, it's been a very successful year for us.

2 We'll _____ at the competitor's products, then I'll introduce our new product.

3 Do _____ free to interrupt if you'd like to comment.

4 So, we've _____ at problems we need to overcome.

5 Now let's _____ to the solutions to those problems.

feel

look

~~then~~

looked

sum

turn



Aa

37.3 MATCH THE DEFINITIONS TO THE EQUIPMENT

a wipeable board with a white surface

handout

1 you speak into this to make your voice louder

keyboard

2 you use your fingers to type on this

whiteboard

3 you can store a lot of data in this small thing

cursor

4 this points to a position on a screen

USB / flash drive

5 notes for people attending a presentation

lectern

6 you stand behind this to give a speech

cord

7 this connects a computer to a power supply

microphone



**37.4 READ THE ARTICLE AND ANSWER THE QUESTIONS**

Presentation equipment is always a good idea.

True False Not given

1 Most people do not practice their presentations.

True False Not given

2 It is not important to practice your presentation.

True False Not given

3 It doesn't take long to check your equipment.

True False Not given

4 You should not use built-in cameras too often.

True False Not given

5 The aim of a presentation is to convey a message.

True False Not given

6 It is not always necessary to use lots of equipment.

True False Not given

WELL PRESENTED

Using equipment in presentations can be useful, but it can also make you look unprofessional if you don't know how to use it correctly.

- Practice! Don't leave it until the day to work out how to use the projector screen. Have two or three dry runs to resolve any problems so that your presentation is smooth and professional.
- Make sure equipment is working! Charge any batteries, make sure cords are plugged into sockets and test built-in cameras to make sure they are working, especially if you only use them now and again.
- Don't forget the handouts. High-tech equipment may



be great, but the most important thing is that your audience understands the message.

• Sometimes, less is more. If you're not familiar with presentation software, and you fumble when using the remote and pointers, you may be better off not using any visual aids at all. Make your presentation interesting, and whatever you use should be enough.

**37.5 LISTEN TO THE AUDIO, THEN NUMBER THE SENTENCES IN THE ORDER YOU HEAR THEM**


An HR manager is talking to staff about changes in the company's technology policies.

- A They're small, they're light, and they have a built-in camera.
- B Many of you need to respond to emails out of the office.
- C That's the end of my talk. Do feel free to ask any questions.
- D Let's now turn to how this will happen. You will receive an email with a time allocation.
- E Good morning, everyone. On your chairs, you should have a handout.
- F Now, all of you already have company laptops. Next month you'll also be issued with tablets.
- G To sum up, we want to make it as easy and efficient as possible for you to do your jobs.

38 Developing an argument

When you are making a presentation, there are several key phrases you can use to develop your argument, and make your audience aware of what is coming.

 **New language** Useful presentation language

 **Vocabulary** Presentations

 **New skill** Developing an argument



38.1 REWRITE THE SENTENCES, PUTTING THE WORDS IN THE CORRECT ORDER

customers. and key teenagers large, are By our

By and large, teenagers are our key customers.

1 we successful. Barcelona store, can If on see our is we it home in

2 regions from Southwest. sales All achieved their aside targets, the

3 has Eastern positive, Europe. excepting response Customer been

4 America. products are South in speaking, our Generally popular

5 are up. the February, sales exception With of

6 is social focusing year the company media This campaign. on its

7 we sales have focus on we dropped. can If chart, see this





38.2 MATCH THE BEGINNINGS OF THE SENTENCES TO THE CORRECT ENDINGS

If we focus on these results

to our magazines is falling.

1 Excepting East Asia, our sales

as dealing with customers.

2 In actual fact, the consumer group said

we can see a general trend downward.

3 As a matter of fact, I don't think

they really liked our prototype.

4 For instance, we've had a lot of positive

many areas where we can improve.

5 In general, the number of subscribers

have grown by more than 10 percent.

6 Concentrating on the basics, there are

feedback about our menswear.

7 Jorge needs to improve key skills such

Alyssa is suitable for the role.



38.3 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE, THEN SAY THE SENTENCES OUT LOUD

~~Except for~~ / **On the whole**, customers are very loyal to our brand.

1 In **exception** / **reality**, there is no way of knowing what sales will be like next year.

2 In **fact** / **whole**, we need to hire about 10 more staff this year.

3 **Except for** / **However**, we can't really afford to hire more staff.

4 In **general** / **Except** for Janice, all staff in this department deserve a raise.

5 **Actually** / **Actual fact**, there is little we can do to increase production.

6 **If we focus on** / **Generally**, staff seem very happy with working conditions.



**38.4 READ THE ARTICLE AND ANSWER THE QUESTIONS**

At the start of a presentation, give a summary.

True False Not given

- 1 It's important to pack your talk full of details.
True False Not given
- 2 It's best to speak in a dramatic way.
True False Not given
- 3 You can end your presentation by giving advice.
True False Not given
- 4 You should invite the audience to ask questions.
True False Not given
- 5 The ideal length for a presentation is 5 minutes.
True False Not given
- 6 Quality is more important than quantity.
True False Not given

PRESENTING PROFESSIONALLY

Your boss asks you to give a presentation, but you don't know where to start. Here are our top tips.

- ✓ On the whole, you should begin your presentation with a summary statement: explain what issue you are addressing and what your presentation will contain.
- ✓ Home in on key trends. By and large, you don't need to talk about every single detail of an issue. In fact, it's much better to summarize the most important information, or the most dramatic results.
- ✓ In general, you should end with a recommendation or conclusion. What do you



think your company should do in the future? How can they solve a problem or work more efficiently? You can also ask your audience a question: give them something to think about.

- ✓ Keep it brief. It's much better to give an excellent 5-minute presentation than to give a boring talk for 30 minutes.

**38.5 FILL IN THE GAPS USING THE WORDS IN THE PANEL**

In actual fact, Simone has never been late.


- 1 If we _____ in on profits, we can see growth.
- 2 If we focus _____ prices, it's clear they're too high.
- 3 _____ and large, our T-shirts are our bestseller.
- 4 In _____, there's no way we can recover.
- 5 As a _____ of fact, I am very disappointed.
- 6 Except _____ Korea, I've been to most of Asia.
- 7 _____ general, China is our biggest market.

reality matter In home ~~fact~~ on for By



39 Pitching a product

When describing a product to a potential client, it is useful to compare the product with competitors using comparative and superlative adjectives.

-  **New language** Comparatives and superlatives
-  **Vocabulary** Product marketing
-  **New skill** Comparing products



39.1 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE



Our new tablet is **slimmer** / ~~more slim~~ than any other tablet on the market.

1



This sports car is **the fastest** / **the most fast** car on sale today.

2



Our leather jackets are **fashionable** / **more fashionable** than our competitors' jackets.

3



This digital camera is **the best** / **best** model ever.

4



Our new microwave oven is more efficient **than** / **then** any other model.

5



This ice cream maker is **easier** / **easier** to use than any other on the market.

6



Our customers said our sofa is **more comfortable** / **comfortabler** than other models.

7



Our organic vegetables are **more fresher** / **fresher** than supermarket vegetables.

8



Book a train trip with us in advance to get **the most cheapest** / **the cheapest** fares.

9



Our cake range was voted **the tastiest** / **tastiest** on the market in a recent survey.

10



These batteries last **more long** / **longer** than the leading brand.

11

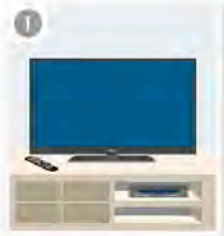
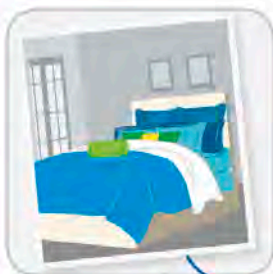


We think our new winter coat is **the most warm** / **the warmest** on the market.





39.2 LISTEN TO THE AUDIO AND MATCH THE PRODUCTS TO THE PHRASES THAT DESCRIBE THEM



more energy-efficient

the biggest

cheaper

the most comfortable

more stylish



39.3 SAY THE SENTENCES OUT LOUD, FILLING IN THE GAPS USING THE WORDS IN THE PANEL

We think it is the best tablet on the market today.

① We will create _____ flowers for the tables and the bride's bouquet.

② Our drink is _____ than that brand because it has a natural caffeine substitute.

③ Our fitness tracker is _____ more expensive models, but is cheaper.

④ We offer _____ other cell phone companies do.

just as effective as healthier the most beautiful ~~the best~~ better technical support than





39.4 REWRITE THE SENTENCES, PUTTING THE WORDS IN THE CORRECT ORDER

detergent as effective expensive just is Our as brands. more laundry

Our laundry detergent is just as effective as more expensive brands.

1 tasty cheaper. is as much the This leading pizza but brand, as

2 other budget is as the brands Our market. stylish on clothing as

3 are good leader. dishwasher the tablets These as market as store-brand

4 is seen. action movie as Our anything you've as exciting latest ever

5 not eco-friendly good brand. liquid This is as the leading dishwashing as



39.5 REWRITE THE HIGHLIGHTED PHRASES, CORRECTING THE ERRORS

more exciting

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____
- 6 _____

FOOD MONTHLY

SALAD BOX

Receive delicious vegetables, dressings, and a recipe to make **excitinger** salads each week!


In our boxes, you'll find all you need to make salads **as exciting** they can be. We also provide you with a recipe card that tells you how to make five different salads. What could be **more simpler**? Enjoy a **convenienter** way to dine in at home.

Our salads are among **the healthiest** on the market. Every box comes with a nutritional information leaflet so you know you are enjoying **the most good** food. Our recipe boxes are **just as cheaper than** shopping in your local supermarket. So what are you waiting for? Place your order today.



40 Talking about facts and figures

When you are making a presentation or writing a report, it is important to describe changes and trends with precise language that sounds natural.

 **New language** Collocations

Aa Vocabulary Business trends

 **New skill** Describing facts and figures



40.1 LISTEN TO THE AUDIO, THEN NUMBER THE TRENDS IN THE ORDER THEY ARE DESCRIBED



40.2 MATCH THE PAIRS OF SENTENCES THAT MEAN THE SAME THING

There are fewer customer complaints.

① Customer complaints are more common.

② Prices peaked, then fell.

③ The price is going up and down a lot.

④ Prices are likely to fall significantly.

⑤ The share value increased dramatically.

⑥ The share value has improved a bit.

We expect a considerable drop in prices.

The share value has rallied slightly.

Customer complaints have fallen steadily.

There was a sharp rise in the share value.

The price is fluctuating wildly.

There has been an increase in complaints.

There was a dramatic spike last year.





40.3 CROSS OUT THE INCORRECT WORD IN EACH SENTENCE

There was a fall **of** / ~~on~~ more than 13 percent.

- 1 Staff numbers went **for** / **from** 120 to 150.
- 2 **Between** / **To** 15 and 18 percent of stock is unsold.
- 3 We've experienced a boom **of** / **at** 56 percent.
- 4 Profits have fallen **by** / **at** 11 percent.
- 5 The share price peaked **on** / **at** \$22.
- 6 Complaints doubled **in** / **on** the last quarter.
- 7 Our sale was **from** / **between** May and June.



40.4 READ THE REPORT AND ANSWER THE QUESTIONS

Profits have fallen because of the political situation.

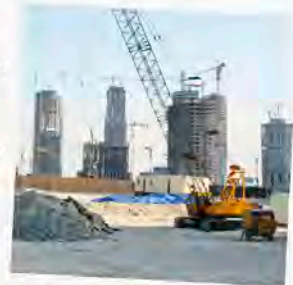
True False Not given

- 1 Mayvis Homes was established 12 years ago.
True False Not given
- 2 Mayvis Homes' share price dropped in the first quarter.
True False Not given
- 3 People think Mayvis Homes' share price will climb in the next few months.
True False Not given
- 4 Customers do not like the latest houses built by Mayvis Homes.
True False Not given
- 5 Last year, there was a sharp rise in Rushington Construction's share price.
True False Not given
- 6 Most of Rushington Construction's work comes from the government.
True False Not given

INDUSTRY AND TECHNOLOGY

Gloom in construction sector

The construction sector experienced a difficult first quarter, with share prices in the leading construction companies declining considerably. It is believed that worries about recent political events have contributed to a considerable drop in profits in the sector.



Mayvis Homes, which specializes in residential property for the over-60s, saw its share price fall by 12 percent in the first quarter, and there are fears that it could fall further before the end of the year. CEO Stan Gilmore said that customers are adopting a "wait and see" approach before making the decision to buy.

Going against the general trend is Rushington Construction PLC, which focuses on the education and healthcare sectors. Although the company's share price fluctuated slightly last year, the first quarter saw a return to stability, with the company's share price rallying slightly in the first quarter. The company relies on government contracts for between 60 and 85 percent of its work, and therefore is not so affected by short-term market trends.

40.5 RESPOND OUT LOUD TO THE AUDIO, FILLING IN THE GAPS USING THE WORDS IN THE PANEL

What are you doing about customer service staff?

We are increasing our customer service staff from 10 to 15.

1 What's happening to the price of rice?

There's been a _____ because of a poor harvest.

2 When was your best sales period last year?

Our sales _____ \$200,000 a day in December.

3 Your production facility seems very efficient.

Yes, malfunctions have _____ since last year.

4 How much of the stock is on sale?

Between _____ percent of our stock is on sale.

5 Are you happy with our profits this year?

Yes, they've _____ since last year.

6 Why have our costs gone up?

There was an _____ 10 percent in the cost of electricity.

~~10 to 15~~

20 and 30

dramatic spike

fallen steadily

increase of



peaked at

rallied slightly



41 Plans and suggestions

English uses modal verbs to make suggestions, and indirect questions or the passive voice to politely request information or point out a mistake.

-  **New language** Indirect questions
- Aa Vocabulary** Business negotiations
-  **New skill** Negotiating politely

Aa 41.1 MATCH THE BEGINNINGS OF THE SENTENCES TO THE CORRECT ENDINGS

Would you mind bringing

1 Are you able to pay

2 We might move forward with the contract

3 I would like to resolve this issue

4 Maybe we could discuss some

5 We were thinking

6 I'm afraid I was hoping for

our fee in installments?

as soon as possible.

the delivery date forward by a week?

that you could design our new logo.

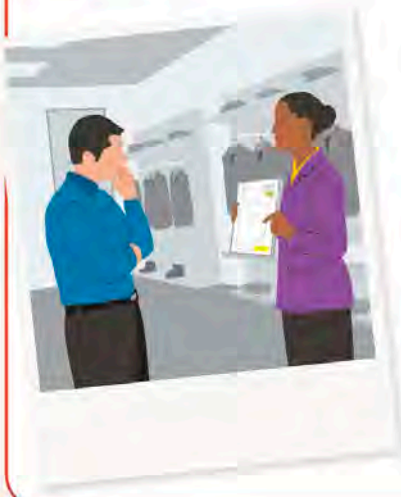
if you would consider buying in bulk.

something more innovative.

alternative options for the design.



41.2 LISTEN TO THE AUDIO, THEN NUMBER THE SENTENCES IN THE ORDER YOU HEAR THEM



Pippa is negotiating with a client over her contract to redecorate his store.

- A Well, we were hoping for something more modern.
- B I'm afraid we need it sooner.
- C I was wondering what sort of look you want.
- D Would you mind waiting until next month for payment?
- E I was thinking we could use the company colors.
- F Are you able to pay in installments?



41.3 REWRITE THE INDIRECT QUESTIONS, PUTTING THE WORDS IN THE CORRECT ORDER

tell Could expect me you deliver order? to you our when

Could you tell me when you expect to deliver our order?

1 try wondering I these on. was where clothes I can

2 me sample you tell will when ready? designs be the Could

3 I to Samia's I about if you was talk performance. could wondering

4 tell store? product you me I order Could this in whether can

5 have whether invoice was my you wondering paid yet. I

6 tell the Could is? me warranty you period what

7 how new from was the I product is one. wondering old different the

8 when you price available? will me the Could be tell list

9 able be I offer if was a wondering to me discount. would you





41.4 REWRITE THE SENTENCES USING THE PASSIVE VOICE

I'm afraid you didn't pay our invoice on time.

I'm afraid our invoice wasn't paid on time.



1 I'm afraid you missed our deadline.



2 It looks as if you sent the wrong size.



3 It seems that you did not apply the discount.



4 I'm afraid you delivered our order to the wrong address.



5 It looks as if you calculated the price incorrectly.



6 It seems that you do not train your employees very well.



7 I'm afraid you did not satisfy our customers.



8 It seems that you lost my order while it was being delivered.



9 I'm afraid you did not cook my steak properly.



10 It looks as if you have made a mistake.



11 It seems that you still haven't fixed the printer.



12 I'm afraid you did not check the document thoroughly enough.





41.5 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE, THEN SAY THE SENTENCES OUT LOUD

Could / ~~Do~~ you tell me when my order will be ready?

1 I was wondering if **you could** / **could you** look at my presentation.

2 Could you **tell** / **telling** me when my order will be dispatched?

3 I was wondering if you **do** / **would** be free to meet tomorrow.

4 Could you tell me when **can we** / **we can** expect our invoice to be paid?

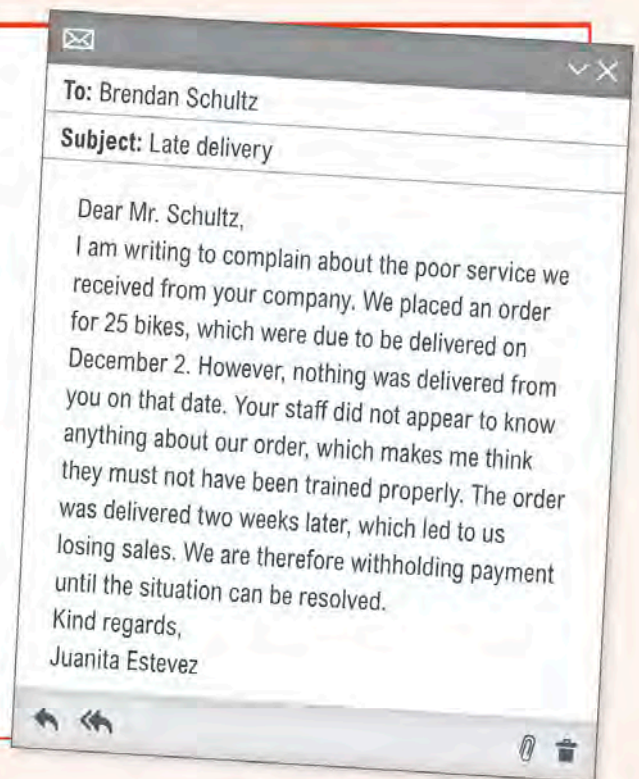
5 I was wondering what time **does the store open** / **the store opens**.

6 Could you **tell me** / **know** how much the new product should retail for?




41.6 READ THE EMAIL AND MARK THE CORRECT SUMMARY

- 1 Juanita has only paid 25 percent of Brendan's invoice because she is not happy with the service she received. She wants the staff to receive training.
- 2 Juanita has not paid Brendan's invoice because she is unhappy with the service that she received. She does not think Brendan has trained his staff well.
- 3 Brendan has not invoiced Juanita for the bikes because his staff were rude to Juanita. He is going to give them training in customer service.
- 4 Brendan has sent a revised invoice for the bikes because the order was delivered two weeks late. He is going to look into training his staff.




42 Emphasizing your opinion

There are many English phrases for politely emphasizing your point of view. These are useful when you are dealing with disagreement in the workplace.

 **New language** Discourse markers for emphasis

Aa Vocabulary Workplace disagreement

 **New skill** Emphasizing your opinion



42.1 MARK THE SENTENCES THAT ARE CORRECT

What we need is an up-to-date delivery schedule from you.



What need is an up-to-date delivery schedule from you.



① If I ask you, you won't find a better deal
If you ask me, you won't find a better deal.



② Actually, we are waiting for the factory to send us more of that product.
We are waiting actually for the factory to send us more of that product.



③ The most thing is that we agree on schedule dates.
The main thing is that we agree on schedule dates.



④ What I'm saying is that I can offer free delivery on orders over a hundred.
What I say is that I can offer free delivery on orders over a hundred.



42.2 LISTEN TO THE AUDIO AND ANSWER THE QUESTIONS



Tia is negotiating with a store manager, Roger, who she hopes will sell her new product.

Roger is happy with Tia's asking price.

True False Not given

① The raincoats sell for \$30 in the store.

True False Not given

② Roger is happy with Tia's revised deal.

True False Not given

③ Roger places an order for 200 raincoats.

True False Not given

④ The raincoats are the cheapest on the market.


True False Not given

⑤ Tia would sell the raincoats in another store.


True False Not given

43 Discussing conditions

English often uses the first and second conditionals for negotiating with clients and co-workers, and the zero conditional to talk about general truths.

 **New language** Conditionals

Aa Vocabulary Negotiating and bargaining

 **New skill** Discussing possibilities



43.1 FILL IN THE GAPS BY PUTTING THE VERBS IN THE CORRECT FORMS TO MAKE SECOND CONDITIONAL SENTENCES



If the contract was (be) clearer, we would sign (sign) it now.



1 If they _____ (give) us a discount, we _____ (place) an order.



2 If the product _____ (be) cheaper, we _____ (buy) it.



3 If they _____ (move) the deadline, we _____ (meet) it.



4 I _____ (reply) to the email now if I _____ (have) more time.



5 We _____ (sell) more online if our website _____ (be) faster.



6 We _____ (send) the package tomorrow if you _____ (order) before 9 tonight.



7 If the agency _____ (send) us better temps, we _____ (use) them again.



8 If I _____ (work) late every night, I _____ (finish) my report for Friday.



9 I _____ (apply) for the job if the hours _____ (not be) so long.



**43.2** LISTEN TO THE AUDIO AND ANSWER THE QUESTIONS

Andrés is negotiating with a painting and decorating company about his home improvements.

The team can start in December.

True False Not given

1 The team might finish by the end of January.

True False Not given

2 There are six painters on the team.

True False Not given

3 Andrés asks the team to repaint all the rooms.

True False Not given

4 Andrés knows what colors he wants.

True False Not given

5 Andrés wants to see more wallpaper samples.

True False Not given

6 Andrés won't see new designs until next week.

True False Not given

**43.3** REWRITE THE ZERO CONDITIONAL SENTENCES, PUTTING THE WORDS IN THE CORRECT ORDER

they're

Products

quality.

sell

really

good

if

well

Products sell really well if they're good quality.

1 a customers pay 15 late fee. we don't on charge If time, percent

2 need open helpline to 8pm if from is you Our help. 8am

3 double get employees time. weekends, When they work paid

4 we 5 a give If you a customer, percent you discount. are regular

5 after we a day. payment credit next 3pm, we it If the receive





43.4 MATCH THE BEGINNINGS OF THE SENTENCES TO THE CORRECT ENDINGS

- | | |
|---|---|
| <p>If you book 100 places,</p> <p>① If you need help with your computer,</p> <p>② We would move production to Europe,</p> <p>③ We will issue a full refund</p> <p>④ If clients are regular customers,</p> <p>⑤ If our receptionist was rude to you,</p> | <p>we would give her a verbal warning.</p> <p>if it was cheaper to do that.</p> <p>we'll give you a 5 percent discount.</p> <p>we give them a 5 percent discount.</p> <p>you can call the IT department.</p> <p>if you return the product to one of our stores.</p> |
|---|---|



43.5 REWRITE THE FIRST CONDITIONAL SENTENCES, CORRECTING THE ERRORS

If you **will order** before 9pm, we'll deliver your goods the following day.

If you order before 9pm, we'll deliver your goods the following day.



- ① If you **not** pay on time, we won't send you your order.



- ② We'll issue a full refund if **you won't be** happy with our products.



- ③ If you **will book** two nights in our hotel, we'll give you a third night for free.



- ④ If Alan's presentation **will go** well, he will get promoted next month.



- ⑤ We won't charge you for your stay if you **won't** get a good night's sleep.



- ⑥ If you **ordering** over 100 units, we'll give you a discount.





43.6 RESPOND OUT LOUD TO THE AUDIO, FILLING IN THE GAPS USING THE PHRASES IN THE PANEL

Our standard price for this new model is \$200 per unit.

Well, if you lowered the price, I would buy 50 units.

1 We'd like the renovations to be finished by the end of next month.

Well, if you pay for the overtime, _____ the job by then.

2 Is there any possibility you can give us a discount?

Yes. If _____ 100 units or more, we give them a 5 percent discount.

3 I'm not happy with the quality of your product.

If you return it to us within 28 days, _____ a full refund.

4 Our new tablet retails for \$79 in all major stores. We can do you a price of \$69 per unit.

If _____ a price of \$59 per unit, we'd sell it in our stores.

5 Your product is not very good quality.

We're sorry to hear that. If a customer makes a complaint, _____ it very seriously.

6 We love your product. We'd like to place an order for 100 units a month.

We can't do that yet. If _____ on extra staff, we'd be able to increase production.

we take

we will issue

~~I would buy~~

clients buy

we took



we will finish

you could do



44 Discussing problems

English uses the third conditional to talk about an unreal past, or events that did not happen. This is useful for talking about workplace mistakes.

-  **New language** Third conditional
- Aa Vocabulary** Workplace mistakes
-  **New skill** Talking about past mistakes



44.1 FILL IN THE GAPS BY PUTTING THE VERBS IN THE CORRECT FORMS TO MAKE THIRD CONDITIONAL SENTENCES

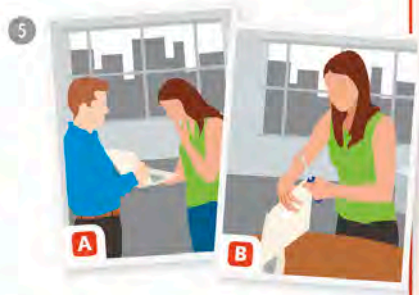
If you had worked (work) late, you would have finished (finish) the presentation.

- 1 We _____ (sign) the contract if the deadline _____ (not be) so tight.
- 2 If we _____ (leave) earlier, we _____ (not miss) the train.
- 3 If the waitress _____ (not be) so rude, we _____ (not complain).
- 4 If we _____ (order) before 3pm, we _____ (receive) the goods today.
- 5 We _____ (not lose) the client if we _____ (deliver) the report on time.
- 6 If you _____ (repair) the printer, we _____ (not cancel) the contract.
- 7 If I _____ (know) how expensive it was, I _____ (put) it in the safe.
- 8 The boss _____ (not shout) if you _____ (admit) your mistake.
- 9 If you _____ (be) more prepared, you _____ (give) a better presentation.
- 10 We _____ (give) you free delivery if you _____ (pay) on time.
- 11 If I _____ (know) our competitor's price, I _____ (offer) a bigger discount.
- 12 We _____ (meet) our deadline if we _____ (employ) more staff.
- 13 If you _____ (not be) off sick, we _____ (invite) you to the meeting.
- 14 We _____ (pay) the full amount due if you _____ (not miss) our deadline.
- 15 If you _____ (sell) more products last time, we _____ (ask) you to lead the pitch.





44.2 LISTEN TO THE AUDIO AND MARK WHICH THINGS ACTUALLY HAPPENED



44.3 MATCH THE BEGINNINGS OF THE SENTENCES TO THE CORRECT ENDINGS

If you'd left earlier

1 If I'd used the spell check,

2 If she'd told the boss about her mistake,

3 If they'd paid on time,

4 If I'd used the latest sales data,

5 If he'd checked the order was right,

6 If you'd ordered more units,

7 If he'd wanted an older model,

we wouldn't have canceled their order.

he wouldn't have been so angry.

you wouldn't have missed the meeting.

my report would have been up to date.

he would have asked for one.

we would have given you a discount.

my work wouldn't have had so many errors.

his clients wouldn't have complained.





44.4 REWRITE THE SENTENCES USING "UNLESS"

If you don't order 500 units, we won't be able to give you a discount.

Unless you order 500 units, we won't be able to give you a discount.



1 Clive will get a verbal warning if his timekeeping doesn't improve.



2 If you don't pay by the end of today, we will cancel the contract.



3 We won't win the contract if we can't offer a better price.



4 I won't get promoted this year if I don't impress the boss.



5 Your warranty will not be valid if you don't register your product.



6 If I don't sell to 100 new customers, I won't meet my sales targets.



7 We won't make many sales if we don't beat our competitors' prices.



8 If I don't work overtime, I'm not going to meet the deadline.



9 His presentation will be boring if he doesn't add special effects.



10 The CEO won't be happy if we don't win the contract.



11 If you don't lower the price, we won't order any more units.



12 We will miss the train if we don't leave now.





44.5 READ THE REPORT AND ANSWER THE QUESTIONS

The clients were happy with the product.

True False Not given

- 1 Customers wanted recipes from around the world.
True False Not given
- 2 Future Foods didn't offer traditional dishes.
True False Not given
- 3 Customers wanted evening deliveries.
True False Not given
- 4 Customers thought that the price was too high.
True False Not given
- 5 Future Foods will develop more international dishes.
True False Not given

PROGRESS REPORT


Ten months ago we launched our new recipe service, Future Foods, where we send customers the ingredients to cook a new recipe. Sales have been very disappointing, and feedback on the service was not as good as we expected.


WHY? Customers said that they prefer to try a range of dishes from around the world. If we had known that, we would have had less of a focus on traditional meals. They also said that the price could be lower.

WHAT NOW? Unless we reduce the price of our service and listen to customers' feedback, we won't make as many sales as we want. We need to offer a more international, affordable range of foods and recipe packs.





44.6 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE, THEN SAY THE SENTENCES OUT LOUD

If you ~~would have finished~~ / ~~had finished~~ the project on time, we wouldn't have lost the client. 

1 We would have hit our sales target if the internet ~~hadn't gone~~ / ~~wouldn't have gone~~ down. 

2 If he ~~had left~~ / ~~would leave~~ earlier, he wouldn't have been late for the meeting. 

3 If you had been less rude, we ~~would have won~~ / ~~had won~~ the contract. 

4 The CEO would have promoted me if she ~~had seen~~ / ~~would have seen~~ my presentation. 

5 If we ~~had lowered~~ / ~~would have lowered~~ the price, we would have made more sales. 



Answers

01

1.1

- 1 I'd like to **introduce** you to Marco from IT.
- 2 You **must** be Paola from Madrid.
- 3 Gloria, **meet** Julia, our new secretary.
- 4 Have you two **met** each other before?
- 5 Great to **see** you again!
- 6 **Nice** to meet you, Antonio.
- 7 Sanjay has **told** me all about you.
- 8 I don't **think** we've met before, have we?
- 9 It's a **pleasure** to meet you.

1.2

- 1 Simone, I'd like to introduce you to **Gerald, our new sales manager.**
- 2 Hello. I don't think we've **met.**
My name's Jana.
- 3 You must be Selma from the **Chicago branch. Great to meet you.**
- 4 Hi, Omar. I think we **met at the conference in Dubai last year.**
- 5 My boss has told me **so much about your work.**
- 6 This is Colin from IT. **Colin, meet Liam. He's joining our team soon.**

1.3

- 1 False
- 2 True
- 3 Not given
- 4 True
- 5 False
- 6 False

1.4

- 1 I **catch** the train to work at 8:15am each morning.
- 2 We **have** a new printer that is difficult to use.
- 3 I **am** working at the Guangdong branch all this August.
- 4 Sanchez **knows** Katie because they worked together.
- 5 **Are** you enjoying this presentation? I think it's great.
- 6 Tim **doesn't know** Anna from the Montevideo branch.
- 7 Marek **likes** the new furniture we bought for the office.
- 8 How **do you spell** your name?
- 9 The meeting usually **takes** only half an hour.
- 10 Doug is really **enjoying** the conference this year.
- 11 I'd like **to** introduce you to my manager, José Rodriguez.
- 12 Clara **works** from 8:30 to 4:30 on Thursdays and Fridays.

1.5

- 1 Our company **is having** some difficulties at the moment.
- 2 Pablo, I'd like you to **meet** my wife, Elvira.
- 3 I usually hate conferences, but I **am enjoying** this one a lot.
- 4 I **have** two children, a son and a daughter.
- 5 Michael, **I'd like** to introduce you to Michelle.
- 6 I **don't think** we've met before, have we?
- 7 It's so great **to see** you again after such a long time.
- 8 How **do you pronounce** your last name?
- 9 You must **be** Harold from Copenhagen. Nice to meet you.
- 10 Hi, I think we met in Oslo, **didn't we?**

02

2.1

- 1 I was preparing for the presentation.
- 2 Did Greg work in the New York branch?
- 3 Akira was living in Kyoto in 1998.
- 4 I didn't understand the presentation.
- 5 Pete was reading a book at 9pm yesterday.
- 6 I was feeling exhausted at work, so I left.
- 7 Did you enjoy the presentation?
- 8 Were you working in IT then?
- 9 Kai wasn't feeling well, so he went home.
- 10 I found a new job in France.

2.2

- A 6
- B 1
- C 5
- D 7
- E 4
- F 3
- G 2
- H 8

2.3

- 1 Daniel **has worked** for more than five different law firms.
- 2 I **have taken** the bus to work all my working life.
- 3 The company **has employed** five new people since September.
- 4 Peter is a terrible waiter. He **has started** looking for a different job.
- 5 Andrea **has worked** here since she graduated in 1999.
- 6 The factory **has produced** 15,000 machines this year.
- 7 Tim's really happy. He **has finished** his presentation for tomorrow.

- 8 We **have sold** our products in more than 25 countries.
- 9 I **have walked** to work since my car broke down.
- 10 I **have decided** that I'm going to retire next year.
- 11 Dave **has taken** more time than we expected.
- 12 I **have worked** at this office for more than 25 years now.
- 13 Chris **has visited** more than 50 countries so far.

2.4

- 1 Jim was preparing a presentation **when his boss entered the room.**
- 2 I've worked at this company **for more than ten years.**
- 3 Chris had to wait for a taxi for **more than an hour.**
- 4 Tim moved to New York **when he was transferred to the US office.**
- 5 I ran my own software company **before I started working here.**
- 6 In 2013, our company **bought a smaller Canadian software firm.**

2.5

- 1 True
- 2 True
- 3 False
- 4 True
- 5 Not given
- 6 True

2.6

- 1 At 3pm yesterday, I **was discussing** the new software with our IT team.
- 2 While Susan **was eating** lunch, her team was working hard.
- 3 Karl moved to Berlin when he **lost** his job in Paris.
- 4 Alan **was traveling** to work when he received a call from his wife.

- 5 In 2007, I **was working** in the company headquarters in Geneva.
- 6 I **have lived** in San Francisco since 2003.
- 7 Peter **was sleeping** at his desk when his phone rang.
- 8 They **have been** based in Frankfurt since 1994.
- 9 While I **was living** in France, I worked as a waiter.
- 10 Derek **bought** his first house in 2009.
- 11 What **were you doing** at 4pm this afternoon?
- 12 I **was studying** in college when I decided to work as a lawyer.
- 13 Who was in the meeting room when you **entered**?
- 14 We **sold** our first machine in China in 2003.

03

3.1

- 1 Human Resources (HR)
- 2 Information Technology (IT)
- 3 Sales
- 4 Public Relations (PR)
- 5 Legal
- 6 Facilities / Office Services
- 7 Administration
- 8 Research and Development (R&D)
- 9 Accounts / Finance
- 10 Marketing
- 11 Production

3.2

- 1 assistant
- 2 Chief Executive Officer (CEO)
- 3 Chief Financial Officer (CFO)
- 4 employee
- 5 manager

3.3

- 1 to work for
- 2 to work as
- 3 to be responsible for
- 4 to be in charge of
- 5 to work in

04

4.1

- 1 Claude is used to working weekends.
- 2 Did Paul use to work in San Francisco?
- 3 I am not used to working in such heat.
- 4 The team used to go out for lunch.
- 5 We didn't use to have so many meetings.
- 6 I used to live in a house near the office.
- 7 Did you use to work in Paris?
- 8 I'm used to the new software now.
- 9 I'll never get used to this operating system.
- 10 Kerry is used to commuting a long way.

4.2

- A 7
- B 1
- C 5
- D 6
- E 2
- F 4
- G 3

4.3

- 1 We didn't use to have so much free time.
- 2 I'll never get used to driving on the left.
- 3 Did Anthony use to work in the Frankfurt branch?
- 4 I am used to having to get up at 6am.
- 5 Derek isn't used to commuting so far to work.
- 6 The team hasn't got used to the new operating system.
- 7 We used to have lunch in the café near the park.
- 8 Danielle isn't used to giving presentations.
- 9 Pam used to work in the branch in Cologne.
- 10 Phil isn't used to wearing a uniform for work.

4.4

- 1 She's not used to working long hours.
- 2 I used to work as a doctor.
- 3 Dan's used to driving on the left.
- 4 She's used to getting up early.
- 5 I'm not used to spicy food.
- 6 I'll never get used to English weather.
- 7 I'm not used to working so late.
- 8 We're getting used to the new boss.

4.5

- 1 No, thanks. I'm fine.
- 2 I'm not used to this hot weather!
- 3 That would be great!
- 4 I haven't yet. Is it any good?
- 5 I'm getting used to the traffic.

4.6

- 1 Are you **used to** living in a tropical country yet?
- 2 I **used to** travel to work on foot before they built the metro.

- 3 When I lived in Berlin, we **used to** live in an apartment downtown.
- 4 **Did you use to** work in the Edinburgh branch?
- 5 I grew up in Japan, so I'm **used to** driving on the left.
- 6 Arnold's **used to** waking up at 5am every morning.
- 7 I **am used to** working for a demanding boss.
- 8 When I was a child, I didn't **use to** like going to school.
- 9 We **used to** go to Florida each year on vacation.
- 10 My father **used to** work in a factory until it closed down.

05

5.1

- 1 Staff must not smoke in the building.
- 2 We don't have to go to work tomorrow.
- 3 I have to go home early on Thursday.
- 4 You have to do this assignment today.
- 5 We need to increase sales this year.
- 6 Jim doesn't have to attend the meeting.
- 7 The team must not forget their timesheets.
- 8 Paolo has got to sign up for the course.
- 9 We will need to hire new staff this fall.
- 10 We must improve our productivity.

5.2

- 1 False
- 2 True
- 3 False
- 4 False
- 5 False

- 6 Not given
- 7 True
- 8 True
- 9 Not given

5.3

- 1 Would you give Peter a copy of the minutes, please?
- 2 All visitors must leave their passes at reception.
- 3 Could you take this letter to the post office, please?
- 4 Ramon needs to work harder if he wants a promotion.
- 5 Sharon needs to sign up for the training course.
- 6 Could you leave a copy of the agenda on my desk, please?
- 7 You must complete the enrolment form before 5pm on Friday.
- 8 Staff must not smoke inside the building.
- 9 Would you send an email to everyone about the meeting?
- 10 You must finish the project by Wednesday evening.

5.4

- 1 The company must change **if it wants to survive**.
- 2 I need you to finish **the presentation by Friday**.
- 3 Could you keep a **record of everything you spend this week?**
- 4 Would you inform **the team about the recent changes, please?**
- 5 The company has got to **invest more in training**.
- 6 You don't have to **finish the assignment today**.
- 7 We need to think **about closing some of our branches**.

5.5

- 1 True
- 2 False
- 3 Not given
- 4 False
- 5 False

5.6 

- 1 No, I **don't need** you to finish it today.
- 2 I'm sorry, Mike. We really **must** have it by Friday.
- 3 I'm sorry, but members of the public **must not** enter the building.
- 4 We need them tomorrow. **Could** you call the supplier, please?
- 5 No, you **don't have to**. The deadline is next week.
- 6 Well, I **need** it by 1pm today.

06

6.1 

- 1 to make a loss
- 2 to undercut competitors
- 3 an overdraft
- 4 overheads
- 5 sales figures
- 6 to get into debt
- 7 to break even
- 8 an economic downturn
- 9 income
- 10 expenditure / outlay
- 11 an upturn in the market
- 12 accounts
- 13 to drop
- 14 cash flow
- 15 to peak
- 16 the exchange rate
- 17 to go out of business

07

7.1 

- 1 Sales **were** good because we **had organized** a good marketing campaign.
- 2 Sales **had fallen** sharply, so we **decided** to withdraw the product.
- 3 Aditya **wanted** to try a program that the team **hadn't used / had not used** before.
- 4 After Peter **had finished** the report, he **wanted** to go on vacation.

7.2 

- 1 Ramon **had written** ten pages of the report when his computer **crashed**.
- 2 Many of our employees **had not** visited the factory before and **were** very impressed.
- 3 Bob's speech **was** disappointing because he **hadn't prepared** well.
- 4 Nobody **had told** the conference delegates where their hotel **was**.
- 5 I **hadn't delegated** tasks to Kai before, but I **thought** he did a good job.

7.3 

- 1 The **following** report will explore our new sales strategy.
- 2 As can be **seen** in the table, we have invested \$4 million this year.
- 3 Some of our customers have **stated** that they are not satisfied with the result.
- 4 Our initial investigation **suggests** that this is not true.
- 5 Our **initial** recommendation is to reduce the budget by 50 percent.
- 6 We **consulted** a number of focus groups for this report.

7.4 

- 1 The purpose of our report is to **review our current sales strategy**.
- 2 The following report presents a **summary of our findings**.
- 3 Our clients stated that **they were unhappy with the changes**.
- 4 Based on the initial research, **we should invest more in R&D**.
- 5 Our principal recommendation is to **proceed with the sale of the subsidiary**.

7.5

- 1 20 miles from downtown
- 2 Rail connections to other cities
- 3 It is affordable in Alchester
- 4 Stay in Alchester for over ten years
- 5 A decision has not yet been made

7.6 

- 1 The purpose of this report is to compare the two factories.
- 2 Focus groups had been consulted before we implemented the policy.
- 3 Sales of our products had fallen in comparison with the previous quarter.
- 4 Our principal recommendation is to increase investment in R&D.
- 5 Profits had risen by more than 20 percent in the first half of 2015.

7.7 

- 1 In this report we will **present** the findings of our research.
- 2 The **purpose** of this report is to investigate the pros and cons of the new software.
- 3 This bar chart **compares** the sales figures for the last two years.
- 4 Our customers **stated** that they had been disappointed with the product.

08

8.1

- 1 Of course. Let me see what I can do.
- 2 Certainly. It's ZX42 9JL.
- 3 We've been having difficulties with our software.
- 4 We'll offer you a discount on your next order.

8.2

- 1 Could you **tell me** your reference number?
- 2 **Let's see** what we can do.
- 3 **We'll offer** you a full refund.
- 4 Our driver **has been experiencing** problems.
- 5 Could you **hold the line**, please?
- 6 I'm very **sorry to hear** that.
- 7 Can you **look into** to this issue?
- 8 **We'll send you** a replacement.
- 9 Of course I can **help** you.

8.3

- 1 I'm very **sorry** to hear that, sir.
- 2 Certainly. Let's **see** what I can do.
- 3 Could you tell me your **reference** number, please?
- 4 Could you please **hold** the line?
- 5 I'm sorry. Our IT system's been **experiencing** difficulties.
- 6 My order **arrived** dirty and broken.
- 7 Can you **offer** any compensation?
- 8 Of course. We'll give you a **discount** on your next order.

8.4

- 1 Could you look **into** the problem for me?
- 2 The company **has** been experiencing difficulties recently.
- 3 Please **hold** the line for a moment.
- 4 I've been **waiting** all day for my order to arrive.

8.5

Note: Answers to 1, 2, and 4 can also be written in contracted form.

- 1 We **have been preparing** a proposal all evening.
- 2 Our website **has been experiencing** difficulties this morning.
- 3 Chris **has been working** on that project for three months now.
- 4 Our products **have not been selling** well so far this year.

8.6

- 1 Peter has been talking for more than 25 minutes.
- 2 Have you been getting good feedback from the clients?
- 3 The company has been losing money for years.
- 4 Juan hasn't been working at our company for long.

8.7

- A 4
- B 2
- C 6
- D 5
- E 1
- F 3

8.8

- 1

09

9.1

- 1 social media
- 2 a website
- 3 automated
- 4 to access
- 5 to work online
- 6 up to date
- 7 user-friendly
- 8 to back up
- 9 a conference call
- 10 breaking up
- 11 to download an app
- 12 a mobile device
- 13 to work offline
- 14 an email has bounced
- 15 to charge
- 16 a username and password
- 17 a network

10

10.1

- 1 I hope all's well **with you and the team in Tokyo**.
- 2 Would you be free **on Thursday July 7 at 4pm**?
- 3 Please give me a call if **you can't make it**.
- 4 Please see the schedule **for next week's conference attached**.
- 5 If you have any questions, **don't hesitate to get in touch**.

10.2

- 1 I was **wondering** if you could help me prepare my presentation.
- 2 Would you be free to **meet** on Thursday evening?

- 3 I'm **copying** Sanjay and Anita in on this email.
- 4 I **hope** all's well with you and the team in Delhi.
- 5 Please see the minutes of yesterday's meeting **attached**.
- 6 If you have any **questions**, please let me know.
- 7 How **about** joining us at the pizza place later this evening?

10.3

- 1 I just wanted **to** check that you're coming to the presentation.
- 2 Would you **be** free next Wednesday morning at 11:30?
- 3 Please find a copy of the report **attached**.
- 4 If you **have** any questions, please let me know.
- 5 I'm **copying** Ricardo in on this.

10.4

1

11

11.1

- 1 Mohammed **is meeting** the new supplier to discuss a new deal.
- 2 Jola **is talking** to Sales this afternoon to agree new discounts.
- 3 They **are aiming** to have the presentation ready by 5:00pm.
- 4 I **am writing** to inform you that there is a delay with the part you need.
- 5 We **are still waiting** to hear from the Chinese partners.

11.2

- 1 Future
- 2 Future
- 3 Future
- 4 Present

11.3

- 1 hesitate
- 2 obtain
- 3 confirm
- 4 inform
- 5 prefer
- 6 assure

11.4

- 1 Will you be attending the launch of the new products?
- 2 I was wondering if we could put our meeting back to tomorrow.
- 3 We are aiming to send the new designs by Friday.
- 4 Will you be paying for the order in cash or by card?
- 5 I was wondering if you would take the clients out for dinner.

11.5

- 1 We are still putting together the final sales report.
- 2 Will you be giving the presentation at tomorrow's conference?
- 3 We were wondering if we could postpone our meeting.

11.6

- 1 Not given
- 2 True
- 3 False
- 4 False

12

12.1

- 1 Can you deal **with** the cleaners, please? The kitchen is a mess.
- 2 Can we catch **up** later this morning at around 11:00?
- 3 Is the fridge broken again? I'll **look** into that now.
- 4 Have we run **out** of paper? There's none in the photocopier.

12.2

- 1 Can we **fix up** a meeting with Marketing and Sales?
- 2 Have you asked Surina to **fill out** all the paperwork?
- 3 The printer has **run out** of ink again.
- 4 I can't **figure out** what Dave wants me to do.
- 5 I need to **bring up** the topic of punctuality with you.

12.3

- 1 I need to **back** my files **up**.
- 2 Can you **give** the agenda **out**?
- 3 Can we **call** tomorrow's meeting **off**?
- 4 Can you **pass** my message **on** to her?
- 5 Let me **hand** the minutes **out**.
- 6 I want to **put** my tie **on**.
- 7 Can you **fix** another meeting **up**?
- 8 I need to **send** an email **out**.
- 9 We are **taking** new staff **on**.
- 10 Can you **set** the projector **up**?
- 11 I'd like to **talk** the sales plan **over**.

12.4

- 1 She hasn't backed them up
- 2 Thursday afternoon
- 3 Write a report about feedback
- 4 Deal with some of Amanda's emails
- 5 A message
- 6 His best suit and tie

12.5 

- 1 Jamil's flight is delayed. I think we'll have to call our meeting with him **off**.
- 2 All employees have to put an apron **on** before entering the kitchen.
- 3 We're hoping to give **out** samples of our work at the exhibition.
- 4 It's really important to back your files **up** every night or you could lose work.

12.6 

- 1 Khalil has **filled the form out**.
- 2 She has just **hung up** on me without saying goodbye!
- 3 He **put his tie on** because he had an important meeting.
- 4 He gave **his report out** to everyone at the meeting.
- 5 They **set a meeting up** for later in the week.

13

13.1 

- 1 packaging
- 2 product testing
- 3 handmade
- 4 a one-off production
- 5 labor-intensive
- 6 stock
- 7 product approval
- 8 raw materials
- 9 a prototype
- 10 a production line

- 11 a warehouse
- 12 shipping
- 13 ethically sourced
- 14 overproduction
- 15 a factory
- 16 mass production
- 17 a supplier

14

14.1 

- 1 The media **had been** told about the press launch and were out in force.
- 2 New models **are being** created to coincide with the premiere of the movie.
- 3 The design has been **patented** so nobody can copy it.
- 4 Our coffee is **produced** using the finest coffee beans from Kenya.
- 5 It is thought that the sandwich **was** invented in 1762.

14.2

- A 4
- B 1
- C 7
- D 8
- E 2
- F 5
- G 3
- H 6

14.3  Model Answers

- 1 Our accounts are audited every May by a separate department.
- 2 The coffee blends we produce are approved by our professional coffee tasters.
- 3 All passengers' luggage is scanned by security staff when they go through Departures.

- 4 All our marketing material for the Asia office is designed by Jane.
- 5 All the orders are checked by our packing department before delivery.
- 6 The database is updated with customers' details by Stephen.
- 7 All our ingredients are bought from Fair Trade suppliers by our cosmetics buyer.
- 8 New lines are added to our women's fashion range on a regular basis by Nicola.
- 9 The new product tracking app for customers was invented by Jason.
- 10 Our new website was launched by our marketing team in January.

14.4

- 1 False
- 2 False
- 3 True
- 4 Not given
- 5 True

14.5 

- 1 These toys can't have been checked.
- 2 A discount should have been given.
- 3 The order can't have been taken by her.
- 4 A free bag can be given to every customer.
- 5 Faults in the products shouldn't be ignored.
- 6 Our prices can't be beaten.
- 7 His order must have been placed late.

14.6 

- 1 Next, the ingredients **are mixed** together to make a cake mixture.
- 2 Then the cake mixture **is poured** into cake pans.
- 3 Next, the cakes **are put** in a hot oven.

- 4 When the cakes are cooked, they **are taken** out of the oven.
- 5 The cakes **are left** to cool on a wire cooling rack.
- 6 Finally, the cakes **are assembled** and decorated with icing.

15

15.1

OPINION:

fantastic, amazing, excellent

SIZE:

huge, tiny, large

AGE:

ancient, modern, state-of-the-art

COLOR:

magenta, crimson, black

NATIONALITY:

Indian, Turkish, Chinese

MATERIAL:

leather, metal, plastic

15.2

- 1 It's made by a fabulous, young Indian designer.
- 2 I love these fantastic, small, blue china bowls.
- 3 We're launching an outstanding new range of clothes.

15.3

- 1 What a lovely **stylish** desk you have!
- 2 Sam asked me to design a **classic** brown chair.
- 3 I brought back some delicious **Turkish** candy from my trip.
- 4 Do you like this **pretty** crimson watch for ladies?
- 5 Do you like our cute **green** teddy bear for our new children's range?

- 6 Our competitors are selling **unfashionable** black suits.
- 7 Our team is developing an innovative **leather** interior for our executive car.
- 8 I love buying large **yellow** flowers for the office.
- 9 Jane has bought an **expensive** classic car at an auction.
- 10 We have an amazing **Italian** coffee machine in our office.
- 11 I have ordered some of those fabulous **double-sided** business cards.
- 12 We have an amazing **grey** oven in our staff kitchen.
- 13 This is our new **lightweight** digital camera.

15.4

- 1 B
- 2 A
- 3 B
- 4 A
- 5 B

15.5

- 1 False
- 2 True
- 3 True
- 4 False
- 5 Not given

15.6

- 1 Their website is easy to use because it has a **simple**, effective style.
- 2 Zander's Pizzeria makes **delicious**, oven-baked pizzas.
- 3 I love this **comfortable**, leather armchair.
- 4 The new, **full-color** brochure is very bright and attractive.
- 5 I like the **clean**, new rooms in that hotel.
- 6 Those small, **diamond** earrings are beautiful.

- 7 My dad drives a **huge**, black truck.
- 8 Ella makes high-quality, **cotton** curtains.
- 9 We aim to give **excellent** customer service.
- 10 We offer a **unique**, personal experience.
- 11 I don't like those ugly, **wooden** desks. They're hideous!
- 12 This modern, **Japanese** car is much faster than my old one.
- 13 What a **gorgeous**, big photo of all the team!

16

16.1

- 1 logo
- 2 slogan / tagline
- 3 brand
- 4 radio advertising
- 5 billboard
- 6 poster
- 7 sponsor
- 8 door-to-door sales
- 9 copywriter
- 10 word of mouth
- 11 coupons
- 12 free sample
- 13 market research
- 14 consumer
- 15 promote
- 16 sales pitch
- 17 merchandise
- 18 social media
- 19 unique selling point / USP
- 20 television advertising
- 21 online survey
- 22 leaflet / flyer
- 23 advertising agency

17

17.1 🔊

EXTREME:

enormous, terrible, brilliant, furious, fascinating, exhausted, awful

ABSOLUTE:

true, wrong, perfect, equal, impossible, unique, empty

CLASSIFYING:

metal, electronic, scientific, woolen, industrial, organic, rural

17.2 🔊

- 1 The factory was totally destroyed.
- 2 I was thoroughly exhausted this morning.
- 3 The warehouse is almost empty.
- 4 Jon is an extremely good speaker.
- 5 Peter is fairly good at Spanish.
- 6 The project is largely complete.
- 7 Sian is an utterly brilliant swimmer.

17.3 🔊

- 1 **Fairly** certain. I think I sent it yesterday.
- 2 Yeah, it's absolutely **fantastic**. I love it.
- 3 It was very impressive, but **almost** identical to mine!
- 4 Yes, it's totally **unique**. I have the only one.
- 5 That's right. **Nearly** everyone likes him.
- 6 No. It was **absolutely** awful. I almost fell asleep.
- 7 It was practically **empty**. There were only a few people there.

17.4

- 1 absolutely fantastic.
- 2 utterly original.
- 3 almost impossible.
- 4 very busy.
- 5 extremely important.
- 6 completely new.
- 7 highly reflective.
- 8 practically impossible.
- 9 absolutely amazing.
- 10 really clever.
- 11 fairly certain.

18

18.1

- 1 B
- 2 A
- 3 A
- 4 B
- 5 A

18.2 🔊

- 1 There was **such** a large crowd outside.
- 2 The results were **so** disappointing.
- 3 We've had **such** a fantastic year.
- 4 The price for the hotel was **so** high.
- 5 The week seems to pass **so** slowly.

18.3 🔊

- 1 This coffee was so expensive.
- 2 My colleague is so lazy.
- 3 Clara's presentation was so interesting.
- 4 That is such a depressing book.
- 5 The sales were so disappointing.
- 6 It's such a strange story.
- 7 It's so important to be on time.

18.4

- 1 Not given
- 2 True
- 3 True
- 4 False
- 5 Not given

18.5 🔊

- 1 Our senior managers think the price of our products is **too** high.
- 2 This room won't be big **enough** for this afternoon's meeting.
- 3 The team is **so** excited about tonight's awards ceremony.
- 4 I thought today's meeting was **such** a waste of time.
- 5 Jim doesn't speak loudly **enough**. I can barely hear him.
- 6 Our IT system is **so** old. It's time we invested in a new one.
- 7 The new intern works **so** slowly. She prefers talking on the phone.
- 8 Our products were **too** expensive to appeal to middle-market customers.
- 9 Mary is **such** an ambitious woman. She wants to be a CEO by the age of 30.
- 10 You shouldn't drive **too** quickly when you're in this part of town.
- 11 The strikes have caused **such** a problem for our employees who commute.
- 12 The marketing campaign was **too** boring to appeal to young people.

19

19.1 🔊

- 1 You shouldn't work so hard.
- 2 You could do a training course.
- 3 You should get some fresh air.
- 4 You must give him a call.
- 5 You should order some more.

19.2 🔊

- 1 You **could** try delegating the task to your team. I'm sure they'd do a great job.
- 2 Greg **ought to** apologize to his team for his behavior. He was very rude.
- 3 Antonio really **ought to** employ some new staff, or we'll never meet our deadline.
- 4 We **should** organize a training course for the interns.
- 5 The secretary really **should** ask her boss for a raise. She works very hard.

19.3 🔊

- 1 You **should walk** to work if the train is canceled.
- 2 You **ought to call** the IT desk about your new password.
- 3 You **shouldn't eat** your lunch at your desk. Go to a café instead.
- 4 You **must tell** your manager when you want to book time off.
- 5 Clare **ought to take** a break if she's tired of her job.
- 6 You **could do** an English course if you want to learn English.
- 7 Dave **ought to go** home if he's not feeling well.
- 8 Pete **shouldn't talk** to the public about company secrets.

19.4

1

19.5 🔊

- 1 Why don't we **organize** a feedback session?
- 2 What about **asking** Pedro to do it?
- 3 Why don't you **hire** some new staff?
- 4 What about **buying** a new printer?
- 5 Why doesn't Mabel **go** on vacation?
- 6 Why **don't** they close the Mumbai branch?
- 7 What about **inviting** the clients to dinner?

19.6

- 1 Why don't we file these documents?
- 2 You should take a vacation for a week.
- 3 You shouldn't eat your lunch at your desk.
- 4 What about hiring a new member of staff?
- 5 Why don't you work from home on Fridays?

19.7 🔊

1. What about asking Pete to do it?
2. What about organizing a workshop?
3. What about selling our products online?
4. Why don't we ask Pete to do it?
5. Why don't we organize a workshop?
6. Why don't we sell our products online?

19.8 🔊

- 1 What about organizing a workshop?
- 2 Why don't we arrange a meeting?
- 3 What about buying a new printer?
- 4 Why don't we hire a new secretary?
- 5 What about asking Cyril to help?
- 6 What about providing free software?
- 7 Why don't we book a meeting room?

19.9 🔊

- 1 You ought to ask the clients for more time.
- 2 How about talking to your co-workers about your problems?
- 3 We could hire some new interns next year.
- 4 Why don't you quit your job if you don't like it?
- 5 You should complete the project before the deadline.

20

20.1 🔊

- 1 a bonus
- 2 an appraisal / a performance review
- 3 to approve
- 4 to delegate
- 5 performance
- 6 to be promoted

20.2 🔊

- 1 telephone manner
- 2 fast learner
- 3 IT / computing
- 4 data analysis
- 5 attention to detail
- 6 numeracy
- 7 written communication
- 8 problem-solving
- 9 time management
- 10 work well under pressure
- 11 able to drive
- 12 public speaking
- 13 teamwork
- 14 research
- 15 organization
- 16 leadership
- 17 decision-making

21

21.1 

- 1 Tom **can** fix your car this afternoon. It will be ready at 5:00.
- 2 Karl **can't** drive. He failed his driving test again.
- 3 Jon used to be really nervous, but now he **can** give presentations.
- 4 She **can** type really quickly. She types over 60 words per minute.
- 5 I **can't** work the new photocopier. It's too difficult.
- 6 Hansa is a really good cook. She **can** cook really nice Indian food.
- 7 Ali **can't** read my handwriting. He says it's really messy.
- 8 Ania **can** speak French. She learned it in college.
- 9 Petra **can't** manage her staff any more. They do what they like.
- 10 Parvesh **can** write clear reports. They are easy to read.

21.2

- 1 Past
- 2 Present
- 3 Present
- 4 Past

21.3 

- 1 Janice **can't** tell me if sales are up until she gets the final reports in.
- 2 Phil loves meeting new people, so he **can** work in the HR department.
- 3 Saira **couldn't** type fast, but now she can type 60 words a minute.
- 4 Ed **can** write reports very well. I'm going to ask him to help me write mine.
- 5 Keira **couldn't** use the database, but now she trains people in how to use it.

- 6 For years Alex **couldn't** speak Arabic, but now he has done a beginners' course.

21.4

- 1 False
- 2 False
- 3 Not given
- 4 False
- 5 True
- 6 True

21.5 

- 1 He would do well in a smaller team.
- 2 She can manage her new team much better.
- 3 Before, he wouldn't talk in public.
- 4 She could train staff to do them.
- 5 She wouldn't be a good trainer.
- 6 He could be head of the department.

21.6 

- 1 David has given his team excellent training. Now they can do anything.
- 2 Have you seen his brilliant designs? He can create our banners.
- 3 No one could read the boss's handwriting. It was terrible.
- 4 Sebastian is a very proactive person and would do well in marketing.

21.7 

- 1 We think you are very talented and **would** be a great addition to our department.
- 2 I don't know what is wrong with the coffee machine. I **can't** get it working.
- 3 My confidence is much better now. Before, I **couldn't** give presentations.
- 4 Laila couldn't negotiate with her old boss, but she **can** with her new boss.

22

22.1 

- 1 This training is really interesting. It is a lot of fun, **too**.
- 2 Team-building days are useful. They are **also** fun.
- 3 Some people always wash their coffee cups, **while** others don't.
- 4 **Although** Team A did the task quickly, Team B didn't finish it.
- 5 Team A built the bridge very quickly. Team B was **equally** successful.
- 6 Team A helped each other, **while** Team B disagreed with each other.
- 7 Hard work is an excellent trait in a team, **whereas** laziness is terrible.
- 8 Yesterday's training was useful. **However**, this morning's task was pointless.
- 9 Some people want to lead a team, **while** others are happy to be team members.
- 10 It is important to say what we all think. We should listen to each other **as well**.
- 11 This training is very useful. It is **equally** a good way to get to know people.

22.2 

- 1 Although Sam went to the training day, he didn't learn anything new.
- 2 Team A solved the problem really quickly. Team B was equally successful.
- 3 This training is useful for managers. It is also useful for team members.
- 4 Some people want to be managers, while others want to be team members.
- 5 Laziness is a terrible trait for a team member, whereas honesty is excellent.
- 6 We'd like all staff to follow our usual dress code for the training. Please be on time, too.

22.3

- A 3
- B 1
- C 6
- D 5
- E 4
- F 2

22.4

- 1 The team-building task was useful and it was also a lot of fun.
- 2 Team A had to build a bridge, whereas Team B had to make a pizza. / Team B had to build a bridge, whereas Team A had to make a pizza.
- 3 While Team B completed the task first, they had some problems.
- 4 Training courses are really useful and they are often fun as well.
- 5 Team A worked together very well. Team B was equally cooperative. / Team B worked together very well. Team A was equally cooperative.
- 6 This task will identify your weaknesses, but also your strengths.
- 7 Our team baked a cake. However, the activity didn't matter.
- 8 Although the other team came first, we worked well together. / Although we came first, the other team worked well together.
- 9 Yesterday's task was easy, while today's task was more difficult.
- 10 Team A finished the task quickly, whereas Team B took its time. / Team B finished the task quickly, whereas Team A took its time.

22.5

- 1 As a consequence, I am now a team leader.
- 2 Consequently, they all won a medal.
- 3 For this reason, I was very nervous.
- 4 As a result, everyone attends them.
- 5 Consequently, she was promoted last week.

22.6

- 1 Team-building days are great for morale. **Consequently**, the atmosphere in our office is good.
- 2 We have regular IT training sessions. For this **reason**, everyone has good computer skills.
- 3 We do team building every year. As a **consequence**, we work really well together.
- 4 During team building we meet new staff. **For this** reason, we know our co-workers well.

23

23.1

- 1 We plan **to launch** our new product range at the conference.
- 2 Would you consider **organizing** the accommodation for the visitors?
- 3 I really enjoy **taking** clients out for dinner at famous restaurants.
- 4 Jenny has offered **to meet** our visitors at the airport.
- 5 I keep **suggesting** that we should have a staff training session.

23.2

- 1 Our clients expect **to** receive good customer service.
- 2 Would you consider **making** the name badges for the delegates?

- 3 Colin has offered **to organize** the training program for the new staff.
- 4 I hope **to impress** our clients when I show them around the new office.

23.3

- 1 Entertaining clients
- 2 To receive good customer service
- 3 They give their honest opinion
- 4 Their competitors had had one
- 5 Offer team-building events

23.4

- 1 I regret **to tell** you that I can't take the clients out for dinner. I'm very sorry.
- 2 Do you remember **calling** Dan last month? He has a question about a discount you offered.
- 3 Sue stopped **to read** the program for the launch event. It looked really interesting!
- 4 He regrets **telling** her his idea for the event because she copied it.
- 5 David gave his presentation, and went on **to talk** about new events.
- 6 I stopped **giving** my presentation because the CEO had a question.

23.5

- A 4
- B 1
- C 6
- D 8
- E 2
- F 7
- G 5
- H 3

23.6 🔊

- 1 I really enjoy entertaining new clients.
- 2 Sandra invited me to attend the overseas sales conference.
- 3 My manager asked me to book the accommodation.
- 4 Tom expects his manager to give him a promotion soon.
- 5 My boss asked me to give him an update on recent sales.
- 6 We invited all our customers to come to our party.

23.7 🔊

1. I enjoy entertaining our clients.
2. I remembered entertaining our clients.
3. I remembered to meet our clients.
4. I remembered to book accommodation.
5. She remembered entertaining our clients.
6. She remembered to meet our clients.
7. She remembered to book accommodation.
8. She enjoys entertaining our clients.
9. We enjoy entertaining our clients.
10. We remembered entertaining our clients.
11. We remembered to meet our clients.
12. We remembered to book accommodation.
13. They enjoy entertaining our clients.
14. They remembered entertaining our clients.
15. They remembered to meet our clients.
16. They remembered to book accommodation.

24**24.1** 🔊

- 1 to take minutes
- 2 to look at
- 3 to take questions
- 4 to be absent
- 5 to reach a consensus
- 6 to run out of time
- 7 a strategy
- 8 main objective
- 9 action points
- 10 to give a presentation
- 11 to send out an agenda
- 12 to interrupt
- 13 attendees
- 14 to suggest / propose
- 15 unanimous agreement
- 16 to review the minutes
- 17 a show of hands

25**25.1** 🔊

- 1 She said she could speak Thai and Mandarin.
- 2 She said she needed to talk to Hansa in HR.
- 3 He said he was working on the sales report.
- 4 He said he had finished the presentation.
- 5 He said he had been to the Mumbai office.

25.2 🔊

- 1 She **said (that) the taxi was outside.**
- 2 He **said (that) he needed to call the US office.**

- 3 He **said (that) he would get the bill.**
- 4 He **said (that) he couldn't open any emails.**
- 5 She **said (that) she had sent the order to them.**

25.3 🔊

- 1 She said she was busy that afternoon.
- 2 He said that he didn't like his new boss.
- 3 They said they hadn't received the delivery.
- 4 He said he was going to be in Tokyo that week.
- 5 They said they had been to the new product launch.
- 6 She said she would issue an invoice right away.
- 7 He said the company could give a 5 percent discount.
- 8 She said she had gotten along well with the interviewer.
- 9 They said they were designing a new range.

25.4

- A 5
- B 1
- C 4
- D 6
- E 3
- F 7
- G 2

25.5 🔊

- 1 He **told** me that he'd been to China twice.
- 2 She **said** that she was going to Montreal.
- 3 He **promised** that he wouldn't be late for the train.
- 4 He **explained** that he didn't know how to use the photocopier.

- 5 He **denied** that he had broken the coffee machine.
- 6 She **complained** that the food was cold when the waiter brought it.
- 7 He **confirmed** that the tickets had been booked.

25.6

- 1 She **promised** to call me back after 2:30 that afternoon.
- 2 He **added** that he needed a copy of Simon's report about the year-end accounts.
- 3 She **explained** that the new all-in-one printer wasn't difficult to use.
- 4 He **confirmed** that he'd like to buy 100 units of the new product.
- 5 He **complained** that he wasn't happy with the customer service he had experienced.
- 6 She **suggested** that we should ask Ameera what she thought.

26

26.1

- 1 Selma asked me where you had put the annual report.
- 2 Krishnan wanted to know why I was late for work again.
- 3 My boss asked me what I thought about the new IT system.
- 4 Hans asked me where we would have the presentation this afternoon.
- 5 Sophie asked Claude why he wasn't at the meeting.
- 6 Tabitha asked me who had taken her cell phone.
- 7 Fiona wanted to know who had taken the minutes.

26.2

- 1 False
- 2 True
- 3 False
- 4 Not given
- 5 True
- 6 Not given
- 7 False
- 8 True
- 9 True

26.3

- 1 make a suggestion
- 2 get fired
- 3 make a mistake
- 4 do your best
- 5 do someone a favor
- 6 get a job
- 7 do research
- 8 make notes

26.4

- 1 She **asked me how many people worked in the company.**
- 2 He **asked me why I had handed in the report so late.**
- 3 He **asked me who had gotten / got promoted.**
- 4 He **asked me who the new senior manager was.**
- 5 He **asked me which candidate I had chosen.**
- 6 He **asked me how long I had worked here.**
- 7 She **asked me why I had been so late this / that morning.**
- 8 He **asked me what time I got home.**
- 9 He **asked me where I had had the appointment.**
- 10 She **asked me which printer I preferred.**

26.5

- 1 He **asked me if / whether the package had arrived safely.**
- 2 She **asked me if / whether I could do her a favor.**
- 3 He **asked me if / whether he could have a word with me later.**
- 4 She **asked me if / whether I had finished writing the report yet.**
- 5 He **asked me if / whether he could make a suggestion.**
- 6 She **asked me if / whether I had read last year's report.**
- 7 He **asked me if / whether I was coming to the awards ceremony on Saturday.**
- 8 She **asked me if / whether I had enjoyed the presentation.**
- 9 He **asked me if / whether I had booked a table at the restaurant.**

27

27.1

- 1 True
- 2 True
- 3 False
- 4 Not given
- 5 False
- 6 True
- 7 Not given
- 8 True
- 9 Not given
- 10 False

27.2 🔊

- 1 Unfortunately, we have a few problems with our production line.
- 2 Regrettably, few people have the skills necessary to run a multinational company.
- 3 So few of our customer reviews are positive that it's becoming a problem.
- 4 I have little doubt that the conference will be a success.

27.3 🔊

- 1 **Few** employees have worked for the company for as long as Sofia.
- 2 We have **a little** bit of time before the meeting ends.
- 3 So **few** companies offer this service that demand is sure to be high.
- 4 Very **little** can be done to improve facilities in the short term.
- 5 We can expect **a little** increase in profits over the summer season.
- 6 It's great that you have **a few** ideas about how we can improve sales.

27.4 🔊

- 1 I'm sure all will be well once you've spoken to the customer.
- 2 All I know is that the order is late.
- 3 Is that all you need?
- 4 All we can do is wait for a response from the client.

27.5 🔊

- 1 There are a few things we can do to improve staff morale.
- 2 We've had little interest in our new app.
- 3 Little can be done to improve staff morale.
- 4 So few people have money to spend on our luxury vacations.
- 5 Our new app is very popular.

28

28.1 🔊

- 1 What is our target this year?
- 2 Who is handling the account?
- 3 Who is in charge?
- 4 What is your sales target?
- 5 Who responds to complaints?
- 6 Who spoke to Mr. Jones?
- 7 What is our plan of action?

28.2 🔊

- 1 Do I need to dress formally?
- 2 Did you quote this price?
- 3 What should I tell the client?
- 4 Who wants to work in New York?

28.3 🔊

- 1 We should increase our margins, **shouldn't we?**
- 2 I didn't send you the report, **did I?**
- 3 She'll be a great manager, **won't she?**
- 4 I'm not getting a raise, **am I?**
- 5 We haven't made a loss, **have we?**
- 6 We're going to win the award, **aren't we?**
- 7 Louis has worked here since 2012, **hasn't he?**
- 8 Brett worked late last night, **didn't he?**

28.4 🔊

- 1 We could launch our product early, **couldn't we?**
- 2 Jakob ordered the samples, **didn't he?**
- 3 We can't cut prices any further, **can we?**
- 4 We haven't achieved our target, **have we?**
- 5 We need to improve product quality, **don't we?**

6 We're not ready for the meeting, **are we?**

7 They are opening a new store, **are they?**

8 You weren't in London last week, **were you?**

9 You traveled to Paris by train, **didn't you?**

10 I'm writing the proposal, **aren't I?**

11 I emailed the right person, **didn't I?**

28.5

- 1 Not given
- 2 True
- 3 False
- 4 False
- 5 False
- 6 True
- 7 False

28.6 🔊

- 1 What was her name? I didn't **hear** it.
- 2 **Who** is responsible for training?
- 3 You're not worried about the meeting, **are you?**
- 4 **What** is our timetable for this project?
- 5 Sales are better than expected, **aren't they?**
- 6 Sorry, I **missed** that.

29

29.1 🔊

- 1 tourism
- 2 finance
- 3 energy
- 4 mining
- 5 recycling
- 6 manufacturing
- 7 agriculture / farming
- 8 catering / food

- 9 hospitality
- 10 fashion
- 11 electronics
- 12 real estate (US) / property (UK)
- 13 chemical
- 14 entertainment
- 15 pharmaceutical
- 16 healthcare
- 17 fishing
- 18 transportation
- 19 education

29.2

- 1 organized
- 2 team player
- 3 practical
- 4 responsible
- 5 motivated
- 6 calm
- 7 confident
- 8 reliable
- 9 innovative
- 10 punctual
- 11 accurate
- 12 ambitious
- 13 professional
- 14 energetic
- 15 creative

30

30.1

- 1 I want to apply for **a** job in **an** office.
- 2 I've got **an** interview next week for **the** job I told you about.
- 3 **The** ideal candidate enjoys working in **a** team.
- 4 **The** deadline for applications for **the** job in IT is next Monday.
- 5 Please complete **the** form on **the** job page on our website.

30.2

- A 8
- B 1
- C 7
- D 5
- E 3
- F 6
- G 2
- H 4

30.3

- 1 Nurses often have to work very long hours. They are very important people.
- 2 Working hours are from 8:30 to 5:00. Lunch is from 1:00 to 2:00.
- 3 Vale loves giving training sessions. The training sessions she gave yesterday were amazing.
- 4 The job I applied for is based in Madrid. It's in sales and marketing.
- 5 The people who interviewed me for the job were really nice. They were managers.
- 6 I have just applied for a job in the finance department at your company.
- 7 The salary for this job is not very good. I don't think I'll apply for it.
- 8 The successful candidate will have three years' experience branding new products.
- 9 Our company is currently recruiting more staff for the Paris office.
- 10 I have meetings with the CEO and some of our new clients today.
- 11 Marisha is good at pitching products. It's the thing she enjoys most about her job.
- 12 This job requires in-depth knowledge of business trends in the wider world.

30.4

- 1 False
- 2 True
- 3 True
- 4 False
- 5 True

30.5

- 1 We need someone who is willing to travel, and can speak **Spanish**.
- 2 Tara works in **the finance department** of an advertising agency.
- 3 Marc and Samantha often travel to China **on business**.
- 4 The company is based in the UK, but it does business throughout **the EU**.
- 5 I started looking for a job as **an engineer** after I finished college.

31

31.1

- 1 I graduated from college in June 2016 with a degree in chemistry.
- 2 I am writing to apply for the role of head chef.
- 3 I heard about the job on your website.
- 4 I am fully trained in all aspects of health and safety.

31.2

- 1 Jim graduated **from** college with a degree in physics. Now he is a research scientist.
- 2 He is fully trained **in** all aspects of sales and marketing. I think he'll do a great job.
- 3 In my role as Senior Program Developer, I reported **to** the Director of IT.

- 4 Tanya has applied **for** a job in the marketing department of our company.
- 5 I worked **for** the owner of a leading hairdressing salon. I learned a lot from him.

31.3

Model Answers

- 1 Ellie has worked in marketing for more than ten years.
- 2 She developed award-winning campaigns in key markets.
- 3 She introduced a new customer-focused branding initiative.
- 4 She is responsible for training junior members of staff.
- 5 She looks after the Europe region.
- 6 She describes herself as energetic, dynamic, and extremely reliable.

31.4

- 1 skills
- 2 salary
- 3 a position
- 4 to apply for a job
- 5 to report to someone
- 6 a team
- 7 a résumé
- 8 an opportunity
- 9 to amount to

31.5

Dear Mr. Chang,

I am writing to **apply for** the position of Senior Sales Consultant, as advertised on your website.

I have **worked in** the sales industry for more than eight years, and am **trained in** selling a range of products to varied markets. In my current position, I am **responsible for** sales to Asian markets, and last year I **looked after** the new market of China, where sales **amounted to** more than \$10 million.

I am **passionate about** working in the sales industry and welcome the opportunity to learn new skills. I run the training program for new staff members and ten of the junior sales consultants **report to** me. In their training, I **focus on** developing awareness of the most effective sales strategies.

Please find my résumé and references attached. I look **forward to** hearing from you.

Yours sincerely,
Deepak Singh

32

32.1

- 1 The person **who** I admire the most in the company is the Sales Manager.
- 2 The office **where** I work is a tall, modern building.
- 3 The customers **who** gave us feedback were all very positive.
- 4 The team **that** I lead is fully qualified and highly motivated.

32.2

- 1 We sell apps **that are designed by IT specialists**.
- 2 We are based in an office **that is in the business park**.
- 3 I work with clients **who have high standards**.
- 4 This is the reason **that I applied for this job**.
- 5 Spain and Italy are the countries **where we sell the most**.

32.3

- 1 Training staff, **which** is my favorite part of the job, is really interesting.
- 2 In my current job, **where** I serve lots of customers, I have learned to deal with complaints.
- 3 My boss, **who** is very understanding, encourages me to leave the office on time.
- 4 While I was in college I worked in a café, **which** taught me a lot about customer service.

32.4

- A 3
- B 5
- C 1
- D 6
- E 2
- F 4

32.5

- 1 Last summer, **when** I had just graduated, I worked as an intern in a bank.
- 2 My teacher, **who** was an amazing person, inspired me to study law.
- 3 My apprenticeship, **which** I completed in 2016, was in IT.
- 4 The place **where** I want to work as a tour guide is New York.

32.6 ◀

- 1 Tom's team, whose staff are hard-working, hit their sales targets last month.
- 2 In my previous job, which was in sales, I learned to give presentations.
- 3 I sometimes work from home as it is the place where I can concentrate best.
- 4 My clients, who expect good customer service, said my work was excellent.

32.7 ◀

- 1 The thing **that gets** me excited is when we hit our sales targets.
- 2 People **who know** me well say I am customer-focused and give good customer service.
- 3 I have a can-do attitude, **which means** that I get things done.
- 4 I would hope to receive more than my current salary, **which is** \$45,000 a year.
- 5 My boss, **who is** quite understanding, would allow me to leave after a month's notice.

33

33.1 ◀

- 1 to touch base
- 2 a change of pace
- 3 a game plan
- 4 to be on the same page
- 5 up in the air
- 6 up and running
- 7 in a nutshell
- 8 to go the extra mile
- 9 to fill someone's shoes
- 10 groundbreaking
- 11 to clinch the deal
- 12 to call it a day
- 13 to cut corners

- 14 to be ahead of the game
- 15 a ballpark figure
- 16 to do something by the book
- 17 to corner the market

34

34.1 ◀

- 1 Alex comes up **with** great ideas.
- 2 Hal looks down **on** his co-workers.
- 3 I'm **looking** forward to the launch.
- 4 Fred **puts** up with a lot of noise.
- 5 She comes **across** as rather superior.
- 6 The printer has run **out** of paper.
- 7 Jim's staff **get away** with being late.
- 8 Shona has to **face** up to poor sales.
- 9 We need to **keep** up with the schedule.

34.2 ◀

- 1 I get along with my team.
- 2 She comes across as friendly.
- 3 I can't put up with his music!
- 4 He comes up with good ideas.
- 5 Tom gets away with a lot.
- 6 We have run out of coffee.
- 7 We must face up to facts.

34.3

Model Answers

- 1 Some companies think social media is trivial.
- 2 Social media helps you keep up with trends.
- 3 ABC Foods uses social media to tell customers news about the company.
- 4 ABC Foods has previews of its TV ads.
- 5 The company does this so that subscribers feel they are keeping up with company news.

- 6 Competitions make ABC Foods stand out from its competitors.
- 7 Customer loyalty means customers make repeat purchases.

34.4 ◀

- 1 I'll look **them** up online.
- 2 Can you fill **it** in?
- 3 I'd like you to take **it** on.
- 4 I can't let **them** down.
- 5 Can we talk **it** over?
- 6 Could you look **it** over?
- 7 We are giving **them** away.
- 8 I need to call **it** off.
- 9 I can't figure **them** out.
- 10 The taxi will pick **him** up.
- 11 I keep putting **it** off.
- 12 Yola turned **it** down.

34.5

- 1 Update your website
- 2 To find new ideas for your product
- 3 Translating social media use into sales
- 4 Sharing users' questions and answers

34.6 ◀

- 1 Cev always comes up with great ideas.
- 2 Dan and Sam don't get along with each other.
- 3 The copier has run out of paper.
- 4 Here's a form. Can you fill it in?
- 5 Rohit keeps up with the business news.

34.7 🔊

- 1 I looked **up** the candidates on social media. They all looked very talented.
- 2 Kennedy's team **gets away with** a lot. It's not fair on the others.
- 3 You're leading an important pitch today. Please don't **let me down**.
- 4 Can you take **on** writing the sales report today, or are you too busy?
- 5 We're giving **away** free books to customers. We hope it will increase sales.

35

35.1 🔊

- 1 She will get a raise in her new position.
- 2 You won't get a bonus.
- 3 We may ask him to become a mentor.
- 4 We might need to recruit more staff.
- 5 We may have to fire her.

35.2

- 1 True
- 2 True
- 3 False
- 4 False
- 5 True

35.3 🔊

- 1 Our staff can't use the new database. We might have to provide more training.
- 2 David has over 15 years' experience and he will lead our marketing department.
- 3 I need your report by Thursday. You might need to work overtime.
- 4 Anna's laptop is broken. She will get a new one this week.

- 5 There is a pay freeze at the moment, so you won't get a raise.
- 6 If Rita's work doesn't get better, we may have to fire her.
- 7 We have some meetings in France. You may have to go to Paris.
- 8 We can't hire any staff at the moment, so you might not get an assistant until March.
- 9 If your presentation goes well, the CEO might ask you to give it to the board.
- 10 Tanya has been promoted. She will lead a team next year.
- 11 Dev has had a bad trading year. He won't meet his sales targets.
- 12 Paula always goes the extra mile. She will make a great addition to the team.

35.4 🔊

- 1 He will definitely be promoted.
- 2 You will probably get a raise.
- 3 She probably won't need training.
- 4 They'll definitely get a bonus.
- 5 I probably won't go on vacation.
- 6 I definitely won't change jobs.
- 7 We will probably hire an intern.
- 8 He probably won't meet clients.
- 9 It will definitely sell well.

35.5 🔊

- 1 You will **probably** be promoted.
- 2 He will **definitely** get the job.
- 3 She **definitely** won't get a raise.
- 4 They will **probably** get a bonus.
- 5 I **probably** won't get a new laptop.
- 6 You will **definitely** get a company car.
- 7 I will **probably** move to the head office.
- 8 You **probably** won't need much training.
- 9 We will **definitely** hire a new assistant soon.

35.6 🔊

- 1 Katrina doesn't have much experience. She **will probably** need more training.
- 2 Meliz has to travel to see clients. She **will probably** get a company car.
- 3 Mr. Cox has complained about our service. He **probably won't** use us again.
- 4 The negotiations are going quite well. We **might** clinch the deal tomorrow.
- 5 You're doing a great job, but our profits are down. You **might not** get a raise.

35.7

Model Answers

- 1 Isaac met all his sales targets this year.
- 2 Isaac might be promoted next year.
- 3 Isaac will mentor two new employees from next month.
- 4 Isaac will start selling products in Asia.
- 5 Isaac might need additional training.
- 6 The company thinks Isaac will perform well.

36

36.1 🔊

- 1 microphone
- 2 USB drive / flash drive
- 3 voice recorder
- 4 cursor
- 5 low battery
- 6 power cable
- 7 touch screen
- 8 handout
- 9 speakers
- 10 computer
- 11 laminator

- 12 video camera
- 13 lectern
- 14 keyboard
- 15 printer
- 16 cue cards
- 17 mouse
- 18 laptop
- 19 webcam
- 20 pointer
- 21 router
- 22 chairs
- 23 projector

36.2

- 1 report
- 2 flow chart
- 3 graph
- 4 pie chart

37

37.1

- 1 Let's now turn to future prospects.
- 2 My talk today is about building brand loyalty.
- 3 Do feel free to tweet your questions to me.
- 4 So, we've looked at our market penetration.
- 5 To sum up, this year has been difficult.
- 6 We'll look at case studies, and then I'll take questions.
- 7 The purpose of this talk is to share sales figures.

37.2

- 1 To **sum** up, it's been a very successful year for us.
- 2 We'll **look** at the competitor's products, then I'll introduce our new product.

- 3 Do **feel** free to interrupt if you'd like to comment.
- 4 So, we've **looked** at problems we need to overcome.
- 5 Now let's **turn** to the solutions to those problems.

37.3

- 1 microphone
- 2 keyboard
- 3 USB / flash drive
- 4 cursor
- 5 handout
- 6 lectern
- 7 cord

37.4

- 1 Not given
- 2 False
- 3 Not given
- 4 Not given
- 5 True
- 6 True

37.5

- A 4
- B 3
- C 7
- D 5
- E 1
- F 2
- G 6

38

38.1

- 1 If we home in on our Barcelona store, we can see it is successful.
- 2 All regions achieved their sales targets, aside from the Southwest.

- 3 Customer response has been positive, excepting Eastern Europe.
- 4 Generally speaking, our products are popular in South America.
- 5 With the exception of February, sales are up.
- 6 This year the company is focusing on its social media campaign.
- 7 If we focus on this chart, we can see sales have dropped.

38.2

- 1 Excepting East Asia, our sales **have grown by more than 10 percent**.
- 2 In actual fact, the consumer group said **they really liked our prototype**.
- 3 As a matter of fact, I don't think **Alyssa is suitable for the role**.
- 4 For instance, we've had a lot of positive **feedback about our menswear**.
- 5 In general, the number of subscribers **to our magazines is falling**.
- 6 Concentrating on the basics, there are **many areas where we can improve**.
- 7 Jorge needs to improve key skills such **as dealing with customers**.

38.3

- 1 In **reality**, there is no way of knowing what sales will be like next year.
- 2 In **fact**, we need to hire about 10 more staff this year.
- 3 **However**, we can't really afford to hire more staff.
- 4 **Except** for Janice, all staff in this department deserve a raise.
- 5 **Actually**, there is little we can do to increase production.
- 6 **Generally**, staff seem very happy with working conditions.

38.4

- 1 False
- 2 Not given
- 3 True
- 4 Not given
- 5 Not given
- 6 True

38.5 

- 1 If we **home** in on profits, we can see growth.
- 2 If we focus **on** prices, it's clear they're too high.
- 3 **By** and large, our T-shirts are our bestseller.
- 4 In **reality**, there's no way we can recover.
- 5 As a **matter** of fact, I am very disappointed.
- 6 Except **for** Korea, I've been to most of Asia.
- 7 In general, China is our biggest market.

39

39.1 

- 1 This sports car is **the fastest** car on sale today.
- 2 Our leather jackets are **more fashionable** than our competitors' jackets.
- 3 This digital camera is **the best** model ever.
- 4 Our new microwave oven is more efficient **than** any other model.
- 5 This ice cream maker is **easier** to use than any other on the market.
- 6 Our customers said our sofa is **more comfortable** than other models.
- 7 Our organic vegetables are **fresher** than supermarket vegetables.

- 8 Book a train trip with us in advance to get **the cheapest** fares.
- 9 Our cake range was voted **the tastiest** on the market in a recent survey.
- 10 These batteries last **longer** than the leading brand.
- 11 We think our new winter coat is **the warmest** on the market.

39.2

- 1 the biggest
- 2 cheaper
- 3 more energy-efficient
- 4 more stylish

39.3 

- 1 We will create **the most beautiful** flowers for the tables and the bride's bouquet.
- 2 Our drink is **healthier** than that brand because it has a natural caffeine substitute.
- 3 Our fitness tracker is **just as effective as** more expensive models, but is cheaper.
- 4 We offer **better technical support than** other cell phone companies do.

39.4 

- 1 This pizza is as tasty as the leading brand, but much cheaper.
- 2 Our budget clothing is as stylish as other brands on the market.
- 3 These store-brand dishwasher tablets are as good as the market leader.
- 4 Our latest action movie is as exciting as anything you've ever seen.
- 5 This eco-friendly dishwashing liquid is not as good as the leading brand.

39.5

- 1 as exciting as
- 2 more simple / simpler
- 3 more convenient
- 4 the healthiest
- 5 the best
- 6 just as cheap as / cheaper than

40

40.1

- A 3
- B 1
- C 4
- D 2
- E 8
- F 5
- G 6
- H 7

40.2 

- 1 There has been an increase in complaints.
- 2 There was a dramatic spike last year.
- 3 The price is fluctuating wildly.
- 4 We expect a considerable drop in prices.
- 5 There was a sharp rise in the share value.
- 6 The share value has rallied slightly.

40.3 ◀▶

- 1 Staff numbers went **from** 120 to 150.
- 2 **Between** 15 and 18 percent of stock is unsold.
- 3 We've experienced a boom **of** 56 percent.
- 4 Profits have fallen **by** 11 percent.
- 5 The share price peaked **at** \$22.
- 6 Complaints doubled **in** the last quarter.
- 7 Our sale was **between** May and June.

40.4

- 1 Not given
- 2 True
- 3 False
- 4 Not given
- 5 False
- 6 True

40.5 ◀▶

- 1 There's been a **dramatic spike** because of a poor harvest.
- 2 Our sales **peaked at** \$200,000 a day in December.
- 3 Yes, malfunctions have **fallen steadily** since last year.
- 4 Between **20 and 30** percent of our stock is on sale.
- 5 Yes, they've **rallied slightly** since last year.
- 6 There was an **increase of 10** percent in the cost of electricity.

41

41.1 ◀▶

- 1 Are you able to pay **our fee in installments**?
- 2 We might move forward with the contract **if you would consider buying in bulk**.
- 3 I would like to resolve this issue **as soon as possible**.
- 4 Maybe we could discuss some **alternative options for the design**.
- 5 We were thinking **that you could design our new logo**.
- 6 I'm afraid I was hoping for **something more innovative**.

41.2

- A 3
- B 4
- C 1
- D 6
- E 2
- F 5

41.3 ◀▶

- 1 I was wondering where I can try these clothes on.
- 2 Could you tell me when the sample designs will be ready?
- 3 I was wondering if I could talk to you about Samia's performance.
- 4 Could you tell me whether I can order this product in store?
- 5 I was wondering whether you have paid my invoice yet.
- 6 Could you tell me what the warranty period is?
- 7 I was wondering how the new product is different from the old one.
- 8 Could you tell me when the price list will be available?

- 9 I was wondering if you would be able to offer me a discount.

41.4 ◀▶

- 1 I'm afraid **our deadline was missed**.
- 2 It looks as if **the wrong size was sent**.
- 3 It seems that **the discount was not applied**.
- 4 I'm afraid **our order was delivered** to the wrong address.
- 5 It looks as if **the price was calculated** incorrectly.
- 6 It seems that **your employees are not very well trained**.
- 7 I'm afraid **our customers were not satisfied**.
- 8 It seems that **my order was lost** while it was being delivered.
- 9 I'm afraid **my steak was not cooked** properly.
- 10 It looks as if **a mistake has been made**.
- 11 It seems that **the printer still hasn't been fixed**.
- 12 I'm afraid **the document was not checked** thoroughly enough.

41.5 ◀▶

- 1 I was wondering if **you could** look at my presentation.
- 2 Could you **tell** me when my order will be dispatched?
- 3 I was wondering if you **would** be free to meet tomorrow.
- 4 Could you tell me when **we can** expect our invoice to be paid?
- 5 I was wondering what time **the store opens**.
- 6 Could you **tell me** how much the new product should retail for?

41.6

- 2

42

42.1 

- 1 If you ask me, you won't find a better deal.
- 2 Actually, we are waiting for the factory to send us more of that product.
- 3 The main thing is that we agree on schedule dates.
- 4 What I'm saying is that I can offer free delivery on orders over a hundred.


42.2

- 1 True
- 2 True
- 3 False
- 4 Not given
- 5 False

42.3 

- 1 **Actually**, we sent you an email with them this morning.
- 2 I'm afraid not. If **you ask me**, this is a great deal.
- 3 What **we need is** an assurance that you can meet our schedule dates.
- 4 The **main thing is** that we agree on a price that allows enough profit.
- 5 **I'm afraid** your asking price is too high. Can we say \$40 a unit?

43

43.1  Note: All answers can also use the contracted form of "would."

- 1 If they **gave** us a discount, we **would place** an order.
- 2 If the product **was** cheaper, we **would buy** it.

- 3 If they **moved** the deadline, we **would meet** it.
- 4 I **would reply** to the email now if I **had** more time.
- 5 We **would sell** more online if our website **was** faster.
- 6 We **would send** the package tomorrow if you **ordered** before 9 tonight.
- 7 If the agency **sent** us better temps, we **would use** them again.
- 8 If I **worked** late every night, I **would finish** my report for Friday.
- 9 I **would apply** for the job if the hours **weren't** so long.

43.2

- 1 True
- 2 Not given
- 3 False
- 4 False
- 5 True
- 6 False

43.3 

- 1 If customers don't pay on time, we charge a 15 percent late fee.
- 2 Our helpline is open from 8am to 8pm if you need help.
- 3 When employees work weekends, they get paid double time.
- 4 If you are a regular customer, we give you a 5 percent discount.
- 5 If we receive a payment after 3pm, we credit it the next day.

43.4 

- 1 If you need help with your computer, **you can call the IT department**.
- 2 We would move production to Europe **if it was cheaper to do that**.

- 3 We will issue a full refund **if you return the product to one of our stores**.
- 4 If clients are regular customers, **we give them a 5 percent discount**.
- 5 If our receptionist was rude to you, **we would give her a verbal warning**.

43.5 

- 1 If you **don't / do not** pay on time, we won't send you your order.
- 2 We'll issue a full refund if **you're not / you are not** happy with our products.
- 3 If you **book** two nights in our hotel, we'll give you a third night for free.
- 4 If Alan's presentation **goes** well, he will get promoted next month.
- 5 We won't charge you for your stay if you **don't / do not** get a good night's sleep.
- 6 If you **order** over 100 units, we'll give you a discount.

43.6 

- 1 Well, if you pay for the overtime, **we will finish** the job by then.
- 2 Yes. If **clients buy** 100 units or more, we give them a 5 percent discount.
- 3 If you return it to us within 28 days, **we will issue** a full refund.
- 4 If **you could do** a price of \$59 per unit, we'd sell it in our stores.
- 5 We're sorry to hear that. If a customer makes a complaint, **we take** it very seriously.
- 6 We can't do that yet. If **we took** on more staff, we'd be able to increase production.

44

44.1 🔊

Note: All answers can also use contracted positive forms and long negative forms.

- 1 We **would have signed** the contract if the deadline **hadn't been** so tight.
- 2 If we **had left** earlier, we **wouldn't have missed** the train.
- 3 If the waitress **hadn't been** so rude, we **wouldn't have** complained.
- 4 If we **had ordered** before 3pm, we **would have received** the goods today.
- 5 We **wouldn't have lost** the client if we **had delivered** the report on time.
- 6 If you **had repaired** the printer, we **wouldn't have canceled** the contract.
- 7 If I **had known** how expensive it was, I **would have put** it in the safe.
- 8 The boss **wouldn't have shouted** if you **had admitted** your mistake.
- 9 If you **had been** more prepared, you **would have given** a better presentation.
- 10 We **would have given** you free delivery if you **had paid** on time.
- 11 If I **had known** our competitor's price, I **would have offered** a bigger discount.
- 12 We **would have met** our deadline if we **had employed** more staff.
- 13 If you **hadn't been** off sick, we **would have invited** you to the meeting.
- 14 We **would have paid** the full amount due if you **hadn't missed** our deadline.
- 15 If you **had sold** more products last time, we **would have asked** you to lead the pitch.

44.2

- 1 B
- 2 A
- 3 B
- 4 A
- 5 B

44.3 🔊

- 1 If I'd used the spell check, **my work wouldn't have had so many errors.**
- 2 If she'd told the boss about her mistake, **he wouldn't have been so angry.**
- 3 If they'd paid on time, **we wouldn't have canceled their order.**
- 4 If I'd used the latest sales data, **my report would have been up to date.**
- 5 If he'd checked the order was right, **his clients wouldn't have complained.**
- 6 If you'd ordered more units, **we would have given you a discount.**
- 7 If he'd wanted an older model, **he would have asked for one.**

44.4 🔊

- 1 Clive will get a verbal warning **unless his timekeeping improves.**
- 2 **Unless you pay** by the end of today, we will cancel the contract.
- 3 We won't win the contract **unless we can** offer a better price.
- 4 I won't get promoted this year **unless I impress** the boss.
- 5 Your warranty will not be valid **unless you register** your product.
- 6 **Unless I sell** to 100 new customers, I won't meet my sales targets.
- 7 We won't make many sales **unless we beat** our competitors' prices.
- 8 **Unless I work** overtime, I'm not going to meet the deadline.
- 9 His presentation will be boring **unless he adds** special effects.

- 10 The CEO won't be happy **unless we win** the contract.
- 11 **Unless you lower** the price, we won't order any more units.
- 12 We will miss the train **unless we leave** now.

44.5

- 1 True
- 2 False
- 3 Not given
- 4 True
- 5 True

44.6 🔊

- 1 We would have hit our sales target if the internet **hadn't gone** down.
- 2 If he **had left** earlier, he wouldn't have been late for the meeting.
- 3 If you had been less rude, we **would have won** the contract.
- 4 The CEO would have promoted me if she **had seen** my presentation.
- 5 If we **had lowered** the price, we would have made more sales.

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