

43 Developing an argument 1

A Linking across sentences

Units 41 and 42 gave short, everyday words to join parts of a sentence. We can use longer, more formal words and phrases to link across sentences and within more complex sentences. Look at the examples below for *and*, *but* and *so*:

and: *In addition, Besides, Moreover, Furthermore*
but: *However, Nevertheless, On the other hand*
so: *Therefore, Consequently, As a result*

These words are typical of careful speech (e.g. presentations) and writing. They usually come at the start of a sentence and have a comma afterwards, but can come after a comma in the middle of a sentence.

Supplier A is cheaper and has good delivery times. **However**, supplier B has better quality and is more flexible with volume.

This new process produces less waste, and **as a result** it's much better for the environment.

B Numbering points and concluding: firstly, in addition, finally, overall, in conclusion

We can use *First/Firstly/First of all* to begin a list of points. For other points we say *Second/Secondly/Third/Thirdly*, etc. To add a point without numbering we can say *In addition, As well as this* or *Besides this*.

To finish the points we can say *Finally*.

Why choose the Czech Republic? Well, **first of all**, it has a trained, flexible and relatively inexpensive workforce. **As well as this**, it has a good location in Central Europe near to key markets. **Finally**, it has good infrastructure.

To conclude one particular discussion point we can say *Overall* or *Taking everything into consideration*.

So, **overall**, things are improving.

To finish and conclude more formally we can say *In conclusion*.

In conclusion, I'd like to thank you all very much for coming here today.

C Examples: for example, for instance, such as

We can use *for example* or *for instance*.

Our costs have gone up. **For instance**, the cost of steel has nearly doubled.

Our costs have gone up. The cost of steel, **for example**, has nearly doubled.

We use *such as* in the middle of a sentence to give examples. It is the same as 'like'. *Such as* is followed by a noun phrase, not a whole clause.

Some delays are beyond our control, **such as** strikes or bad weather.

D True but surprising: in fact, actually

We use *In fact*, *Actually* or *As a matter of fact* to say what is really true, when this is surprising or different to what people think.

We have plenty in stock. **In fact**, we could deliver tomorrow. (surprising)

I thought we had some in stock, but **actually** we don't. (different)

E Alternatives: either ... or, instead of

We use *either* to begin a list of possibilities. We do not begin with *or*.

Either we could cancel the launch, **or** we could simply postpone it. (NOT ~~Or we could ...~~, or ~~we could ...~~)

We use *instead (of)* to mean 'in the place of something else'. At the end of a sentence, *instead* is used without *of*.

Can we meet on Friday **instead of** Thursday?

Instead of Thursday, can we meet on Friday?

Can we meet on Friday **instead**?

F Exceptions: except for, apart from

We use *except*, *except for*, *with the exception of* or *apart from* to mean 'not including'.

I contacted everyone **except (for)** Irina.

G Generalizing: in general, on the whole

To talk generally we can say: *In general*, *On the whole*, *As a rule*, *Typically*, *Broadly speaking*.

In general, large public companies have five key relationships: customers, business partners, suppliers, employees and shareholders.

If we want to make a balanced argument, we often use one of these phrases followed by a word like *but* + a contrasting idea.

On the whole, I think you're right, **although** I disagree with you about the level of risk.

As a rule, we usually ask for an upfront payment on a first-time order. **However**, I think we can be flexible on that.

H Summarizing: so, basically, to sum up

To summarize quickly we can use *So*, *Basically*, *In short* and *To put it simply*. To summarize more formally we can use *To sum up* and *In summary*.

Basically, the whole idea is ridiculous.

So, to sum up, I've looked at three main issues in my presentation. First, ...

Exercises

Sections A, C, D, E, F, G

43.1 Underline the correct words.

- If you don't want the Canon, what about this Panasonic *instead/instead of*?
- The fall in share prices has made investors nervous. On the other *side/hand*, it could be an excellent buying opportunity.
- As a rule/As a whole*, I don't normally have a big lunch, but I'll come with you to the restaurant today.
- All commodity prices rose last week, *apart/except* soybeans and wheat.
- We can *either/or* wait for a train, or go by taxi.
- I know Madrid very well. *As a matter of fact/On the whole*, I worked there for a short time many years ago.
- For instance/On the whole* I am a supporter of the green movement. However, I think that they are wrong to oppose nuclear energy.
- I like to drive to work because I can go door-to-door. *On the other hand/Besides*, the train would probably be quicker.
- I like to drive to work because I can go door-to-door. *On the other hand/Besides*, the company pays for my petrol.
- Investment in areas *for example/such as* biotechnology can be risky.
- Investment in some areas, *for example/such as* biotechnology, can be risky.
- The résumés are all very strong, *except for/instead of* these two here.

Sections A, C, D, E, F, G

43.2 Complete the sentences with the words or phrases in the box.

actually moreover either except in general
instead nevertheless so such as therefore

- People think it's expensive, but actually over the long term it isn't.
- The restaurant is open every day _____ Monday.
- She is out of the country and _____ unable to attend the meeting.
- I was going on Tuesday, but now I'm going on Monday _____.
- _____, I think the meeting went very well, although we didn't manage to agree on a budget for next year.
- Some areas, _____ recruitment, are outsourced to other companies.
- I'm sorry, I've had enough. _____ he goes, or I go.
- It's reliable, safe and easy to use. _____ it's excellent value for money.
- It's reliable, safe and easy to use. _____ the maintenance costs can be quite high.
- _____, in short, we offer a full range of insurance products to both corporate and private clients.



"On the one hand, eliminating the middleman would result in lower costs, increased sales, and greater consumer satisfaction; on the other hand, we're the middleman."

Sections A, C, G

43.3 Put four commas in this short paragraph.

In general taking an MBA is a good idea for an ambitious young professional. However you do have to make some sacrifices. You miss out on two years' valuable work experience for example and it can be very expensive.

Exercises

Sections A, B, C, D, E, F, G, H **43.4** Read this article about traffic in city centres. Complete the article by choosing the best alternative from A, B, C or D below.

Want to enter the city? Sorry, you'll have to pay.

Traffic congestion in city centres is a big problem for both businesses and residents. Policy makers are being forced to think of solutions based on public transport, road pricing and restricted use of various kinds. What are the reasons for this? ¹ B, cars cause noise and pollution in areas where people walk, shop or go sightseeing. ² this, they require parking areas, and space in city centres is limited. And ³, cars cause traffic jams and ⁴ many hours of work time are lost. ⁵, people do like the freedom and convenience of using their own car, and alternatives



are often unavailable or of poor quality. What can be done? Public transport has to become more reliable and more comfortable. ⁶, bicycle use should be encouraged – ⁷, by having more cycle lanes. Some large cities, ⁸ Cologne and Amsterdam, are already organized in this way. But the most radical measure is road pricing. Asking motorists to pay to enter city centres is controversial, but is an increasingly common solution. So, ⁹, we can see that imaginative and sometimes unpopular measures will be needed to make the city centre a more pleasant place to work and live.

- | | | | |
|------------------|-----------------|---------------|-----------------|
| 1 A As well | B First of all | C In fact | D As a result |
| 2 A Besides | B Also | C For example | D Except |
| 3 A for example | B however | C instead | D finally |
| 4 A either | B both | C as a result | D instead of |
| 5 A However | B Therefore | C So | D In conclusion |
| 6 A To sum up | B In addition | C Actually | D For example |
| 7 A on the whole | B in addition | C actually | D for example |
| 8 A such as | B as well as | C instead of | D except |
| 9 A thirdly | B in conclusion | C instead | D also |

Sections A, B, D, E, G **43.5** Complete this speech made by the leader of a Korean trade delegation in Slovakia with the words and phrases in the box.

as a rule first of all however in addition
in conclusion in fact instead of therefore

66 Could I just say a few words? Thank you. Well, ¹ first of all I'd like to thank everyone here at the Bratislava Chamber of Commerce for organizing our short tour of Slovakia. We have enjoyed looking round all the factories and meeting the employees. ², I would like to thank the Korean Ministry of Foreign Affairs and Trade, who made the whole trip possible. As you know, we see the European market as very important for our company. ³, it is central to our future plans. ⁴ I look forward to a close cooperation between our two countries in the future. ⁵ I think it's better to keep the ceremonies short on occasions like this. ⁶, I would just like to take this opportunity to leave you with something to remember our visit. I have great pleasure in presenting this book with photographs of Korea to Mr Telensky, who took such good care of us. ⁷, I hope that we may have the pleasure of welcoming some of you to our country in the near future. Perhaps the next time we meet it will be in Seoul ⁸ Bratislava! Once again, thank you all very much.

Tasks

Speaking: listen and repeat **1** 43 You are going to hear eight phrases. Listen and repeat.

Translate **2** Translate these short texts taken from the Internet into your own language. Remember not to translate word for word, but rather to make it sound natural.

As a result of the reforms in the area of banking, trade, and investment, the economy grew significantly and achieved high annual growth rates. In fact, last year the economy grew by 8%.

Asia Econ website

Researchers found that while underweight and extremely obese people die earlier than people of a normal weight, people who are slightly overweight actually live longer than those of a normal weight.

Reuters website

Writing: personalized practice

3 Complete the sentences with your own ideas.

- I've divided my presentation into three parts. First of all I'm going to give you an overview of the company and its product range. Secondly, I'm going to _____. And finally I'll _____. If you have any questions, please feel free to interrupt.
- As you can see, our products offer excellent value for money. As well as this, _____.
- Our costs have gone up significantly this year. For instance, _____.
- Some delays are beyond our control, such as _____.
- We have a lot of experience in this market. In fact, _____.
- I thought that working in a cross-cultural team would present some challenges, but actually _____.
- At the rate we're working we're not going to meet the project deadline. The way I see it we have two options. Either we _____ or we _____.
- Why don't we outsource our recruitment process instead of _____?
- The planning for the conference is all complete, except for _____.
- In general I think that _____ although _____.
- Yes, I listened to everything she said. Basically, _____.
- So, to sum up, the main message that I want you to take away from this presentation is _____.

44 Developing an argument 2

A Other linking words and phrases

Study this list of common linking words and phrases. It extends the list given in unit 43.

Emphasizing something important
Especially, Particularly, In particular, Above all, Specifically

Explaining in another way
In other words, To put it another way, That is (to say),
To put it simply

Correcting yourself
I mean, Or rather

Changing the topic (informal)
By the way, Talking about, On the subject of

Announcing a change of topic (more formal)
In relation to, With regard to, As far as ... is concerned

Preparing to finish
Anyway

We need to keep our costs down, **especially** in the current economic climate.

We need to keep our costs down, **especially as/because** the company is not doing so well.

By the way, how is Claudia? I haven't seen her for ages.

And that's the situation in Europe. **As far as** Latin America **is concerned**, we only have a presence in Brazil at the moment.

Anyway, I really must be going now. It was very nice to meet you.

B Personal comment

There are many words and short phrases that come at the beginning of a sentence and help us to make a personal comment.

Giving your own ideas (often to disagree)
I think, From my point of view, In my opinion, In my view,
Personally, I am convinced that

You heard something but are not sure
Apparently, It seems that, It appears that

Something is already known or not surprising
Clearly, Of course, Obviously

Good/bad luck
Fortunately, Luckily, Unfortunately, Sadly

You are being honest
To be honest, Frankly, Actually, To tell you the truth

Apparently, she resigned because they refused to give her a promotion.

Of course, we'll have to do some market research before we take a final decision.

Frankly, I don't really care what he thinks.

Other words used to make a personal comment include:

admittedly, coincidentally, curiously, incredibly, interestingly,
ironically, naturally, paradoxically, predictably, significantly,
surprisingly, unbelievably, understandably, unexpectedly

Admittedly, option B is a little more expensive. I still think it's better, though.

Ironically, the talk about mass communication was cancelled because no one knew it was on the programme.

Predictably, Production complained about Sales promising unrealistic delivery times – again.

Understandably, she was upset by the news.

C at the end, in the end, at last

The phrases *at the end*, *in the end* and *at last* do not have the same meaning.

At the end refers to a point in time
There were a lot of questions **at the end** of my talk.

In the end means 'after a lot of time'/'eventually'
I waited until ten, and **in the end** I left.
(used with a past tense)

At last means we are pleased because a long wait has ended

At last I've finished this report!
(used with a present tense, e.g. present perfect)

D if, unless, otherwise

Conditionals with *if* (units 17 and 18) are important for developing an argument.

The linking words *unless* and *otherwise* have the meaning 'if not'. Look at the next three examples, which all have the same meaning:

If we don't pay the invoice now, they'll cut our credit line.

Unless we pay the invoice now, they'll cut our credit line.

We should pay the invoice now, **otherwise** they'll cut our credit line.

E Abbreviations in written English

Note the following abbreviations, which are common in written English. The first two can also be spoken (simply as letters).

i.e. = 'that is to say' (from the Latin 'id est')

e.g. = 'for example' (from the Latin 'exempli gratia')

NB = 'note' (from the Latin 'nota bene')

Exercises

Sections
A, B, C, D, E

44.1 Underline the correct words.

- I like all the marketing ideas, but *in particular/in particularly* the free samples.
- And that's the situation in France and Germany. *In relation to/In relationship with* the UK market, things are a little different.
- It seems that/Apparently that* the Board is looking for a new CEO.
- Fortunately/With good fortune*, our department is not affected by the restructuring.
- Actually/Truly*, I've never really trusted him.
- With regard to/With regard* the question of finance, we'll need to raise about \$2m.
- I tried arguing with them, but *at the end/in the end* I just gave up.
- Frankie's managed to get a job *at last/in the end*!
- Unless/Otherwise* we decide within the next few weeks, it'll be too late.
- We must decide within the next few weeks, *unless/otherwise* it'll be too late.
- We're expanding into some of the smaller European markets, *i.e./e.g.* Slovenia and the Baltic States.
- We need a sales network in each of Europe's three biggest economies, *i.e./e.g.* Germany, France and the UK.

Sections A, B

44.2 Complete the replies to the comments in speech marks by following the instructions in brackets and using the words and phrases in the box.

above all anyway apparently by the way
frankly of course or rather personally unfortunately

- 'We should have the prototype ready by June.'
→ (give your own ideas) **Personally**, I think August is more realistic.
- 'The insurance premium doesn't look too expensive.'
→ (something is already known) _____, it will need to be renewed annually.
- 'I've got two spare tickets for the opera tonight. Are you interested?'
→ (you would like to go but can't) _____, I've got a previous commitment.
- 'So, I had lunch with Magda and Viktor, and then I had a meeting with the auditors.'
→ (change the topic) _____, what did Magda say about Paris?
- 'The joint venture with Optika is running into all sorts of problems.'
→ (be honest) _____, we should never have entered into it in the first place.
- 'Why didn't Robert get the new sales job?'
→ (you heard something) _____, his interview was a complete disaster.
- 'Yes, the conference should be very interesting. And there's a choice of hotels.'
→ (prepare to finish) _____, we can sort out the hotels nearer the time.
- 'Carmen really deserves to be the team leader on this project.'
→ (emphasize one important point) _____, because of her experience in this area.
- 'I think we should target our next line of clothes at a younger market.'
→ (correct yourself) It's a good idea. _____, it could be a good idea if we don't lose our existing customers by doing so.

Exercises

Sections
A, B, C, unit 43

44.3 Underline the correct words in this presentation about robotics. This exercise includes some revision of unit 43.

Today I'm going to be talking about robotics, and ¹anyway/in particular the commercial exploitation of robots. ²Especially/Clearly there's a huge interest in the subject, as can be seen by the number of people in the audience today. And this is not surprising, as we predict that over the next decade robotics is going to be one of the world's fastest growing industries. Tens of millions of dollars are being invested in the development of personal robots, and ³instead/as a result progress has been rapid. Scientists now understand the technology necessary for complex actions like walking on two feet without falling over. ⁴On the other hand/At the end, it's clear that the development of 'robo sapiens' – with something that approximates human intelligence – will take longer, ⁵especially/or rather a lot longer.

Let's take one example where robotics is making a big impact now: health care. Robots are doing a whole range of tasks: reminding patients to take medicines, interacting with patients who show cognitive decline, collecting data and monitoring patients, and assisting people with limited mobility. ⁶Specifically/In fact, they'll soon be doing almost everything ⁷except for/instead of peeling the grapes!

Who is taking the lead in developing robotics worldwide? ⁸Nevertheless/In general it's the Japanese, ⁹although/apart from the Americans are trying hard to catch up. But the market is big enough for everyone. Small companies across Europe are developing and selling robots in areas ¹⁰such as/for example automated manufacturing, materials handling in dangerous or dirty environments, and security and military applications.

However, ¹¹as far as start-up companies are concerned/concerning start-up companies, home entertainment is perhaps a safer area to launch the robot revolution. Compared to the other areas, singing and dancing robots don't do anything essential, and so it's OK if they make a mistake sometimes. ¹²Especially/Furthermore, home entertainment is likely to be the biggest market ¹³in the end/at last, with some households having two or three robots, just like they have computers today.

So, ¹⁴in fact/to sum up, I've tried to show you how I believe we're entering a new age, the age of the robot, and it's an age that's full of business opportunities.

Sections A, B, C

44.4 Check the answers to exercise 44.3 before you do this exercise. Then find words and phrases from the answers to 44.3 that are similar to the expressions below.

- | | | | |
|-------------------------|-------------------|---------------|-------|
| 1 on the whole | <u>in general</u> | 8 however | _____ |
| 2 apart from | _____ | 9 in short | _____ |
| 3 because of this | _____ | 10 eventually | _____ |
| 4 as a matter of fact | _____ | 11 above all | _____ |
| 5 with regard to | _____ | 12 I mean | _____ |
| 6 despite the fact that | _____ | 13 like | _____ |
| 7 in addition | _____ | 14 obviously | _____ |

Tasks

44 Developing an argument 2

Speaking: listen
and repeat

1 44 You are going to hear eight phrases. Listen and repeat.

Translate

2 Translate these short texts taken from the Internet into your own language. Remember not to translate word for word, but rather to make it sound natural.

'Yahoo is not immune to the ongoing economic downturn,' said chief executive Carol Bartz, who was appointed at the beginning of the year with a mandate to transform Yahoo's fortunes. In response to a drop in revenue, Yahoo intends to trim its workforce of 13,500 by a further 5% as it adapts to the increasingly difficult environment. David Garrity, an industry analyst, said cuts to Yahoo's extensive operation were bearing fruit: 'We're actually seeing some benefit as far as the bottom line is concerned.'

Guardian website

Bear markets are a natural part of stocks, in the same way that fires are a natural force in the forests. Even though it's tough to watch, the market is usually healthier in the end.

Wall Street Journal website

Writing:
personalized
practice

3 Complete the sentences with your own ideas.

- I thought there were some very strong candidates for the new job. In particular, the first two people we saw should be called back for another interview.
- They're going to downsize the company. In other words, _____.
- Yes, very interesting idea about the product launch. By the way, _____.
- So that's the story in our banking division. As far as the insurance side of the business is concerned, _____.
- I was speaking to Gina from Accounts yesterday. Apparently, _____.
- The TD600 has more functionality than the TD400. Of course, _____.
- Kate was in favour of the idea but Angelo was against it. Frankly, _____.
- In the end I found that _____.
- At last _____ . Now I can go home.
- Admittedly _____ , but at least it works.
- Senior managers, i.e. _____ , each have an executive office on the top floor.
- Some departments, e.g. _____ , have had their budgets cut this year.

Rehearsal for
the real world

4 Look again at the longer texts in units 43 and 44 that use several linking words and phrases (exercises 43.4, 43.5 and 44.3). Now write a few paragraphs on one of the following topics:

- The script for a guided tour of my factory/offices/campus
- The script for a guided tour of my city/town
- Marketing successes and failures in my business
- The impact of new technology on my business
- Money-making ideas from my favourite hobby

If you are working in class, choose some texts to read aloud. Ask and answer questions.

A Emphasizing: preparatory it

We can emphasize information by using *It* plus a form of *be* at the beginning of the sentence. Compare a) and b) each time:

- a) *Magda really does all the work in that team.*
b) ***It's Magda who*** really does all the work in that team.
(not anybody else)

- a) *I spoke to you on the phone last week.*
b) ***It was me who*** spoke to you on the phone last week.
(not somebody else)

- a) *They were discussing my suggestion.*
b) ***It was my suggestion that*** they were discussing.
(not anybody else's)

- a) *We should move our production to Morocco.*
b) ***It's Morocco that*** we should move our production to.
(not somewhere else)

B Emphasizing: The thing is

We can emphasize a whole sentence with the phrase *The thing is*.

The thing is (that) the idea is just too risky.

The thing is, how much money will all this cost?

Other nouns used with this structure include:

<i>The answer is</i>	<i>The fact is</i>	<i>The idea is</i>
<i>The point is</i>	<i>The problem is</i>	<i>The question is</i>
<i>The solution is</i>	<i>The trouble is</i>	<i>The truth is</i>

The fact is, we should just use a different supplier.

The question is, what are we going to do about it?

The trouble is (that) it's going to be very expensive.

C Emphasizing: What we need is

We can emphasize a whole sentence with a clause that begins with *What* and has a form of *be*.

What we need is a bigger budget.

What we can't do is just walk away.

What I'm going to do is call them right now and explain the whole situation.

What worries me is (that) the costs for this project keep escalating.

What happened was (that) the road was closed and I had to come by a different route.

Note. Sections A–C above are all examples of 'cleft sentences' ('cleft' is a grammar word meaning 'divided'). There are two parts to a cleft sentence, one with the verb *be* and the other with the main verb.

D Emphasizing: negative frequency + inversion

We can emphasize a negative frequency expression such as *never (before)* by putting it at the beginning of the sentence. This is then followed by auxiliary + subject (so an inversion of the order of a normal statement).

Never (before) have I received such good customer service.
Their sales staff were outstanding.

(normally: *I have never* (before) received such good ...)

Other phrases that are followed by an inversion are shown below. These structures are mostly quite formal.

Under no circumstances can we agree to their proposal.

On no account must we repeat the mistake we made last year.

At no time was our Marketing Director aware that the advertising agency was working for a competitor at the same time.

Not only did we lose our money, but we seriously damaged our reputation as well.

Only then did I realize that I was speaking to their CEO, not just a regular middle manager.

E Emphasizing: position of adverbs

Unit 36 mentioned that the usual order of adverbs is manner-place-time ('How–Where–When').

Our sales rose ***slightly in Benelux*** *last year.*

Place or time can be moved to the front for emphasis. This can be done over several sentences to organize a paragraph around a time frame or a series of locations.

In Benelux our sales rose slightly last year. ***In Germany and France*** sales were unchanged, while ***in Spain*** they actually fell a little.

F Emphasizing: do / did with affirmatives

Do/Did can be used to emphasize an affirmative verb.

Yes, we ***do*** *have that in stock. So you can order as many as you want.*

(normally: *Yes, we have that in stock*)

I ***did*** *make a back-up copy, just like you suggested. It's on my USB stick.*

(normally: *I made a back-up copy*)

G Emphasizing: field of relevance

If we want to emphasize one particular aspect of an issue, we can use a phrase like:

From a technical / financial / commercial / economic / administrative point of view, ...

We can also say:

Technically / financially / commercially / economically / administratively (speaking), ...

Exercises**Section A 45.1 Rewrite each sentence using *It* + a form of *be* so that you emphasize the underlined word.**

- We get paid in dollars, not in euros.
It's dollars that we get paid in, not euros.
- Brand image really differentiates products.
- Nouriel Roubini gave the best analysis of the recession in 2008.
- They implemented my ideas.
- We should invest in emerging markets, not our domestic market.
- I negotiated that deal.

Sections B, C 45.2 Complete the sentences with the phrases in the box. Several answers are possible but only one solution uses each phrase in the most appropriate way.

The answer is The idea is The question is The trouble is The truth is

- Leyla told us about Head Office's plans for next year. The idea is to launch a new line of bathtime products for babies – body washes, shampoos, towels made from organic cotton, that sort of thing.
- Sales are falling and several of our best managers have left. What, then, should we do?
_____ we need to replace our CEO with one who has the commitment and vision to turn the company around.
- We've trained him, coached him and given him every chance. But it doesn't seem to make much difference. _____, the job is just too big for him.
- Our products are not differentiated in the market. They appeal to everyone and no one.
_____, who exactly do we want to target?
- Customers like our products, but they complain they can't find them in the shops.
_____ our distributors carry products from many different companies, and we don't get the focus we need.

Continue as before.

What I'm going to do is _____ What we can't do is _____
What we need is _____ What happened was _____
What worries me is _____

- _____ that no one is giving me straight answers to my questions.
- _____ just wait and hope that the problem goes away.
- _____ that Sandra forgot to tell me the meeting time had changed.
- _____ a better and faster management information system.
- _____ talk to my boss and see what she says about it.



"I was going to say, 'Well, I don't make the rules.' But, of course, I do make the rules."

Exercises

Section D 45.3 The first few words in the sentences below are in the wrong order. Write the sentences again with a capital letter and the correct word order.

- 1 before never I have seen such incompetence.
Never before have I seen such incompetence.
- 2 under circumstances he will no sell his shares in the company.
- 3 account no on you must talk to the press about this.
- 4 at time I no did authorize this payment.
- 5 only not they did offer me a promotion, they're also upgrading my car to a Lexus.

Section E 45.4 Move three time expressions to a new position in this paragraph about the early history of SAP. The new version should emphasize the time frame. The first has been done for you.

Five former IBM employees launched a company in 1972 to develop some software for processing real-time business information. The first component was complete one year later: a financial accounting package. 50 of the 100 largest German companies were SAP customers by the middle of the 1980s, and revenues had reached around \$50 million.

Section F 45.5 Rewrite these sentences using *do/did* to emphasize the underlined verb.

- 1 Yes, I understand what you're saying, but I still disagree.
Yes, I do understand what you're saying, but I still disagree.
- 2 I ordered the spare parts, but they haven't arrived yet.
- 3 Have a seat. Would you like anything to drink?
- 4 Believe me, I did everything I could, but it just wasn't enough.
Believe me, _____.

Section G 45.6 Complete the sentences with *commercial, commercially, financial, financially, technical or technically*.

- 1 From a *technical* point of view, the new turbine is an engineering masterwork.
- 2 _____, the new turbine is an engineering masterwork.
- 3 _____ speaking, the new turbine was very expensive to develop.
- 4 From a _____ point of view, the new turbine was very expensive to develop.
- 5 _____ speaking, the new turbine will have a limited market.
- 6 From a _____ point of view, the new turbine will have a limited market.

Tasks

Speaking: listen and repeat

1 45 You are going to hear eight phrases. Listen and repeat.

Translate

2 Translate these short texts taken from the Internet into your own language. Remember not to translate word for word, but rather to make it sound natural.

There is no doubt that changes are happening in the accountancy sector. The question is, which of the Big Four firms will be the strongest? Based on revenues and current strategy, PwC, KPMG and Deloitte are likely to survive, and Ernst & Young are not.

AccountancyAge website

Never before have leaders experienced the scale and complexity of change that they face now. Consider, for example, the competition that businesses face in a flatter world; the impact of global issues like pirating and climate change; social forces shaping the work environment; and the influence of technological advancements.

BusinessWeek website

Writing: personalized practice

3 Complete the sentences with your own ideas.

- 1 It's Manuela who *organized the whole event. I think she did a great job*.
- 2 It was me who _____.
- 3 It's now that _____, not next week or next month.
- 4 Yes, yes, I understand that these changes aren't going to be easy. The point is, _____.
- 5 I think we all know what the problems are. The question is, _____?
- 6 They're one of our biggest customers. What we can't do is _____.
- 7 I apologize once again for what has happened. What I'm going to do is _____.
- 8 If everything goes as planned, the new service should attract a lot of new clients. What worries me is _____.
- 9 Never before have I seen _____.
- 10 Under no circumstances can we _____.
- 11 Not only did we _____, but we also _____.
- 12 That's not really true. In fact we do have _____.
- 13 From a financial point of view, _____.
- 14 Technically speaking, _____.

Rehearsal for the real world

4 Think of a problem or difficult issue you are facing in your business, professional or personal life. Choose an issue where there are several possible solutions/outcomes. Write a short presentation where you explain the situation and what might happen.

If you are working in class, choose some presentations to read aloud. Ask and answer questions.