

# 1 | Practice file

## Working with words

### 1 Match 1–8 to a–h.

- 1 They'll be easy to work with – they certainly have b
  - 2 She's quite shy, but sometimes she comes
  - 3 As a financial adviser, I have to build
  - 4 I thought he was arrogant, so I took
  - 5 To attract younger customers, you'll have to project
  - 6 If your office is clean and tidy, it creates
  - 7 Your company needs to manage
  - 8 I'm afraid that these faults might mean our customers start to form a bad
- a across as being a bit unfriendly.  
b a reputation for good communication with clients.  
c an impression of efficiency and professionalism.  
d an instant dislike to him.  
e a more modern image.  
f a good relationship with clients so they trust me.  
g opinion of us.  
h its online profile more carefully.

### 2 Complete 1–8 with the adjectives from the list.

*favourable*   *trustworthy*   *simple*   *ineffective*  
*functional*   *wary*   *successful*   *modest*

- 1 Our new product got good press and *favourable* reviews.
- 2 We can speak freely – my assistant is very   .
- 3 The advertising campaign was    – our sales actually fell slightly.
- 4 The design is simple and    so the product is very easy to use.
- 5 Fortunately our bid was    so we now have funds to develop the new department.
- 6 It is natural to be    of a company that has a poor reputation for customer service.
- 7 Don't be too    about your achievements at the interview. You need to let them know how much you've done.
- 8 Remember the golden rule when presenting: keep it short and   .

## Business communication

### 1 Complete the follow-up call from Pierre to Samir with these phrases.

*would you like to meet*   *I wondered if you'd let's say*   *can you tell me how*   *I'll email you a map*  
*let me know where*   *in from France, won't you see you*   *I suggest we meet to*   *I'm calling about responding so quickly*   *whatever's best*

Pierre Good morning. This is Pierre Jouet.

<sup>1</sup>    the email I sent you last week in response to your enquiry.

Samir Oh yes. Thanks for <sup>2</sup>   .

Pierre <sup>3</sup>    had time to look at the brochure I sent you.

Samir Yes – it looks very interesting.

<sup>4</sup>    discuss things further.

Pierre That would be fine. When <sup>5</sup>   ?

Samir <sup>6</sup>    next Wednesday at 10.00.

Pierre Fine. <sup>7</sup>    for you.

Samir You'll be travelling <sup>8</sup>   ?

Pierre That's right. I'm planning to drive and stay overnight in Bilbao. <sup>9</sup>     
I get to your office?

Samir Are you familiar with Bilbao?

Pierre Not really.

Samir <sup>10</sup>    you're staying and <sup>11</sup>    and directions from your hotel.

Pierre Thanks. OK. <sup>12</sup>    next Wednesday at 10.00.

Samir I'll look forward to meeting you. Bye.

### 2 Put the words in 1–5 in the correct order.

1 and / work / name's / UB / for / my / James Sims / I.

2 given / Jill Sander / your / by / I / details / was .

3 I / interested / offer / in / if / to / our / see / are / you / still / wanted .

4 is / taxi / public / transport / by / best / or / it ?

5 you / later / I'll / my / confirm / call / assistant / to / today / get / to .

## GRAMMAR REFERENCE

## Present simple

## Use the present simple

1 to talk about routines

*I usually arrive at work at about 8.30.*

2 to talk about things we think of as permanent

*I work for IBM.*

3 to talk about states

*Paris lies on the River Seine.*

4 (with future reference) to talk about timetabled events

*The next train leaves at 11.15.*5 to talk about future time introduced by *when, as soon as, after, if, etc.**When I see Margaret tomorrow, I'll give you a ring.*Common phrases used with the present simple are: *as a rule, generally (speaking), on the whole, once (a week / in a while), every (winter), most of the time.*

## Present continuous

## Use the present continuous

1 to talk about an action happening at the moment of speaking

*Mr Takashi is waiting for you in Reception.*

2 to talk about a project that is ongoing and unfinished

*I am writing a report on the takeover, and I should finish in a few days.*

3 to talk about things we think of as temporary

*I am staying with my brother while my house is being redecorated.*

4 to talk about a gradual change or development

*Because of global warming, sea levels are rising slowly.*

5 (with future reference) to talk about an appointment or arrangement

*I am seeing Mrs Langer next Tuesday.*Common phrases used with the present continuous are: *currently, for the moment, at the moment, for the time being, tomorrow (afternoon), right now.*

## Stative verbs

Verbs that describe states rather than actions are normally only used in the simple form, i.e. verbs of thinking (e.g. *know, agree*), verbs of appearance (e.g. *look, seem*), feeling (e.g. *prefer, want*), possession (e.g. *own, belong*), the senses (e.g. *taste, sound*). Some stative verbs can sometimes be used in the continuous form, but with a change in meaning.

*simple: I see the Eiffel Tower on my way to work.**continuous: I'm seeing Bob on Monday.**(= I am meeting Bob)*

## Language at work

1 Complete 1–8 with the present simple or present continuous form of the verbs in brackets.

1 A stockbroker is someone who \_\_\_\_\_ (buy) and \_\_\_\_\_ (sell) shares.

2 The M40 \_\_\_\_\_ (go) from London to Birmingham.

3 What time \_\_\_\_\_ (the last flight to New York / leave)?

4 Because of the roadworks, it \_\_\_\_\_ (take) me much longer to get to work.

5 I'm afraid Leon is out at the moment. He \_\_\_\_\_ (have) lunch with a client.

6 I can give Anne your letter. I \_\_\_\_\_ (see) her tomorrow afternoon.

7 Tell Heinrich I'll get in touch when I \_\_\_\_\_ (get back) next week.

8 We \_\_\_\_\_ (develop) a new anti-malaria drug, and hope to start trials in a couple of years.

2 Write an appropriate question for these answers, using the stative verbs from the list. More than one correct question is possible.

belong taste look own prefer sound

1 Q: Does the car sound OK to you?  
A: I think so – I can't hear anything wrong with it.

2 Q: \_\_\_\_\_  
A: He's about 2 m tall, with dark hair and blue eyes.

3 Q: \_\_\_\_\_  
A: Tea – I don't like coffee at all.

4 Q: \_\_\_\_\_  
A: It's delicious.

5 Q: \_\_\_\_\_  
A: It's mine.

6 Q: \_\_\_\_\_  
A: No, I rent it.

3 Choose the correct words in *italics*.

1 As a rule, I *catch* / 'm *catching* the 8 a.m. train.

2 Right now I *design* / 'm *designing* a new company website.

3 I *stay* / 'm *staying* with Clare for the time being.

4 On the whole I *complete* / 'm *completing* most tasks quite quickly.

5 I generally *check* / *am checking* my emails twice a day.

## 2 | Practice file

### Working with words

#### 1 Complete 1–10 with the best option a–c.

- 1 Our perks include subsidized meals, health care and a \_\_\_\_\_ car.  
a corporate   b company   c commercial
- 2 How is company loyalty \_\_\_\_\_ by senior management in your company?  
a fulfilled   b acknowledged   c commissioned
- 3 Does your company offer any kind of non-professional staff \_\_\_\_\_?  
a development   b education   c extension
- 4 We're lucky to have a non-\_\_\_\_\_ pension plan.  
a contribution   b contributing   c contributory
- 5 I work for an airline, so my family gets a really good \_\_\_\_\_ on flights.  
a discount   b decrease   c bargain
- 6 Our company offers free medical \_\_\_\_\_ so we don't need to worry if we become ill.  
a assurance   b insurance   c reassurance
- 7 Non-cash \_\_\_\_\_ can often be more effective for staff motivation than extra money.  
a repayments   b rewards   c returns
- 8 Winning the prize gave me a great sense of \_\_\_\_\_.  
a realization   b completion   c achievement
- 9 I think this person deserves more \_\_\_\_\_ for her many years of service to the company.  
a recognition   b performance   c incentive
- 10 You seem bored most of the time. Maybe you'd get a promotion if you showed a bit more \_\_\_\_\_.  
a reward   b enthusiasm   c performance

#### 2 Match the words from the list to statements 1–6.

appreciation   bonus   commission   feedback  
fulfilment   incentive

- 1 You've done well this year, overall. There are a few things that need improvement, but you've also had some successes. \_\_\_\_\_
- 2 My boss said he would really miss me if I left. It's nice to know he feels that way. \_\_\_\_\_
- 3 If I'm one of the top ten salespeople, I'll get a ten-day holiday in Florida. \_\_\_\_\_
- 4 The company has had a successful year, so I got an extra €2,000 in November – on top of my salary. \_\_\_\_\_
- 5 If I can make six sales this month, that'll be 3% of €24,000 times six, which will be €4,320. \_\_\_\_\_
- 6 I work for a charity. The salary isn't very high but the work is interesting and I feel I'm using my skills doing something very worthwhile. \_\_\_\_\_

### Business communication

#### 1 Alain is making small talk with Kirsten at a conference. Number their conversation in the correct order 1–12.

- a Kirsten Yeah. See you. \_\_\_\_\_
- b Alain Hello. It's Kirsten, isn't it? \_\_\_\_\_
- c Kirsten Yes, isn't it? I'm sure you'll enjoy the change in lifestyle. We decided to stay in the city because the house we wanted needed too much work. \_\_\_\_\_
- d Alain How are things? \_\_\_\_\_
- e Kirsten That's right. I thought I might see you here. \_\_\_\_\_
- f Kirsten That's amazing! We considered that line of business, too! \_\_\_\_\_
- g Alain No, not at all. Catch you later. \_\_\_\_\_
- h Alain No? What a coincidence. \_\_\_\_\_
- i Alain Oh dear. Were you disappointed? \_\_\_\_\_
- j Alain Yes, it is. In fact, we've bought a small farm and my wife runs a holiday rental business. \_\_\_\_\_
- k Kirsten No, not really. I don't think our children wanted to move. Well ... You don't mind if I go and get myself some food? \_\_\_\_\_
- l Kirsten Very good, thanks. I've heard you've moved into the country – is that true? \_\_\_\_\_

#### 2 Choose the most appropriate phrases in *italics*.

- Jamal Hi, my name's Jamal. <sup>1</sup>*I don't think we've met.* / *How are things?*
- Alicia <sup>2</sup>*No, I don't know you.* / *Nice to meet you.* I'm Alicia. Is this your first Nordica workshop?
- Jamal Yes. My colleague is sick so my manager asked me to come instead. Do you know many people here?
- Alicia Not really. I was recently transferred from Purchasing.
- Jamal <sup>3</sup>*What a coincidence!* / *That's lucky!* So was I!
- Alicia <sup>4</sup>*By the way* / *Apparently*, it's our new company policy – transfer rather than hire new people.
- Jamal <sup>5</sup>*Really?* / *Oh dear.* We discussed the idea for our region, too, a few months ago.
- Alicia <sup>6</sup>*Well,* / *By the way*, I'm sure it's a good solution for many companies.
- Jamal Yes, you're probably right.
- Alicia <sup>7</sup>*So,* / *In fact*, would you like a drink? I'm going to get a coffee.
- Jamal Not at the moment, thanks. <sup>8</sup>*Catch you later.* / *Is that the time?*

## GRAMMAR REFERENCE

## Direct and indirect questions

- 1 In a direct question, the normal word order is verb-subject. In an indirect question, the word order is subject-verb, and the question begins with a phrase like *Do you know ...?*  
*When is Mr Patel leaving?*  
 → *Do you know when Mr Patel is leaving?*
- 2 An indirect question does not use the auxiliary *do*:  
*Where does Mr Elmore work?*  
 → *Could you tell me where Mr Elmore works?*
- 3 For *Wh-/How* questions, we retain the question word:  
*How much does it cost?*  
 → *Can you tell me how much it costs?*
- 4 When *who* or *what* is the subject of the question, there is no difference in word order:  
*Who left this message?*  
 → *Do you have any idea who left this message?*
- 5 For *Yes/No* questions, we use *if* or *whether* (or *not*):  
*Is it going to rain tomorrow?*  
 → *Do you know whether it's going to rain tomorrow?*

## Negative questions

- 1 Negative questions usually begin with the contracted negative form of an auxiliary or modal verb.  
*Aren't you based in Milan?*  
*Didn't they sell hardware as well as software?*  
*Can't you work a bit later tonight?*
- 2 We often use negative questions to:
  - complain: *Haven't you finished yet?*
  - make a suggestion: *Why don't you join us?*
  - check information: *Isn't this yours?*
  - make a request: *Can't we join you at the meeting?*

## Question tags

Question tags follow a statement and use the subject and an auxiliary or modal verb in question form.

- 1 If the statement is positive, the question tag is negative:  
*It's hot, isn't it?*
- 2 If the statement is negative, the question tag is positive:  
*You haven't seen my keys, have you?*
- 3 Statements with auxiliary or modal verbs repeat the auxiliary or modal in the question tag:  
*She won't go to China, will she?*  
*You can swim, can't you?*
- 4 Statements with no auxiliary or modal verb use *do* in the question tag:  
*You work for Siemens, don't you?*
- 5 Question tags retain the same tense as the statement:  
*He left early yesterday, didn't he?*
- 6 If the subject is *someone, somebody, everyone, everybody, anyone, anybody*, use *they* in the tag:  
*Anyone can use the meeting room, can't they?*  
 If the subject is *nobody* or *no one*, the tag is positive:  
*Nobody knew about that, did they?*

## Language at work

- 1 Rewrite the direct questions as indirect questions using the words given.
  - 1 Will he take the job?  
*Do you know \_\_\_\_\_?*
  - 2 When did Amanda send them the catalogue?  
*Could you find out \_\_\_\_\_?*
  - 3 Is this the train for Munich?  
*Do you have any idea \_\_\_\_\_?*
  - 4 Where does the bus for Place de la Concorde go from?  
*I'd like to know \_\_\_\_\_.*
  - 5 Have you had anything from the minibar?  
*Could you tell me \_\_\_\_\_?*
  - 6 Who left this package here?  
*I was wondering \_\_\_\_\_.*
  - 7 What time will you be arriving?  
*I'd be grateful if you could tell me \_\_\_\_\_.*
  - 8 What day is best for you?  
*Please let us know \_\_\_\_\_.*
- 2 Change 1–5 into negative questions.
  - 1 Are you in charge of training?  


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  - 2 Have you completed that report yet?  


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  - 3 Should they be here by now?  


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  - 4 Can I have my own team working on this?  


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  - 5 Did you want to say something?  


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- 3 Add a suitable question tag to 1–8.
  - 1 You're from London, \_\_\_\_\_?
  - 2 You couldn't give me a lift to the station, \_\_\_\_\_?
  - 3 The bank shuts at 5.00, \_\_\_\_\_?
  - 4 You didn't see Anna, \_\_\_\_\_?
  - 5 You haven't seen Joe, \_\_\_\_\_?
  - 6 You won't tell anyone, \_\_\_\_\_?
  - 7 Nobody's called, \_\_\_\_\_?
  - 8 That wasn't easy, \_\_\_\_\_?

# 3 | Practice file

## Working with words

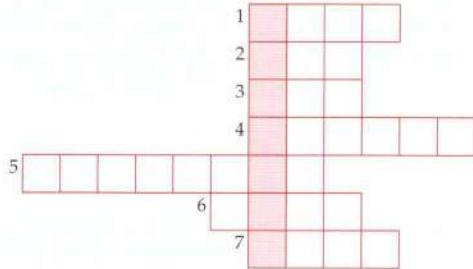
- 1 Replace the words in *italics* in 1–8 with the phrases from the list. Change the form if necessary.

miss the deadline *upfront planning*  
fall behind schedule *an accurate forecast*  
stay on track *budget constraints*  
go over budget *make the launch date*

- 1 A project like this needs plenty of *preparation beforehand*. upfront planning
- 2 The contractors failed to *keep to the agreed schedule* so the new bridge was completed one year late.
- 3 The whole project has been difficult and we've *lost time* because of unforeseen delays.
- 4 Can you give me a *detailed prediction*?
- 5 They didn't start selling the new product on the *agreed date*.
- 6 What *limitations on spending* do we have when it comes to travel costs?
- 7 There are strict penalty clauses, so it'll be expensive if we *are late for that date*.
- 8 I always look at our spending carefully so that we don't *spend more than we have*.

- 2 Complete sentences 1–7. Use the answers to complete the puzzle and find the hidden word.

- 1 Did you make a detailed \_\_\_\_\_ before you started.
- 2 The trains always \_\_\_\_\_ on time in this country.
- 3 Their spending on the project went \_\_\_\_\_ of control!
- 4 If you don't want to overspend, you need a realistic \_\_\_\_\_.
- 5 I hope our next project runs more \_\_\_\_\_ than this one!
- 6 Don't use that contractor. They made a real \_\_\_\_\_ of things last time.
- 7 We can't afford to \_\_\_\_\_ the chance of securing the new contract.



## Business communication

- 1 Sondra is discussing the progress of an HR project with Dimitri. Choose the best answer (a–c) from 1–8 below to complete their conversation.

Sondra OK, Dimitri. What's the current <sup>1</sup> \_\_\_\_\_ of the staff satisfaction survey?

Dimitri Well, on the whole, we're <sup>2</sup> \_\_\_\_\_. We've received replies from the questionnaires, but we haven't collated the answers yet.

Sondra You do know the regional HR conference date <sup>3</sup> \_\_\_\_\_ for next month, don't you?

Dimitri Yes, but we've <sup>4</sup> \_\_\_\_\_ with IT. They haven't set up the database for us yet, to collate the results.

Sondra So the real problem <sup>5</sup> \_\_\_\_\_ IT's time management?

Dimitri Partly, yes.

Sondra How about <sup>6</sup> \_\_\_\_\_ as much of the report as you can?

Dimitri That's <sup>7</sup> \_\_\_\_\_, but until we have results from the survey, there's nothing to put in the report.

Sondra So what you're really <sup>8</sup> \_\_\_\_\_ is, without the database you can't continue?

Dimitri Err, yes.

- 1 a stand b status c view  
2 a up to scratch b in the lane c on track  
3 a had set b had already set c has already been set  
4 a knocked a problem b come to a problem c hit a problem  
5 a lies with b stands with c sits with  
6 a to prepare b prepared c preparing  
7 a likely b possible c probable  
8 a saying b telling c talking

- 2 Match 1–8 to a–h.

- 1 How far are you \_\_\_\_\_  
2 Things aren't running \_\_\_\_\_  
3 We finalized the draft \_\_\_\_\_  
4 So what do you \_\_\_\_\_  
5 If you ask me, \_\_\_\_\_  
6 I'm not \_\_\_\_\_  
7 That's not \_\_\_\_\_  
8 Up to now \_\_\_\_\_

- a the launch dates have been set for ...  
b we should scrap the idea.  
c as smoothly as I'd hoped.  
d with the new packaging?  
e an ideal solution.  
f mean exactly?  
g three weeks ago.  
h convinced.

## GRAMMAR REFERENCE

## Present perfect

Use the present perfect

- 1 to link a present situation with something that took place at an unspecified time in the past

*Ana has sent the new brochure to all our clients.*

The present situation is that all the clients have the new brochure. The past event is that Ana sent the new brochure (we don't know when).

- 2 with *yet* and *already* to talk about tasks expected to be done or which are done earlier than expected

*A Have you finished that report yet?*

*B Yes. And I've already done most of the next one as well.*

- 3 with *how long*, *for* and *since* to talk about duration of states and activities

- 4 with *just* to talk about things that have happened very recently

*I've just seen Tom in the cafeteria.*

- 5 with unfinished time periods: *since*, *so far this week*, *up to now*, *recently*, *this month*, *today*.

*You've been late three times this month – please be on time for the rest of the month.*

## Past simple

Use the past simple

- 1 when referring to (or thinking of) a finished time period like *yesterday*, *last week*, *at 5.30*, *on 11 May*, *at Christmas*, *in 2002*, etc.

*I went to the sales conference last week.*

- 2 for questions with *When?* *What time?* *How long ago?* etc. because the expected answer is a finished time period

*A When did you see Mr Li?*

(NOT: *When have you seen Mr Li?*)

*B I saw him yesterday.*

(NOT: *I have seen him yesterday.*)

- 3 with many present time expressions usually used with the present perfect, like *this week*, *today*, *just*, if they refer to a time period that is about to finish or has just finished

*We've made a lot of progress this week.* (said on Wednesday – the time period is still in progress)

*We made a lot of progress this week.* (said at 4.30 p.m. on Friday – the time period is about to finish)

## Language at work

- 1 Complete the two dialogues with the past simple or present perfect form of the verbs in brackets.

A I need to ask David if he

<sup>1</sup> \_\_\_\_\_ (decide) to set up the focus group.

B Don't worry. I <sup>2</sup> \_\_\_\_\_ (already / speak) to him about it.

A Really? When <sup>3</sup> \_\_\_\_\_ (you / see) him?

B I <sup>4</sup> \_\_\_\_\_ (call) him first thing today.

A What <sup>5</sup> \_\_\_\_\_ (he / say)?

B He <sup>6</sup> \_\_\_\_\_ (not / make) up his mind yet. He needs some documents from head office, and they still <sup>7</sup> \_\_\_\_\_ (not / arrive).

C <sup>8</sup> \_\_\_\_\_ (you / finalize) all the arrangements for Mr Eng's visit yet?

D I'm dealing with it now. I

<sup>9</sup> \_\_\_\_\_ (fix) a date for him to come and visit – the 19th.

C What about Bob? I think he needs to be there.

D That's fine. I <sup>10</sup> \_\_\_\_\_ (speak) to Anna a couple of days ago, and the 19th is fine for him, too.

C <sup>11</sup> \_\_\_\_\_ (you / arrange) the visit to the warehouse yet?

D Yes, I <sup>12</sup> \_\_\_\_\_ (just / organize) that – for the afternoon.

C What about dinner that evening?

D I <sup>13</sup> \_\_\_\_\_ (book) a table yesterday – at The Mill – I hope that's OK.

C Fine. That all sounds excellent. You <sup>14</sup> \_\_\_\_\_ (be) very efficient.

- 2 Match 1–6 to contexts a–f.

1 Has our bid for the contract been successful? \_\_\_\_\_

2 Was our bid for the contract successful? \_\_\_\_\_

3 Have you spoken to the caterers this week? \_\_\_\_\_

4 Did you speak to the caterers this week? \_\_\_\_\_

5 I've just cancelled the order. \_\_\_\_\_

6 I just cancelled the order. \_\_\_\_\_

a The result of the contract bids was announced last week.

b I only cancelled the order. I didn't reorder or complain.

c They're announcing the results of the contract bids now.

d I am expecting you to speak to the caterers some time this week. (It is Wednesday.)

e I was expecting you to speak to the caterers this week. (It is 5 p.m. on Friday. I am about to leave the office.)

f I cancelled the order a couple of minutes ago.

# 4 | Practice file

## Working with words

- 1 Complete the phrases in **bold** in the text with a suitable word from the list.

benefits concept innovative practical  
proposition technology

The Cell Zone™ is an <sup>1</sup> **idea** from Salemi Industries. The **key** <sup>2</sup> \_\_\_\_\_ behind this sound-resistant cell phone booth is that it lets you make and receive cell phone calls without disturbing anyone. It's a <sup>3</sup> \_\_\_\_\_ **solution** to the increasing problem of making calls in noisy public spaces where you need somewhere quiet and private to talk.

With its ergonomic cylindrical shape, the Cell Zone™ is a product where **cutting-edge** <sup>4</sup> \_\_\_\_\_ is combined with a stylish design. It's made from two steel cylinders fitted inside each other. The space between is filled with a soft, sound-absorbing material that acts as an additional sound barrier.

One of the **major** <sup>5</sup> \_\_\_\_\_ of the Cell Zone™ is that it can be located almost anywhere – airports, nightclubs, restaurants, libraries, sports stadiums, hotels, shopping malls or even on the street. The exterior of the booth can also be used for advertising, making it a **commercially-viable** <sup>6</sup> \_\_\_\_\_.

- 2 Replace the verbs in *italics* in 1–9 with a phrasal verb from the list. Change the tense if necessary.
- get round bring about come up with take forward  
pay off carry out bring down take up set up
- 1 I'm thinking of leaving the company to *start* \_\_\_\_\_ my own business.
  - 2 We're over budget on this project – we need to do something to *reduce* \_\_\_\_\_ the costs.
  - 3 That's a great idea – I knew you would *create* \_\_\_\_\_ a plan to solve the problem.
  - 4 I'm really pleased the company has *responded* to \_\_\_\_\_ the challenge of recruiting across the EU.
  - 5 We *performed* \_\_\_\_\_ a lot of tests before we launched this product.
  - 6 Concern about global warming has *caused* \_\_\_\_\_ a number of changes to environmental guidelines.
  - 7 We put a lot of money into this idea – hopefully the investment will *have a good result* \_\_\_\_\_.
  - 8 We *avoided* \_\_\_\_\_ the problem of relocating extra staff by recruiting locally.
  - 9 The first stage of the project went well, and we're now *developing* \_\_\_\_\_ our plans for the next stage.

## Business communication

- 1 Number the extracts from a presentation about a new product in the most appropriate order 1–10.

- First, I'll give you a brief overview of the product. \_\_\_\_\_
- Basically, Minute Monitor consolidates a department's time schedules. It ... \_\_\_\_\_
- Does that sound OK? \_\_\_\_\_
- Now I'd like to move on to some of its features. I'd like to demonstrate this by using the tool itself. \_\_\_\_\_
- Then I'll talk about its benefits. After that I'd like to show you some of its features. \_\_\_\_\_
- Good. The greatest benefit of this is that all your staff's appointments are logged in one main diary so everyone can see who's in the office and when. \_\_\_\_\_
- What I'd like to do in this presentation is demonstrate a new scheduling tool. 1 \_\_\_\_\_
- Have a look at the screen – with your current system you can't link everyone's calendars. However, with Minute Monitor, you'll all be able to access this central one. \_\_\_\_\_
- Is everything clear so far? \_\_\_\_\_
- OK. We call the product Minute Monitor, and it's a pretty simple concept. \_\_\_\_\_

- 2 Complete the rest of the presentation with the words and phrases from the list.

this means the biggest potential benefit of in the future the other major advantage whereas at the moment is another great thing about

Minute Monitor scheduling tool can be set up with your current system immediately, <sup>1</sup> \_\_\_\_\_ similar tools on the market require much higher investment to make them compatible. <sup>2</sup> \_\_\_\_\_ is that the program is very user-friendly and doesn't require a lot of previous knowledge or training. A drop-down user-guide assists you every step of the way, which <sup>3</sup> \_\_\_\_\_ Minute Monitor. <sup>4</sup> \_\_\_\_\_, your system is able to schedule 25 employees' appointments, but with Minute Monitor you can increase this to 50. <sup>5</sup> \_\_\_\_\_ that project leaders and department heads can have a better overview of the activities taking place. <sup>6</sup> \_\_\_\_\_ Minute Monitor is that physical project scheduling can be delegated to admin staff <sup>7</sup> \_\_\_\_\_, giving the team leader more time on the project.

## GRAMMAR REFERENCE

Use *can* or *(be) able to* to talk about ability. *Can* has only two forms: *can* (present) and *could* (past). Use *be able to* when an infinitive is needed.

## Present ability

- 1 Use *can* to talk about general or present ability.  
*I can speak French, but I can't speak German.*  
*Could you speak louder – I can't hear you.*
- 2 *Is/are able to* is possible instead of *can* but *can* is more common.  
*Are you able to hear me at the back of the room?*

## Past ability

- 1 Use *could* to talk about general ability in the past and with verbs of perception (*feel, see, hear*, etc.).  
*Anna could speak four languages when she was six.*  
*I could see that she was upset.*
- 2 For a single specific action in the past (as opposed to general ability), to mean 'tried and succeeded', use *was able to*.  
*I was able to run fast enough to catch the bus.*  
*I could run fast when I was young.*  
However, if the specific action is negative, use *couldn't* or *wasn't able to*.  
*I called customer services again and again, but I couldn't / wasn't able to get through.*
- 3 To talk about a specific action in the past, especially when we succeed in doing something difficult after trying hard, use *managed to*. It can be used in the positive or negative.  
*They didn't want to give us the discount at first, but we managed to persuade them.*
- 4 To refer to past ability with a connection to the present, use the present perfect form of *be able to*.  
*I have always been able to learn languages quite easily.*

## Future ability

Since *can* has no infinitive form, use *be able to* to talk about future ability

- 1 after *will* and *going to*  
*Perhaps Jane will be able to help you.*  
*I'm afraid I'm not going to be able to do anything for you.*
- 2 after modals  
*I may/might be able to help you.*
- 3 after verbs like *would like to* and *want to*  
*I would like to be able to help you.*

## Language at work

- 1 Complete 1–10 with the correct form of *can* or *be able to*. Sometimes more than one answer is possible.

- 1 Do you think you \_\_\_\_\_ come to the launch party next week?
- 2 We may \_\_\_\_\_ offer you a slightly better discount – I'll try my best.
- 3 So far I \_\_\_\_\_ (not) get in touch with her, but I'll keep trying.
- 4 As far as I \_\_\_\_\_ see, you have a valid complaint.
- 5 Do you know if Amanda \_\_\_\_\_ speak Spanish?
- 6 Do you think you will \_\_\_\_\_ finish on time, or will you need a few more days?
- 7 I'm afraid I \_\_\_\_\_ (not) come to the meeting next week.
- 8 We'll need an interpreter because I \_\_\_\_\_ (not) speak Chinese.
- 9 \_\_\_\_\_ (she) finish that report yet?
- 10 I \_\_\_\_\_ understand your worries, but I think we should take the risk.

- 2 Choose the correct words in *italics*.

- 1 A Did the hotel have a good view of the mountains?  
B Yes, *I could / was able to* see Mont Blanc from my room.
- 2 A When I got to the office, I was locked out.  
B How *could you / were you able to* get in?
- 3 A So what happened when you missed the plane?  
B Luckily *I could / was able to* take another flight.
- 4 A Did she complain to you, too?  
B Yes she did, but *I couldn't / wasn't able to* understand what the problem was.
- 5 A If the safe was locked, how *could you / were you able to* get the documents out?  
B One of the managers had a spare key.
- 6 A What did you think when you heard Jan had been promoted?  
B Well, at first *I couldn't / wasn't able to* believe it.
- 7 A Did you renegotiate the contract?  
B Yes, *we could / were able to* obtain a slightly better deal.
- 8 A *Could you / Were you able to* contact Katie?  
B No, not yet, but I'll call again later.

# 5 | Practice file

## Working with words

### 1 Match 1–7 to a–g.

- 1 We work with local communities and take \_\_\_\_\_
  - 2 We have strongly held beliefs about equality and intend to stay \_\_\_\_\_
  - 3 We need to do more to reduce \_\_\_\_\_
  - 4 Environmental groups share \_\_\_\_\_
  - 5 We work hard to ensure that our subsidiaries all act \_\_\_\_\_
  - 6 Trading standards officers make sure that companies comply with \_\_\_\_\_
  - 7 As a fund-raising manager, I encourage companies to donate \_\_\_\_\_
- a regulations and follow official guidelines.
  - b money to our charity.
  - c the impact our factories have on air pollution in the local area.
  - d an active part in managing health and education projects.
  - e a strong commitment to caring for the environment.
  - f true to our principles.
  - g responsibly and follow our environmental policies.

### 2 Complete the text with the correct form of the words in brackets.

#### Choosing investments carefully

1 \_\_\_\_\_ (ethics) investments are having an increasing impact on the financial services sector. These investments, also known as socially 2 \_\_\_\_\_ (responsibility) investments, are beginning to have more 3 \_\_\_\_\_ (credible) than they did when they started 30 or 40 years ago.

Investing in one of these funds is meant to be a sound investment choice rather than an act of 4 \_\_\_\_\_ (generous). Fund managers invest in companies with a good reputation which treat their workers with 5 \_\_\_\_\_ (fair) and avoid all forms of 6 \_\_\_\_\_ (discriminate) or 7 \_\_\_\_\_ (prejudiced). In theory, this should lead to better industrial relations and greater long-term profitability.

Fund managers also tend to avoid unstable and undemocratic regimes where there is evidence of 8 \_\_\_\_\_ (bribe) and 9 \_\_\_\_\_ (corrupt), as well as companies who do things by 10 \_\_\_\_\_ (deceptive).

## Business communication

1 Jana at Events4U has been asked to organize an information day at RCI for key clients. She is meeting with Xavier from RCI. Number their conversation in the correct order (1–10).

- a Jana Oh, speaking of staff ... We aim to have the reps available to the clients as long as possible. They're welcome to attend the whole day and the evening gala dinner, too. \_\_\_\_\_
  - b Jana Well, the idea is to focus on the different products you offer and to provide interactive stands. The clients can then try out your new products and speak to you – the reps – directly. \_\_\_\_\_
  - c Jana I've called this meeting to tell you about the key account event you asked us to organize. We're planning to hold it at the Lichtenstein Palace. 1 \_\_\_\_\_
  - d Jana Finally, we'd like to offer you two possible 'performances' during the day, too. I'll email you the details next week. \_\_\_\_\_
  - e Jana Yes, I thought that might be a problem. We recommend you arrange a shift system throughout the day, so reps attend either the afternoon or the evening. \_\_\_\_\_
  - f Xavier That's a great idea. I'm glad you're involving the staff. \_\_\_\_\_
  - g Xavier That makes sense. The reps can decide which shift they prefer. \_\_\_\_\_
  - h Xavier I'm not sure many reps will stay in the evening if they've been at the event all day. \_\_\_\_\_
  - i Xavier Thanks, you've done a great job so far. It's exactly what we're looking for. \_\_\_\_\_
  - j Xavier That sounds great – a lovely venue. How are you going to organize the event? \_\_\_\_\_
- 2 Put the words in *italics* in the correct order to complete 1–7.
- 1 *We / you / going / provide / are / to* \_\_\_\_\_ with free transport.
  - 2 *You'll / to / opportunity / get / the / sample* \_\_\_\_\_ our products.
  - 3 The Acto Museum *is / visit / worth / well / a* \_\_\_\_\_.
  - 4 *It / a / would / good / to / be / idea* \_\_\_\_\_ buy a ticket in advance.
  - 5 *We'd / to / to / like / you / invite* \_\_\_\_\_ an information evening.
  - 6 *It's / thing / need / the / just / kind / we / of* \_\_\_\_\_ for our clients.
  - 7 *Alternatively, / show / be / you / delighted / we'd / to* \_\_\_\_\_ our facility in Prague.

## GRAMMAR REFERENCE

**will**

Use *will* + infinitive

- 1 to make predictions or talk about future facts  
*It looks as if the economy **will slow** down next year.*
- 2 to make decisions at the moment of speaking  
A *I'm sorry – I'm really busy at the moment.*  
B *Don't worry – I'll call back later.*  
For decisions made earlier, when you mean 'I've decided to', use *going to*, not *will*.  
*I should be back in an hour. I'm **going to get** my hair cut. (NOT: I **will get** ...)*

**be going to**

Use *be going to* + infinitive

- 1 to talk about a plan or intention where the decision has already been made  
A *I've asked the contractors to meet with us.*  
B *I see. What are you **going to say** to them?*
- 2 to make a very definite prediction based on evidence that you can see or know about  
*My manager **likes to start meetings on time**, so he's **going to be annoyed** when I arrive late.*  
Often either *will* or *going to* can be used to make predictions.  
*When interest rates **go up**, people **will** / **are going to start spending less.***

**Present continuous**

Use the present continuous to talk about arrangements, appointments, social events and anything you would put in a diary, particularly when the time, place or purpose is mentioned.

*I'm **seeing** Bill in Paris tomorrow to discuss the project.*  
*Going to* can almost always be used in these situations, but use of the present continuous is very common in everyday spoken English.

**Present simple**

Use the present simple to refer to future events that are in a timetable.

*Do you know when the last train **leaves**?*

The verb *be* is often used in the present simple when talking about personal schedules.

*I'm **in** Madrid on Friday and I'm **away** for a couple of days next week as well.*

## Language at work

**1** Read the situations and the responses 1–7.

**Cross out** one option in *italics* that is incorrect.

- 1 You come to an office to see either Mr Peters or Miss Winston. The receptionist tells you that Mr Peters is away for the day.  
That's OK. *I'll see / I see / I am seeing* Miss Winston.
- 2 A colleague asks you if you are free this afternoon. You have arranged to take Ben to the airport.  
No, *I'm taking / I will take / I'm going to take* Ben to the airport.
- 3 A colleague asks if you have any plans for the weekend.  
Yes, *I'm meeting / I will meet / I'm going to meet* Jack for a meal this evening.
- 4 A friend asks you what the future holds for property prices.  
Most people seem to think *they are falling / they are going to fall / they will fall* next year.
- 5 You are at a football match. Your team is 3–0 down and there are only 2 minutes to go. A friend asks why the manager doesn't bring on some new players.  
It's too late. *We will lose / We are going to lose.*
- 6 A colleague wants to arrange a meeting for Tuesday.  
Sorry, that's no good – *I'm / I'm being / I'll be* in Paris on Tuesday.
- 7 A colleague tells you that she can't give you a lift to the station as originally planned and she apologizes.  
Don't worry – *I'll get / I'm going to get* a taxi.

**2** Complete these dialogues with the best form of the verbs in brackets (sometimes more than one form is possible).

A Where are you going?

B I <sup>1</sup> \_\_\_\_\_ (pick up) the new catalogues from Amanda today.

A Do you think Bill <sup>2</sup> \_\_\_\_\_ (be) there?

B Yes, I <sup>3</sup> \_\_\_\_\_ (see) him after Amanda – why?

A I've got a new price list for him ...

B OK, I <sup>4</sup> \_\_\_\_\_ (take) it with me if you like. I <sup>5</sup> \_\_\_\_\_ (make) sure he gets it.

C Have you decided on your holiday yet?

D Yes – we <sup>6</sup> \_\_\_\_\_ (go back) to Spain. I booked everything a few weeks ago.

C <sup>7</sup> \_\_\_\_\_ (you / stay) in the same place as last year?

D Yes, it's much easier. But we

<sup>8</sup> \_\_\_\_\_ (not / fly) this time.

C How <sup>9</sup> \_\_\_\_\_ (you / get) there?

D Ferry and car. There's a ferry that

<sup>10</sup> \_\_\_\_\_ (leave) at <sup>11</sup> \_\_\_\_\_ 8 p.m. every night. The whole journey <sup>12</sup> \_\_\_\_\_ (only / take) 24 hours, and it means we <sup>13</sup> \_\_\_\_\_ (have) our own transport when we're there.

# 6 | Practice file

## Working with words

- 1 Someone is talking about their colleagues. Match the adjectives from the list to statements 1–8.

*conventional creative determined impulsive  
indecisive methodical outgoing thoughtful*

- 1 First Su Li said she was going to apply for the job; then she said she would stay where she was; then she had second thoughts. So I don't know what she's planning. \_\_\_\_\_
- 2 Tony isn't exactly boring, but he always wears a suit and tie. He wants to get married and have two children, work from nine to five and retire at 65. \_\_\_\_\_
- 3 Everyone loves Bob – he's always in a good mood, and he likes chatting to new people and making friends. \_\_\_\_\_
- 4 I asked Bill what he was doing at the weekend and he said 'nothing'. Then, on the way home, he decided to go skiing. So he went to the airport, got a ticket and off he went! \_\_\_\_\_
- 5 The thing about Jane is that when she's made her mind up, nothing will stop her. So, if she says she wants to become Sales Director, then that's what she'll be. \_\_\_\_\_
- 6 I couldn't find the mistake in the figures, so I asked Arturo to look. He started at the beginning, read every sheet, and finally worked out what the problem was. \_\_\_\_\_
- 7 She'll be a great art editor – she's very talented. She's a musician *and* a painter. She's got good fashion sense and she's always full of bright ideas. \_\_\_\_\_
- 8 If you ask Jonas something, he doesn't suggest a solution straightforwardly. He goes away and considers it quietly, but when he does come up with an answer, it's usually right. \_\_\_\_\_

2 Choose the correct words in *italics*.

- 1 I need to show this to my line manager to get a different *perspective / attitude* on the project.
- 2 Let's not reject anything – we need to *think / consider* all the options and then make a choice.
- 3 I need time to *balance / weigh up* the information and work out what to do.
- 4 It's hard when you have to decide *about / between* two extremely good candidates.
- 5 In business you have to be rational and logical. It's no good *relying / trusting* on feelings.
- 6 You're very experienced and you should have more *assurance / confidence* in your own judgement.
- 7 If I don't have enough information, I usually *wait / delay* my decision until I've done more research.

## Business communication

- 1 Put the words in 1–7 in the correct order.

1 white / black / here / they're / in / and

2 think / be / it / to / crazy / I / would ...

3 me / should / if / we / ask / you ...

4 us / detail / you / please / could / some / give ?

5 Clare / to / let's / what / on / has / hear / hang / say

6 right / says / is / John / what

7 facts / look / the / if / we / at / we'll / see ...

- 2 Abigail, John and Bettina are discussing language training at their company. Complete their discussion with the phrases from the list.

*let's draw up some action points in other words  
I don't want to spend too long I don't think we  
what you're getting at is it'll mean we  
as far as I'm concerned that's my view  
what's your position today, I'd like to  
I'm not convinced the fact is*

A 1 \_\_\_\_\_ discuss the three offers for Spanish training. John, 2 \_\_\_\_\_ on this?

J 3 \_\_\_\_\_ there are two very fair offers and one that looks quite expensive.

B 4 \_\_\_\_\_ should only consider price. 5 \_\_\_\_\_, the more expensive course includes all materials plus holding the training here.

A So 6 \_\_\_\_\_ the more expensive option also includes more?

B Exactly.

J 7 \_\_\_\_\_ We don't know the quality of these courses – have we received any recommendations?

A The more expensive course is offered by an established institute, but the cheaper options have good marketing.

B But if we take an all-inclusive package, 8 \_\_\_\_\_ won't have any unforeseen costs.

J True, but we should meet with the three companies first. 9 \_\_\_\_\_.

B 10 \_\_\_\_\_ we need to discuss the offers in detail with the language provider before a decision is made?

J Yes. 11 \_\_\_\_\_ on what we've discussed so far.

A OK, but 12 \_\_\_\_\_ on this point. We have other items still to discuss.

## GRAMMAR REFERENCE

## Countable nouns

- 1 A countable noun (e.g. *chair, cat*) can be singular or plural: *a chair, three cats*
- 2 Single countable nouns have a singular verb.  
*My office is in Manhattan.*
- 3 Plural countable nouns have a plural verb.  
*The managers are unhappy about the new proposal.*
- 4 Some nouns are always plural (e.g. *scissors, clothes*).  
*The scissors are on Jamie's desk.*

## Uncountable nouns

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

*Your advice was very useful.*

## Countable and uncountable nouns

- 1 Some nouns can be both countable and uncountable, but there is a change in meaning.  
*coffee* – the drink or the crop  
*two coffees* – two cups of coffee  
*time* – minutes and hours passing  
*four times* – four occasions
- 2 Additional words can also be used to refer to parts of a whole: *a piece of information, an item of furniture*

## Expressions of quantity

- 1 To talk about something in general, use a plural countable noun and no quantifier  
*Computers are getting cheaper all the time.*  
or an uncountable noun and no quantifier.  
*Cash is less secure than a cheque.*
- 2 When talking about quantities, use the following quantifiers with these classes of nouns:  
singular, countable: *a, an, the, one* (You must have a quantifier of some kind.)  
plural, countable: *how many, (too) many, (not) many, more/fewer, (a) few, very few* and numbers (1, 2, 3)  
uncountable: *how much, (too/not) much, more/less, (a) little, very little*  
uncountable or plural countable nouns: *lots of, plenty of, masses of, most, most of the, some, some of the, all of the, all my, (not) enough, hardly any, (not) any, no, none of the*

## Language at work

- 1 Complete the table with matching pairs of countable and uncountable nouns.

traffic correspondence training furniture  
hotel room equipment ear letter money  
accommodation software time table euro  
photocopier lesson week computer program

countable	uncountable
car	traffic

- 2 Choose the correct verb forms in *italics*.

- 1 The equipment you need for the presentation *is / are* at Reception.
- 2 The people I met at the conference *was / were* very friendly.
- 3 The sales statistics *don't / doesn't* show a rise in demand for the product.
- 4 Could you turn on the TV? The news *is / are* going to be on soon?
- 5 Progress at the site *has / have* been very slow recently.
- 6 My clothes *isn't / aren't* smart enough for the interview.
- 7 When I *was / were* in the UK, the weather *was / were* very varied.
- 8 The new software *is / are* being developed in-house.

- 3 Choose the correct words in *italics*.

- 1 I need *many / more* time to make a decision.
- 2 She's managed to get *a / some* job with an insurance company.
- 3 There *is very little / are very few* information about this on the website.
- 4 I had *too much / too many* emails to reply to before the end of the day.
- 5 I think there are *very little / very few* people who understand the theory fully.
- 6 I'm sure we can find you *a / some* suitable accommodation.
- 7 If we agree to that clause, we'll have *very little / very few* room for manoeuvre.
- 8 Would you like *morning paper / a morning paper* delivered with your breakfast?

# 7 | Practice file

## Working with words

### 1 Complete 1–7 with the words from the list.

process home activities facility  
growth location workers

- 1 If we outsource the administrative tasks, our European centres can focus on their core \_\_\_\_\_.
- 2 If the business \_\_\_\_\_ outsourcing goes ahead, all our filing, etc. will be done in China.
- 3 In the next few years, we plan to move many of our operations closer to \_\_\_\_\_.
- 4 R-IT is a new training \_\_\_\_\_ for students, focusing on all aspects of information technology.
- 5 Karnataka has 77 engineering colleges producing more than 29,000 graduates a year so there is a large group of skilled \_\_\_\_\_.
- 6 We are selling more and more of our products abroad, so our export \_\_\_\_\_ is rising steadily.
- 7 We decided to outsource software development to an offshore \_\_\_\_\_ rather than to one in our own country.

### 2 Rewrite the words in *italics* in 1–7 using the phrases from the list. Change the form if necessary.

take cost-cutting measures lead to job losses  
improve the quality of life for  
create new jobs streamline our operation  
free up resources gain a competitive edge

- 1 Some politicians argue that BPO *results in a substantial reduction in employment* \_\_\_\_\_ at home.
- 2 Outsourcing has led to the building of new roads and housing in Bangalore and has subsequently *increased personal satisfaction in life experienced by* \_\_\_\_\_ many local people.
- 3 Our budget deficit has increased again this year so we need to *do something to make savings* \_\_\_\_\_ and reduce our office costs.
- 4 RGM's help desk outsourcing services have helped us to *make the way we work simpler and more efficient* \_\_\_\_\_.
- 5 We decided to outsource our back office work in order to *make money and personnel more available* \_\_\_\_\_ for our core activities.
- 6 Thirty new offices were opened in the area last year – this *generated 980 additional positions* \_\_\_\_\_ in the IT industry.
- 7 We want to *achieve an advantage* \_\_\_\_\_ over our competitors so we aim to increase production by 10%.

## Business communication

### 1 Complete the extracts from a presentation about outsourcing with the phrases from the list.

due data have a move on looked at  
notice on look at the facts has resulted in  
leave a result turn our attention to

Recent <sup>1</sup> \_\_\_\_\_ shows that outsourcing of office cleaning, catering for the staff restaurant and the customer helpline <sup>2</sup> \_\_\_\_\_ financial benefits for the company.

Let's have a <sup>3</sup> \_\_\_\_\_ this slide. On the left you can see our expenditure five years ago ... I'd like to <sup>4</sup> \_\_\_\_\_ to give you some background about each sector we've outsourced. Firstly, cleaning.

<sup>5</sup> \_\_\_\_\_ to increasing personnel costs, outsourcing seemed to be our only option. You will <sup>6</sup> \_\_\_\_\_ this chart savings other companies achieved. We analysed these carefully and as <sup>7</sup> \_\_\_\_\_ decided to do the same.

OK, we've <sup>8</sup> \_\_\_\_\_ cleaning, so let's <sup>9</sup> \_\_\_\_\_ the staff restaurant. After careful research, <sup>10</sup> \_\_\_\_\_ were clear: employing staff to run a restaurant was too expensive and not cost-effective.

<sup>11</sup> \_\_\_\_\_ look at these figures ... Finally, I'd like to <sup>12</sup> \_\_\_\_\_ you with some interesting statistics regarding the customer helpline ...

### 2 Choose the correct prepositions in *italics*.

- 1 Due *for / to / from* the recent large increase ...
- 2 A knock-on effect *of / to / on* this was ...
- 3 This relates back *for / at / to* the point I made earlier.
- 4 To illustrate this, let's have a look *on / at / to* this chart.
- 5 This resulted *to / for / in* huge financial losses.
- 6 You will notice *on / to / by* this chart how big our market share has become.
- 7 Let's turn our attention *from / to / on* the drawbacks involved.
- 8 As a result *from / to / of* public criticism, we stopped our ad campaign.
- 9 Let's consider financing the project, which I referred *to / about / of* earlier.
- 10 To conclude, I'd like to leave you with some food *for / to / in* thought ...

## GRAMMAR REFERENCE

## The passive

## Form

- 1 Verbs in sentences can either be active or passive. To make the passive, use the verb *be* in the appropriate tense and a past participle.

Tense	Active	Passive
Present simple	<i>We do the job.</i>	<i>The job is done.</i>
Present continuous	<i>We are doing the job.</i>	<i>The job is being done.</i>
Past simple	<i>We did the job.</i>	<i>The job was done.</i>
Past continuous	<i>We were doing the job.</i>	<i>The job was being done.</i>
Present perfect	<i>We have done the job.</i>	<i>The job has been done.</i>
Past perfect	<i>We had done the job.</i>	<i>The job had been done.</i>
Future and other modals	<i>We will do the job.</i>	<i>The job will be done.</i>
Infinitives	<i>We need to do the job.</i>	<i>The job needs to be done.</i>
-ing forms	<i>We object to someone doing the job.</i>	<i>We object to the job being done.</i>

- 2 Make questions and negatives in the same way as in active sentences.

*Was the email sent to Mr Jordan?*

*The email wasn't sent this morning.*

## Use

- 1 To change the focus of a sentence from who does something to what happens to something.

*My assistant has prepared the contract.* (The focus is on my assistant, the subject of the active sentence.)

*The contract has been prepared.* (The focus is on the contract and what has happened to it.)

- 2 To describe processes or how something is done.

*When the grapes have been picked, they are taken to the factory.*

- 3 When the person who does the action is unimportant, unknown or we want to avoid saying who it is.

*My secretary has lost the order form.*

*The order form has been lost.*

Use *by* after the passive verb to say who does the action.

*The decision has been made by the CEO.*

- 4 To talk about reputation and with phrases like *is said to be*, *is believed to be*. These phrases are used in news reports and make the information more impersonal.

*California is said to be warm and sunny.*

*The Prime Minister is believed to be in talks with ...*

## Language at work

- 1 Change the phrases in *italics* to the passive.

1 *Somebody has lost all my important files.*

2 When I returned from holiday, I found that *somebody had broken into my flat.*

3 My colleague is expecting *somebody to promote her.*

4 I don't like *people telling me* what to do.

5 *Somebody must have hacked into our computer system.*

6 I feel that *somebody is not telling us* the whole story.

7 *They are sending me* to Shanghai for three months.

8 When I finally arrived at the conference, *someone was putting away the chairs.*

9 *Somebody unveiled Microsoft's latest operating system* last month.

10 After the Games, *they will close the Olympic Village.*

- 2 Complete the article with the active or passive form of the verbs in brackets. Use these tenses for each paragraph A–D:

A present simple

C present perfect

B past simple

D will future

A A report today<sup>1</sup> \_\_\_\_\_ (accuse) leading stores of exploiting workers in Bangladesh: 'Workers in factories there<sup>2</sup> \_\_\_\_\_ (pay) low wages; the employers<sup>3</sup> \_\_\_\_\_ (not / recognize) unions, and workers<sup>4</sup> \_\_\_\_\_ (often / force) to work seven days a week.'

B The author of the report<sup>5</sup> \_\_\_\_\_ (visit) several factories: 'On one occasion, the owner<sup>6</sup> \_\_\_\_\_ (tell) in advance of our visit. That time, there<sup>7</sup> \_\_\_\_\_ (be) 30 workers in the factory and they<sup>8</sup> \_\_\_\_\_ (give) regular breaks. When we<sup>9</sup> \_\_\_\_\_ (make) a surprise visit a few days later, the same room<sup>10</sup> \_\_\_\_\_ (pack) with over 100 workers.'

C A spokesperson for one of the stores said: 'We<sup>11</sup> \_\_\_\_\_ (have) factories in Bangladesh for years and are proud of the real improvements in working conditions that<sup>12</sup> \_\_\_\_\_ (make). The factories<sup>13</sup> \_\_\_\_\_ (always / produce) high-quality goods, and customers in Europe<sup>14</sup> \_\_\_\_\_ (benefit) from low prices.'

D The report says: 'We expect this issue<sup>15</sup> \_\_\_\_\_ (raise) in boardrooms over the next few weeks, and we<sup>16</sup> \_\_\_\_\_ (get) lots of promises. But we need more than this – so we<sup>17</sup> \_\_\_\_\_ (keep up) the pressure. We hope that something<sup>18</sup> \_\_\_\_\_ (finally / do).'

# 8 | Practice file

## Working with words

### 1 Match 1–8 to a–h.

- 1 Many women feel there is a glass ceiling which \_\_\_\_
  - 2 There isn't much opportunity for advancement \_\_\_\_
  - 3 I could take early retirement which \_\_\_\_
  - 4 He felt the new job was a sideways move \_\_\_\_
  - 5 When the factory closed down \_\_\_\_
  - 6 With the current recession, the career prospects \_\_\_\_
  - 7 To save costs, the company made \_\_\_\_
  - 8 I can't move house because of the children's schools, so \_\_\_\_
- a would mean stopping work at 55 rather than 65.  
b relocation is not an option.  
c in an industry like mine don't look great.  
d rather than a promotion.  
e a lot of the staff redundant.  
f so I need to start looking elsewhere if I want to move up the career ladder.  
g a third of the workers were laid off.  
h stops them from getting top jobs.

### 2 Complete 1–8 with the correct form of the word in brackets.

- 1 He was fired from his last job for stealing. As a result he's virtually \_\_\_\_\_ now. (employ)
- 2 Instead of going to university, I did an \_\_\_\_\_ with a local engineering firm and it gave me a job for life. (apprentice)
- 3 The government keeps raising the pensionable age, so I don't know when I'll reach the age of \_\_\_\_\_. (retire)
- 4 In the last few years, our core business has become \_\_\_\_\_ so we either need to diversify or close down. (profit)
- 5 The two \_\_\_\_\_ have decided to sell their share of the business to a large multinational. (own)
- 6 Every employee has a share of the business, but we have an \_\_\_\_\_ board who make the day-to-day decisions. (operate)
- 7 The \_\_\_\_\_ and union leaders have not come to an agreement so now we have to vote on whether to take strike action. (manage)
- 8 Money is important, but job \_\_\_\_\_ also includes things like opportunities for advancement and training. (satisfy)

## Business communication

### 1 Anton and Carolina are meeting with Bob from HR to negotiate the annual staff trip. Complete 1–10 in this extract from their meeting with the correct words a–d.

Anton What we need to <sup>1</sup> \_\_\_\_\_ on today is what to do for the staff trip this year. Let's look at what our <sup>2</sup> \_\_\_\_\_ are.

Carolina <sup>3</sup> \_\_\_\_\_ about we charter a plane to Morocco for a weekend?

Anton We do have that on our list of options, but <sup>4</sup> \_\_\_\_\_ need to stretch the budget if we did that.

Carolina Yes, you're right. Bob, how does HR view things? What can you <sup>5</sup> \_\_\_\_\_ us?

Bob Well, the worker's council always offers an outing to employees – so we can't stop this – but what we <sup>6</sup> \_\_\_\_\_ is that it should be educational as well as entertaining.

Anton You mean, <sup>7</sup> \_\_\_\_\_ we include something cultural we can choose any of our suggestions?

Bob Yes. Let's say you take the Morocco option.

<sup>8</sup> \_\_\_\_\_ you offer excursions to places of interest as part of the package, HR might veto the whole trip.

Carolina OK. We can <sup>9</sup> \_\_\_\_\_ with that and would organize the trip to conform to HR's wishes.

Anton So, a quick <sup>10</sup> \_\_\_\_\_ – if ...

- 1 a talk b meet c decide d discuss
- 2 a opportunities b options c opinions d opponents
- 3 a What's b Who c Why d How
- 4 a we'll b we c we'd d we've
- 5 a lend b help c proposed d offer
- 6 a plan b propose c aim d intend
- 7 a provided b would c were d supposing
- 8 a Until b Providing c Unless d If
- 9 a be b remain c stay d live
- 10 a review b recap c repeat d outline

### 2 Put the words in *italics* in the correct order to complete 1–5.

- 1 *discuss / the / areas / we / to / need / are* \_\_\_\_\_ the weekend rota and overtime.
- 2 *to / one / would / option / be* \_\_\_\_\_ cancel the event.
- 3 *we / don't / on / why / take* \_\_\_\_\_ two temporary staff for our busy period?
- 4 *far / what / so / got / we / so / have ?* \_\_\_\_\_
- 5 *sounds / a / plan / like / that* \_\_\_\_\_ – could you let Jan know the details?

## GRAMMAR REFERENCE

## First conditional

In the *if* clause of first conditional sentences, we talk about a present or future situation that is quite likely to happen; in the other clause, we talk about the result.

<i>If</i> clause (likely situation)	Result
<i>If</i> + present tense	<i>will</i> + infinitive
<i>If you order 20 units,</i>	<i>we'll give you a 15% discount.</i>
<i>If I'm not promoted,</i>	<i>I'll leave the company.</i>

## Variations:

- 1 You can use the present continuous or present perfect in the *if* clause.  
*If anyone is waiting for you there, I'll let you know.*  
*If he hasn't emailed, I'll call instead.*
- 2 You can use other modals instead of *will* in the result clause.  
*If we hurry, we may / might / can get there in time.*

## Second conditional

In the *if* clause of second conditional sentences, we talk about an imaginary present or future situation that is less likely; in the other clause, we talk about the result.

<i>If</i> clause (likely situation)	Result
<i>If</i> + past tense	<i>would</i> + infinitive
<i>If we accepted the takeover bid,</i>	<i>we would be out of a job.</i>

## Variations:

- 1 You can use the past continuous in the *if* clause.  
*If you were applying for a job, what would you put on your CV?*
- 2 You can use *could* instead of *would* in the result clause.  
*If we got a bit more help, we could finish on time.*

## Linking words

- 1 A number of expressions mean 'if and only if', and emphasize the condition: *provided (that)*, *providing* (less formal), *as long as* and *on the condition that*.  
*I'll help you today providing you do my shift on Friday.*
- 2 *Supposing* means 'just imagine', so it is normally used with second conditionals.  
*Supposing they offered you the job, would you take it?*
- 3 *Unless* is similar in meaning to 'if not'.  
*I'll be home by 5.30 unless the meeting finishes late.*
- 4 We use *in case* to talk about action taken to avoid something happening.  
*I'll take a spare battery in case the main one runs out.*

## Language at work

- 1 Choose the most appropriate words in *italics* to complete 1–8.

- 1 Daniela's application to move to your team has been approved, so if you *want* / *wanted* her to start this month, then you *will* / *would* have to let HR know by tomorrow.
- 2 We could easily fulfil orders for a few hundred metres of cable. However, if you *want* / *wanted* 50,000 metres, for example, that *will* / *would* take a lot longer.
- 3 I think you're being very rash. If I *am* / *were* you, I *will* / *would* reconsider your decision.
- 4 I *will* / *would* agree on the deal now if I *have* / *had* the authority, but I have to check with the directors first.
- 5 Can you leave this with me until tomorrow? I think I *will* / *would* be able to work something out if you *give* / *gave* me a little more time.
- 6 I *will* / *would* apply for the Madrid job if I *speak* / *spoke* good Spanish, but unfortunately I don't.
- 7 If you *are* / *were* applying for only a couple of days off, I *will* / *would* agree to it, but I'm afraid I can't agree to two weeks holiday at this point in the project.
- 8 Let me know if you *want* / *wanted* to read the contract again before signing and we *can* / *could* resume our meeting in half an hour.

- 2 Which of the situations in 1 are ...?

- 1 first conditional \_\_\_\_\_
- 2 second conditional \_\_\_\_\_

- 3 Complete 1–5 with the words from the list.

*if unless provided as long in case*

- 1 I'm organizing some insurance \_\_\_\_\_ I get ill.
- 2 I'm very busy, so please don't disturb me \_\_\_\_\_ it's an emergency.
- 3 \_\_\_\_\_ that sales don't start falling, we'll reach our targets this year.
- 4 I should be able to get there by 10.30, but I'll let you know \_\_\_\_\_ there's a problem.
- 5 \_\_\_\_\_ as we get the funding, we can go ahead with the project in October.

- 4 Complete 1–4 with your own ideas, using first or second conditionals.

- 1 If I ever had the chance, \_\_\_\_\_
- 2 I wouldn't take time off work unless \_\_\_\_\_
- 3 If it's a nice weekend, I think \_\_\_\_\_
- 4 If he hasn't arrived in the next five minutes, \_\_\_\_\_

# 9 | Practice file

## Working with words

### 1 Complete 1–10 with the best option a–c.

- 1 It was obvious there was a \_\_\_ in the market for more affordable lenses.  
a space    b break    c gap
- 2 Unless we can secure more financial \_\_\_, we won't be able to go ahead with our expansion plans.  
a approval    b backing    c aid
- 3 How much start-up \_\_\_ do we need for equipment, rent and supplies for the first year of operation?  
a capital    b assets    c wealth
- 4 Investors will want to look at your business \_\_\_ in detail to assess the potential of your idea.  
a map    b chart    c plan
- 5 We need investment to start the business so we're going to approach a \_\_\_ capitalist.  
a business    b project    c venture
- 6 Most investors want to be confident they'll receive a good return on \_\_\_.  
a asset    b investment    c speculation
- 7 We're initially renting this temporary \_\_\_ and then we'll think about finding somewhere permanent.  
a fund    b outlet    c backing
- 8 Many \_\_\_ entrepreneurs fail in their first year of business.  
a can-be    b will-be    c would-be
- 9 Our business \_\_\_ is based on using pop-up stalls at public events like music festivals.  
a model    b return    c diagram
- 10 We turned \_\_\_ our first million this year so I feel like we've reached the next stage in our growth.  
a up    b over    c around

### 2 Choose the correct words in *italics*.

- 1 This proposition is *hugely* / *totally* ridiculous – there's no way we can agree to it.
- 2 So far we've had an *extremely* / *absolutely* successful year.
- 3 The demands they have been making are *extremely* / *absolutely* outrageous.
- 4 The prices you've been quoted seem *completely* / *incredibly* high.
- 5 The concept is extremely *brilliant* / *clever* – there's no way it could possibly fail.
- 6 The sales conference was incredibly *helpful* / *fantastic*. You should have gone.
- 7 I think it would be absolutely *impossible* / *difficult* to cut costs any further.
- 8 Developing a good business model is *totally* / *very* important before approaching people for funding.
- 9 The weather has been absolutely *bad* / *terrible* recently.
- 10 Your business plan is *incredibly* / *completely* useless, so it will be hard to attract investors.

## Business communication

### 1 Two business acquaintances meet up at a trade fair. Correct the mistakes in the phrases in *italics* in their conversation.

Barbara Is that you Josef? <sup>1</sup>What you do here?

Josef Hello, Barbara <sup>2</sup>I don't see you for ages.

Barbara <sup>3</sup>How does life treat you?

Josef I've been working on a big project for Avrim.  
<sup>4</sup>How's you with business?

Barbara Well, I've moved house, changed jobs and I'm about to set up on my own. Actually, with that in mind, <sup>5</sup>could you make me a favour?

Josef If I can – what do you need?

Barbara <sup>6</sup>The things is, I look for someone to come into partnership with me. Would you be interested?

Josef Me? <sup>7</sup>That not something I can deciding on right now.

Barbara OK. I'll email you more details and maybe we could discuss it over lunch.

Josef Well, <sup>8</sup>I'll surely think about it.

### 2 Match 1–10 to a–j.

- 1 That's actually \_\_\_
- 2 Let's chat \_\_\_
- 3 By the way, could \_\_\_
- 4 The thing is, we're looking \_\_\_
- 5 It's been a long time since \_\_\_
- 6 With that in mind, maybe \_\_\_
- 7 What have you \_\_\_
- 8 Are you still working \_\_\_
- 9 I haven't seen you \_\_\_
- 10 We're looking for an investor and \_\_\_
  - a for SFL?
  - b I could ask you for a favour.
  - c for someone to help us out.
  - d we've been in contact.
  - e about that over dinner.
  - f I wondered if you were interested.
  - g for ages.
  - h been up to?
  - i you do me a favour?
  - j the reason why I'm calling.

## GRAMMAR REFERENCE

## Present perfect simple and continuous

## Talking about duration

- 1 Use the present perfect continuous with *How long ...?, for* and *since* to talk about continuous activities or repeated actions that started in the past and are still going on now.

*How long have you been learning English?*

*I've been learning for three years / since I joined ILS.*

- 2 Use *for* to talk about amounts of time (*for three weeks, for two months*). Use *since* to talk about points in time (*since 10.30, since Monday, since the end of May*).

- 3 When talking about a state, use the present perfect simple, because stative verbs are not used in the continuous form.

*How long have you known Pia?*

*I've known her for five years. (NOT: 've been knowing)*

## Unfinished time periods

- 1 Use the present perfect continuous or simple with unfinished time periods like *recently, this week*.

*I've been trying to call her all day.*

*We've had six offers so far this week.*

- 2 Use the present perfect continuous when talking about activities that are temporary or unfinished.

*Temporary activity: I've been staying with my brother this week. (I usually live in my own flat.)*

*Unfinished activity: I've been talking to my accountant this week. (The discussions are continuing.)*

- 3 Use the present perfect simple for stative verbs.

*My boss has been away in London this week. (It is Thursday and he is still not back.)*

- 4 Use the present perfect simple when talking about completed actions and to give details of quantities.

*I have seen my accountant three times this week. (Those three occasions are in the past.)*

## No time period

When no time period at all is mentioned, the difference between the present perfect simple and continuous depends on whether the action is finished (and we stress the result) or unfinished (and we stress the action).

*Sam's read your report. (He's finished it.)*

*Sam's been reading your report. (He hasn't finished it and the activity is continuing.)*

BUT the present perfect continuous can be used to talk about recent activities that are finished if there is some evidence of the recent activity.

*It's stopped now, but it's been snowing and the roads are still very dangerous.*

## Language at work

- 1 Complete 1–10 with the present perfect simple or the present perfect continuous form of the verbs in brackets.

1 I can certainly recommend Mr Hiro to you – I \_\_\_\_\_ (know) him for a long time.

2 The Finance Director is in Hong Kong – he \_\_\_\_\_ (stay) at the Excelsior for the last two weeks.

3 Someone \_\_\_\_\_ (use) my printer – feel how hot it is – and half the paper's gone!

4 We \_\_\_\_\_ (negotiate) the new contracts since May, but there are still areas of disagreement.

5 I \_\_\_\_\_ (read) the report, but I haven't got to the final recommendations yet.

6 I \_\_\_\_\_ (go sailing) for five or six years now – I go most weekends.

7 So far we \_\_\_\_\_ (have) over 400 complaints about the software, so we've definitely got a problem.

8 I'm really sorry to have kept you – \_\_\_\_\_ (you / wait) long?

9 I \_\_\_\_\_ (try) to get in touch with customer service for days but the line is always busy.

10 It \_\_\_\_\_ (rain) for days and days – when is it ever going to stop?

- 2 Match 1–10 to the most likely context in a–j.

1 I've written the report. \_\_

2 I've been writing the report. \_\_

3 I've talked to Mr Holmes. \_\_

4 I've been talking to Mr Holmes. \_\_

5 What have you done? \_\_

6 What have you been doing? \_\_

7 The weather has got better. \_\_

8 The weather has been getting better. \_\_

9 Jack's been skiing. \_\_

10 Jack's gone skiing. \_\_

a I'm asking about your life in general since we last met.

b I have finished my discussions with Mr Holmes.

c It's summer now and it's warm every day.

d The report is not finished.

e It's warmer than it was, but it's not warm every day.

f I am still in discussions with Mr Holmes.

g I'm asking what tasks you've completed on your 'to do' list.

h Jack is an expert skier. Ask him about Austria.

i The report is finished. Here it is.

j Jack is on holiday in Austria at the moment.

## Working with words

### 1 Choose the correct words in *italics*.

- Were you able to integrate the new database *into / at / by* the old one or did you have to start from the beginning?
- With Internet banking, you can have access *for / to / in* your account at any time.
- The new tax laws will have a dramatic impact *on / for / to* company profits.
- What's the company policy *in / for / on* personal use of the Internet?
- We need to focus *into / over / on* our core business and the activities we do best.
- We don't put limits *in / on / at* the number of calls you make home during the working week.
- The restructuring brought *with / for / about* a huge change in the company culture.
- On this project we'll be collaborating *with / by / in* colleagues in Frankfurt and Milan.
- The whole team needs to communicate *with / into / over* each other on a weekly basis.

### 2 Complete 1–10 with the correct form of the words from the list. Use each base word twice.

analyse communicate consult develop economy

- A systems \_\_\_\_\_ is an IT expert who looks at needs and designs software.
- To solve the problem you need a clear, logical, \_\_\_\_\_ approach.
- My colleague's not very \_\_\_\_\_ – he rarely talks to the rest of us.
- Modern forms of \_\_\_\_\_ make it very easy to stay in touch.
- With the fall in turnover this year, we need to find ways to \_\_\_\_\_ next year.
- There are a group of \_\_\_\_\_ who are interested in buying the land and building new houses on it.
- An outside agency has prepared a \_\_\_\_\_ document to suggest solutions to our current communication problems.
- The charity Mercy Ships often uses \_\_\_\_\_, like Dr Arras, who specialize in trauma surgery.
- Most \_\_\_\_\_ don't seem very optimistic about this recession ending anytime soon.
- Recent \_\_\_\_\_ in broadband speeds have made online meetings the norm.

## Business communication

### 1 A customer is calling TNC about a banking problem. Complete the dialogue with the phrases from the list.

by tomorrow in time for the you mean how can I help you could you give me once I've looked into it I'll call you back let me get this straight could you explain exactly what the problem is

A TNC, Customer Service.

1 \_\_\_\_\_?

B Hello. I'm calling about my online bank account. I'm having problems completing a transaction.

A 2 \_\_\_\_\_?

B Well, I've entered the payment details to pay an invoice for my holiday and the computer won't let me send it.

A Hmm. 3 \_\_\_\_\_ – you want to transfer some money but you can't?

B That's right. I'm trying to pay an invoice. I've left it a bit late and need to pay it 4 \_\_\_\_\_.

A 5 \_\_\_\_\_ your user number and the name of the account. 6 \_\_\_\_\_.

B Thanks.

(5 minutes later)

A Hello. This is TNC. The account you're trying to access is a savings account and you can't use your online facility with that.

B 7 \_\_\_\_\_ I can't pay my invoice online with that account?

A That's correct. You can transfer money into your current account and then pay the invoice.

B If I do that, will the invoice be paid 8 \_\_\_\_\_ deadline tomorrow?

### 2 Correct the one mistake in each sentence.

1 What can I do you for?

2 If I understand you right, you received the wrong items.

3 I'll look under it straightaway.

4 We need the goods in time to the training day.

5 Once I've found your order, I'll get you back.

6 It should be by Friday by the latest.

## GRAMMAR REFERENCE

## Phrasal verb word order

A phrasal verb is a verb + a particle (a preposition or an adverb). You can use the same verb with different particles which changes the meaning.

*Can you look up his number? (= research/find)*

*Look out! That box is going to fall on your head.  
(= beware / be careful)*

*Please look after the visitors. (= take care of)*

## Intransitive phrasal verbs

Some phrasal verbs are intransitive, meaning they are not followed by an object:

*What time do you normally get up?*

*Please speak up. I can't hear you.*

*We probably eat out about twice a month.*

## Transitive phrasal verbs

Most phrasal verbs are transitive, meaning they are followed by an object:

*I deal with clients from all over the world.*

*Can you read the number back to me?*

*Let me write down your contact details.*

## Separable phrasal verbs

1 For transitive separable phrasal verbs, the object can go before or after the particle, with no change in meaning:

*Let's put off the decision for a month*

*Let's put the decision off for a month.*

2 For some separable phrasal verbs, the object can only go between the main verb and the particle:

*After three hours, we finally talked the client round to signing the deal.*

(NOT: ... we finally talked round the client ...)

3 When the object is a pronoun, the object can only go between the main verb and the particle.

*Let's put it off for a month.*

(NOT: Let's put off it for a month)

## Inseparable phrasal verbs

With transitive inseparable phrasal verbs, the object can only go after the particle:

*Don't count on Michael for any help.*

(NOT: Don't count Michael on for any help.)

## Language at work

1 Rewrite 1–10 with the particle in brackets in the correct position. In three sentences, there are two possible positions.

1 Please call him straightaway. (back)

*Please call him back straightaway.*

2 Can you look this report for me? (over)

3 Please drop the package before lunchtime. (off)

4 She called me for a quick chat. (over)

5 I'm just showing these people the factory. (round)

6 Have you given smoking yet? (up)

7 He's out of the office, but I can put you to his voicemail. (through)

8 I don't think we managed to get our main message. (across)

9 They've looked the spreadsheet in detail. (through)

10 I wouldn't count them agreeing to that price. (on)

2 Replace the phrases in *italics* in 1–9 with a phrasal verb from the list. Change the form of the verb or add any extra words if necessary.

count on read back set up lay off come across as  
put off carry out hang up weigh up

1 Could you *repeat* your telephone number?

2 At the interview he *gave the impression* of someone who has a problem with authority.

3 They've *postponed* it for another week.

4 *Put the phone down* and try calling again.

5 They've *made* 300 people redundant.

6 The two brothers *started* the family business in 1959.

7 We should *compare* both sides of the argument at this point of the meeting.

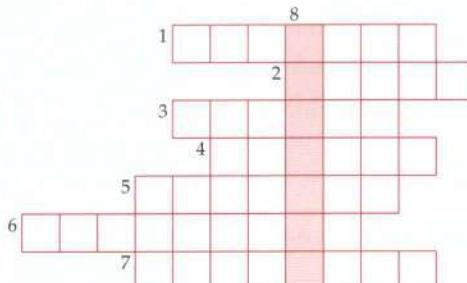
8 Is there a good reason why you didn't *follow* my instructions?

9 I wouldn't *rely on* them for any help if I were you.

# 11 | Practice file

## Working with words

- 1 Read definitions 1–8 and complete the puzzle.



- 1 Show you agree with something.
- 2 Respond to something someone says or does.
- 3 Produce a change in someone or something.
- 4 Do something in the way you used to do it.
- 5 Succeed in doing something.
- 6 Make something start to happen.
- 7 Keep something going at the same level.
- 8 Stop something from happening.

- 2 Match the adjectives from the list to statements 1–8 describing how each person is feeling about a proposed change at work.

- ambivalent critical anxious receptive concerned  
enthusiastic optimistic hostile*
- 1 'It's very worrying. How will it affect me? I felt much safer with the old system.' He is *anxious* about the change.
  - 2 'This is the most ridiculous idea I've ever heard, and I will not tolerate it.' She is \_\_\_\_\_ to the idea.
  - 3 'I think there are some problems with the idea. The finances haven't been worked out properly, and the implications for the staff haven't been examined fully.' He is \_\_\_\_\_ of the idea.
  - 4 'I like the idea of the extra free time at weekends, but I don't like the idea of starting earlier in the morning.' She is \_\_\_\_\_ about the idea.
  - 5 'This sounds like quite an interesting idea – I'd like to hear more about it.' He is \_\_\_\_\_ to the idea.
  - 6 'I think that it will work out well and will improve our working conditions.' She is \_\_\_\_\_ about the change.
  - 7 'Some of these proposals worry me – I'm not sure they've been properly thought through.' He is \_\_\_\_\_ about the proposals.
  - 8 'This is going to be absolutely fantastic – I just can't wait.' She is \_\_\_\_\_ about the change.

## Business communication

- 1 Dermot is explaining the proposed changes in production to worker representatives. Complete his presentation with the phrases from the list.

*we're calling on you to you may be wondering as you all know starting from February next year let's digress for a moment and we are fairly certain everyone I'd like to pass this point over to we'd like to assure you*

Dermot ...<sup>1</sup> BRT is going to diversify into manufacturing energy drinks. <sup>2</sup> we'll be producing our new brand called Boost. <sup>3</sup> that sufficient training will be given to everyone involved in this new product and <sup>4</sup> look at this as a positive move. Training will take place for everyone from October onwards and <sup>5</sup> will have trained by the end of the year. <sup>6</sup> why we're moving into energy drinks. There are several reasons so<sup>7</sup> Xavier from Sales and Marketing. He can show you some interesting statistics.

Xavier Thanks, Dermot. I have a market survey here which compares the sales of soft drinks across Europe. The figures are quite revealing, so<sup>8</sup> look at these in detail. Over the last five years ...

- 2 One of the worker representatives presents the changes from the presentation in 1 to production staff. Put the words in *italics* in the correct order to complete 1–6.

1 *from / starting / learning / month / we'll / next / be*  
how the new drink will be produced.

2 *aware / well / your / regarding / we're / of / concerns*

new technology.

3 *next / weeks / the / few / over / be / we'll / nominating*

some of you to become trainers.

4 *also / introduce / proposing / we're / to*

shift work.

5 *Veronika / now / will / deal / with*

remuneration ...

6 *be / this / we'll / month / later / recruiting*

five new workers.

## GRAMMAR REFERENCE

## Future continuous

- Use the future continuous (*will be + -ing*) to talk about 1 activities that will be in progress (and unfinished) at a certain time in the future

*I can't see you at 11.00 on Monday because I'll be visiting the factory.*

- 2 repeated or continuous activities over a period of time, often with the prepositions *for* and *until*

*I'll be meeting Matthew regularly until the project is finished.* (repeated many times in the future)

*We'll be living in Osaka for 6 months.* (continuous over a period of time)

- 3 activities that are part of a future programme

*Welcome to the course. Over the next few weeks, we'll be looking at methods for making marketing more effective, and we'll be discussing new ways of reaching customers.*

## Future perfect

- 1 Use the future perfect (*will have + past participle*) to talk about an action that will be completed before a point of time in the future.

*A How's the report?*

*B It's going well. I'll have finished it by Friday.*

- 2 The prepositions *by* or *before* are normally used with the future perfect. The negative future perfect + *until* is also common.

*I won't have finished the report until Friday.*

## Probability

- 1 Use *may* and *might* to suggest some uncertainty.

*I may come to the party. Then again, I might not. It depends on how I'm feeling.*

- 2 Adverbs like *probably* and *definitely* give a clear indication of how probable we think something is.

*I'll definitely come to the meeting.* (certain)

*I'll probably come to the meeting.* (very likely)

In positive sentences, the adverb usually comes after *will* (*I'll definitely be there*). In negative sentences, the adverb usually comes before *won't* (*I definitely won't be late*).

- 3 Adjective structures like *is certain to*, *is sure to*, *is bound to*, *is (pretty) likely to*, *is (highly) unlikely to* + infinitive can also be used to indicate degrees of probability.

*We won't wait for John. He's bound to be late.*

*I think our application is unlikely to be successful.*

## Language at work

- 1 Complete A and B with the future continuous or future perfect form of the verbs in brackets.

A We're starting our consultation process today, and over the next few weeks, we

<sup>1</sup> \_\_\_\_\_ (talk) to you individually about how you feel about the changes. We

<sup>2</sup> \_\_\_\_\_ (finish) our research by the end of March.

During the first two weeks in April, we

<sup>3</sup> \_\_\_\_\_ (analyse) the findings.

We

<sup>4</sup> \_\_\_\_\_ (publish) a report with the main conclusions by May at the latest. During the consultation period, we

<sup>5</sup> \_\_\_\_\_ (also / hold) a series of meetings to debate the issues, and senior managers

<sup>6</sup> \_\_\_\_\_ (give) a range of presentations on the key topics.

- B It's proving very hard to arrange a meeting with Mr Sanchez next week. You can't do Monday because you

<sup>7</sup> \_\_\_\_\_ (not / agree) a price with Jenny by then – you need this for your meeting with Mr Sanchez. He can't do

Tuesday because he

<sup>8</sup> \_\_\_\_\_ (visit) his suppliers. Wednesday's no good because you

<sup>9</sup> \_\_\_\_\_ (attend) that exhibition in Paris. Thursday's out because you

<sup>10</sup> \_\_\_\_\_ (not / get back) from Paris by 12.00 – the only time he's free.

- 2 Rewrite 1–8 using the words in brackets.

1 She'll definitely be unhappy about these proposals. (bound)

*She's bound to be unhappy about these proposals.*

2 To be honest, I'm unlikely to get the job. (probably)

3 They may very well cancel the whole order. (quite likely)

4 There will almost certainly be some changes in the final design. (certain)

5 They probably won't accept these terms. (unlikely)

6 I think there's a chance I'll be offered a promotion. (might)

7 There's a chance we will face some opposition to these changes. (may)

8 If this goes ahead, there are bound to be some job losses. (definitely)

## Working with words

### 1 Complete the text with the words from the list.

gather behaviour age driven  
demographics analytics history

Since the beginning of the information<sup>1</sup> \_\_\_\_\_, many successful business operations have become data-<sup>2</sup> \_\_\_\_\_. As a result, many new jobs have emerged including that of the data scientist. These are people who specialize in data<sup>3</sup> \_\_\_\_\_. They are highly trained professionals who love to<sup>4</sup> \_\_\_\_\_ customer data and discover things about our<sup>5</sup> \_\_\_\_\_ as consumers. This can include everything from studying our transactional<sup>6</sup> \_\_\_\_\_ when we buy things online through to looking at the<sup>7</sup> \_\_\_\_\_ of customers spread across the world. So if you have a love for big data, this is the job for you.

### 2 Match 1–8 to a–h.

- 1 I'd like to make \_\_\_\_\_
  - 2 We monitor the \_\_\_\_\_
  - 3 There's been an overnight data \_\_\_\_\_
  - 4 The company mustn't abuse the \_\_\_\_\_
  - 5 Click this box if you agree to the privacy \_\_\_\_\_
  - 6 Do not disclose your \_\_\_\_\_
  - 7 This advertising campaign targets \_\_\_\_\_
  - 8 Online shopping sites have to encrypt \_\_\_\_\_
- a trust of its customers when they give permission to use their data.  
b the users in our European markets.  
c some recommendations based on this data.  
d breach and some credit card numbers were stolen.  
e policy on data use.  
f online behaviour of staff using this software.  
g password details to anyone.  
h the credit card numbers of all customers.

## Business communication

### 1 Choose the correct word in *italics* in 1–7.

- 1 Roughly *spoken* / *speak* / *speaking*, by 2020 it will be up by 25%.
- 2 *Accord* / *According* / *Accorded* to a recent study, there has been a big increase in podcast advertising.
- 3 So what are the facts and *numbers* / *amounts* / *figures*?
- 4 The *final* / *bottom* / *end* line is that user-generated media will continue ...
- 5 So how should we *interpret* / *analyse* / *describe* this drop?
- 6 Can you give us the *run-down* / *downturn* / *low-down* on the types of advertising available?
- 7 In *generally* / *general* / *generality*, traditional forms of advertising ...

### 2 Regina asks the project manager, Ursula, to explain the spending on a project. Complete 1–8 in their conversation with the phrases from the list.

*what's that in terms of* *Stani assured us that*  
*can we look at the figures* *according to*  
*apparently, figures from* *in general*  
*overall, things are looking* *show*

Regina<sup>1</sup> \_\_\_\_\_ for the project so far?

Ursula<sup>2</sup> \_\_\_\_\_ we are within budget.

Regina Are you sure?<sup>3</sup> \_\_\_\_\_  
Stani, you're spending a lot on external staff.

Ursula He's right. We do have a lot of contractors working for us but the fact is, we can't make the deadline date without them.

Regina I see.<sup>4</sup> \_\_\_\_\_ overall expenditure then?

Ursula<sup>5</sup> \_\_\_\_\_ the overspend now will be balanced out when we reach the test phase of the project.

Regina What do you mean?

Ursula<sup>6</sup> \_\_\_\_\_ a similar project in our Polish office<sup>7</sup> \_\_\_\_\_ that they came in under budget because they took on specialist contractors to do the programming. This meant they saved money in the testing phase.

Regina OK, so<sup>8</sup> \_\_\_\_\_ positive, despite the over-spend?

Ursula That's right.

## GRAMMAR REFERENCE

## Reporting

- 1 You can report what something or someone says by using either direct speech or reported speech.

Direct: *She said, 'I buy vinyl records.'*

Reported: *She said (that) she bought vinyl records.*

- 2 To report what someone said, thought or asked we use reporting verbs: *say, tell (someone), explain, complain, think, wonder, ask, want to know*, etc.
- 3 The main verb usually moves back a tense if the reporting verb is in the past:

*'Sales are rising.'* → *He said sales were rising.*

When the reporting verb is in the past tense, the table shows the tense changes in reported speech:

Direct speech	Reported speech
Present simple	Past simple
Present continuous	Past continuous
Simple Past	Past perfect
Past continuous	Past perfect continuous
Present perfect	Past perfect
Pres perf continuous	Past perf continuous
Past perfect	No change
Past perf continuous	No change
<i>am / is / are going to</i>	<i>was / were going to</i>
<i>will</i> future	<i>would</i> future

- 4 Modal verbs change as follows:

Direct speech	Reported speech
<i>can</i>	<i>could</i>
<i>may</i>	<i>might</i>
<i>must</i>	<i>had to</i>
<i>need</i>	<i>needed</i>
<i>will</i>	<i>would</i>

- 5 If the reporting verb is in the present tense and the situation is still current, the tense doesn't change.

*'I really like working here.'*

→ *He says he really likes working here.*

- 6 To report Wh-questions: retain the question word, but change the tense (as above) and change the subject-verb word order:

*When is Jane going?*

→ *He asked me when Jane was going.*

- 7 To report a yes/no question, use *if* or *whether*.

*Has Bill spoken to you?*

→ *He asked me if / whether Bill had spoken to me.*

## Time references

For reported speech, the time references change:

*'I'll speak to him this week.'* → *He said he'd speak to him last week.* (reported the week after)

Common changes include: *now* → *then, today* → *that day, yesterday* → *the day before, this morning* → *that morning, next year* → *the following year.*

## Language at work

- 1 Rewrite 1–10 as reported speech, using the words given.

1 'The plan will not work', I said.  
I said \_\_\_\_\_.

2 'I don't believe in working at weekends', my boss always says.  
My boss always says \_\_\_\_\_.

3 'Can you send this letter?' he asked me.  
He asked me \_\_\_\_\_.

4 'How long have you been waiting?' she asked me.  
She asked me \_\_\_\_\_.

5 'We had a great time on holiday', they said.  
They said \_\_\_\_\_.

6 'What do you think about the proposal?' he asked her.  
He asked her \_\_\_\_\_.

7 'A lot of people are unhappy about these changes', she says.  
She says \_\_\_\_\_.

8 'I haven't shown anyone these plans yet', he told me.  
He told me \_\_\_\_\_.

9 'Have you ever been skiing?' she asked her.  
She asked her \_\_\_\_\_.

10 'I'll be back on Friday', he said.  
He tells me \_\_\_\_\_.

- 2 Report the information given by a project manager about a meeting using reported speech.

'The project is progressing well and we will probably finish stage one by the end of this week. The three construction firms are going to begin work on the stadium next week.'

'We had originally budgeted for two construction firms, but the timing of the project has meant that we needed to contract another so we can finish on time.'

The project manager ...

1 said \_\_\_\_\_

2 ... and explained \_\_\_\_\_.

3 He reported \_\_\_\_\_.

4 He also told the project team

5 ... but pointed out \_\_\_\_\_

6 ... so \_\_\_\_\_.

# 13 | Practice file

## Working with words

- 1 Match the adjectives from the list with statements 1–10.

hierarchical strict cautious individualistic  
egalitarian formal liberal collectivist  
open accepting

- 1 'I like to make my own choices about the way I live my life.' \_\_\_\_\_
- 2 'My parents allowed me a lot of freedom when I was young.' \_\_\_\_\_
- 3 'We are all the same here – there's no separation between bosses and workers.' \_\_\_\_\_
- 4 'My boss is a Level 1 worker, and I'm a Level 4. You're only Level 7, but you'll climb the ladder over time.' \_\_\_\_\_
- 5 'If they introduce a shift system, I'll take part – I won't complain.' \_\_\_\_\_
- 6 'I'm not going to invest the money in shares. It's going into a bank account where I know it'll be safe.' \_\_\_\_\_
- 7 'I would be grateful if you would call me Mr Jones rather than Barry.' \_\_\_\_\_
- 8 'My organization has a lot of rules that we have to obey.' \_\_\_\_\_
- 9 'I'm always willing to listen to new ideas and suggestions.' \_\_\_\_\_
- 10 'Team effort is more important than individual achievement in my company.' \_\_\_\_\_

- 2 Complete 1–8 with the correct prepositions.

- 1 My last boss was sensitive \_\_\_\_\_ people's needs and treated everyone very well.
- 2 The company I work for isn't very tolerant \_\_\_\_\_ individualists.
- 3 I've just read an article about Finland, so I'm informed \_\_\_\_\_ business etiquette there.
- 4 I'm not familiar \_\_\_\_\_ your customs, so could you explain what I'm meant to do?
- 5 In some cultures, it's important to be respectful \_\_\_\_\_ tradition.
- 6 If you do business in this part of the world, you need to be used \_\_\_\_\_ dealing with bureaucracy.
- 7 When I moved to the USA I found it hard to adjust \_\_\_\_\_ the directness of the people there.
- 8 What customs do I need to be aware \_\_\_\_\_ when I visit South Korea?

## Business communication

- 1 Jorge and Lana are talking about doing business in Ukraine. Put the words in *italics* in 1–8 in the correct order.

Jorge I had an interesting time in Ukraine and <sup>1</sup>*the / in / end* \_\_\_\_\_ a deal was done.

Lana Was doing business there different to Greece?

Jorge Yes, very. We had a lot of misunderstanding at first. <sup>2</sup>*it / because / about / came / of* \_\_\_\_\_ our lack of knowledge about negotiating in Ukraine.

Lana So what happened?

Jorge We met our Ukrainian colleagues and expected to get down to business. But it seemed a long time before we even spoke about the negotiation. <sup>3</sup>*that / problem / the / was / first* \_\_\_\_\_.

Lana <sup>4</sup>*so / did / do / you / what* \_\_\_\_\_?

Jorge We made small talk – about our journey, our families and so on. Eventually we spoke about the real business. <sup>5</sup>*seems / it / that* \_\_\_\_\_ relationship-building before business is very important to them.

Lana <sup>6</sup>*what / next / happened* \_\_\_\_\_?

Jorge The Ukrainian team looked at the deal as a whole. They told us exactly what they required from the contract and <sup>7</sup>*when / that / was / uncomfortable / I / felt / really* \_\_\_\_\_ I mean, we don't negotiate like that here. We do it bit by bit.

Lana And then?

Jorge <sup>8</sup>*time / by / went / as* \_\_\_\_\_, we became more aware of each other's culture and how business is done and ...

- 2 Jorge continues his story from 1. Choose the correct words in *italics* in 1–6.

Jorge <sup>1</sup>*At last / At first* it seemed that the Ukrainians were very direct and abrupt, but this was just their style. <sup>2</sup>*What's most / What's more*, they said 'no' to us quite frequently, which was difficult to get used to. <sup>3</sup>*It wasn't until / It wasn't since* I read up about the Ukrainian negotiating style that I found out they say 'no' about nine times more often than Western negotiators! <sup>4</sup>*In spite / Despite* this we became quite good friends. There were a few times when it was tough and we thought we'd lost the deal. <sup>5</sup>*Luckily / Happily* my colleague knew that hospitality is also very important to business relationships and he invited the Ukrainian team to dinner. The idea was that it would get our relationship back on track. <sup>6</sup>*It really shocked me, but it functioned / It really surprised me, but it worked.* I've certainly learnt from the experience.

## GRAMMAR REFERENCE

## Past continuous

- 1 The past continuous (*was doing, were doing*) is often used to set the scene and give background information at the beginning of a narrative.

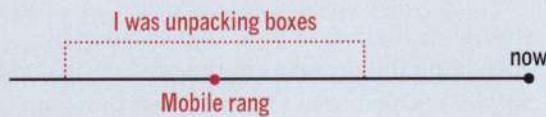
*When I got to the trade fair, it was still early. Some of the exhibitors **were setting up** their stands and others **were unpacking** their publicity materials.*

BUT the past continuous is not used with stative verbs or when describing permanent features.

*Our stand **looked** very professional and it **was** ideally placed because it **was** on the aisle that led to the main restaurant.*

- 2 The past continuous is also used for an action in progress that is interrupted by another shorter action. (Use the past simple for the action that interrupts.)

*I **was unpacking** one of the boxes for our stand when my mobile **rang**.*



## Past simple

The past simple (*did*) is used for the main actions and events in a story that happen one after the other.

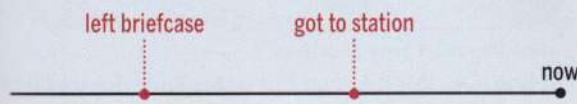
*He **said** I was wanted back at the office immediately and **ended** the call. I **tried** to call back, but there **was** no reply.*

*In the end, I **packed** everything up, **locked** it away and **left** the hall.*

## Past perfect

The past perfect (*had done*) is used when we are already talking about the past and want to refer to an earlier action, event or state.

*When I **got** to the station, I **realized** I'd **left** my briefcase at the exhibition.*



## Language at work

- 1 Complete 1–8 with the past continuous, past simple or past perfect form of the verbs in brackets.

- I **\_\_\_\_\_** (not recognize) him because he **\_\_\_\_\_** (change) so much.
- While I **\_\_\_\_\_** (wait) for the train, I quickly **\_\_\_\_\_** (call) the office to leave a message for Joe.
- On my way to work this morning, the sky **\_\_\_\_\_** (be) grey and it **\_\_\_\_\_** (rain) lightly.
- I first **\_\_\_\_\_** (meet) Harry while I **\_\_\_\_\_** (work) for Morgan Stanley in New York.
- When I **\_\_\_\_\_** (get) to the checkout, I realized that I **\_\_\_\_\_** (leave) my credit card at the office.
- When they **\_\_\_\_\_** (arrive) back from their holiday, they were shocked to see that their apartment **\_\_\_\_\_** (break) into.
- I **\_\_\_\_\_** (jump) up, **\_\_\_\_\_** (run) across the room and quickly **\_\_\_\_\_** (smash) the glass to set off the fire alarm.
- I **\_\_\_\_\_** (notice) a couple of small mistakes while I **\_\_\_\_\_** (read) your report.

- 2 Complete this story about a boat trip with the past simple, past continuous or past perfect form of the verb in brackets.

A few years ago, while I <sup>1</sup> **\_\_\_\_\_** (do) a training course in Borneo, I <sup>2</sup> **\_\_\_\_\_** (go) on a boat trip with some colleagues to an island that was an animal sanctuary – with lots of wild monkeys. We <sup>3</sup> **\_\_\_\_\_** (arrive) at about lunchtime, and I <sup>4</sup> **\_\_\_\_\_** (decide) to have a look at the jungle. I <sup>5</sup> **\_\_\_\_\_** (walk) along a path when I <sup>6</sup> **\_\_\_\_\_** (see) a very large and mean-looking monkey sitting on a branch in front of me, making a rather menacing noise. I <sup>7</sup> **\_\_\_\_\_** (stop) because I <sup>8</sup> **\_\_\_\_\_** (never / come) across wild monkeys before, and I <sup>9</sup> **\_\_\_\_\_** (not know) what to do. Suddenly, the monkey <sup>10</sup> **\_\_\_\_\_** (jump) down from the tree and <sup>11</sup> **\_\_\_\_\_** (come) towards me very aggressively. I <sup>12</sup> **\_\_\_\_\_** (turn) and <sup>13</sup> **\_\_\_\_\_** (run) as fast as I could, shouting loudly as I got to the beach. When my colleagues <sup>14</sup> **\_\_\_\_\_** (look) up, I <sup>15</sup> **\_\_\_\_\_** (race) towards the water and the monkey <sup>16</sup> **\_\_\_\_\_** (chase) after me. I finally <sup>17</sup> **\_\_\_\_\_** (reach) the safety of sea and <sup>18</sup> **\_\_\_\_\_** (dive) in. When I <sup>19</sup> **\_\_\_\_\_** (look) round, I <sup>20</sup> **\_\_\_\_\_** (be) pleased to see that the animal <sup>21</sup> **\_\_\_\_\_** (disappear), but my colleagues <sup>22</sup> **\_\_\_\_\_** (laugh) uncontrollably.

# 14 | Practice file

## Working with words

- 1 Put the letters in the correct order to make words relating to appraisals. Then complete sentences 1–7 with the words.

sadders corucstetivn sarie espxrse  
ccdnnotu tjbicoev imnoort

- 1 If you don't \_\_\_\_\_ performance, you may overlook important areas where change is essential.
- 2 Always allow yourself enough time to \_\_\_\_\_ an appraisal – don't rush things.
- 3 Could we set up a meeting to \_\_\_\_\_ these issues with the new filing procedure?
- 4 During the appraisal we rate each \_\_\_\_\_ on a scale of one to five.
- 5 The weekly meeting gives us an opportunity to \_\_\_\_\_ our views to the manager.
- 6 It's important to give \_\_\_\_\_ feedback rather than criticizing things that haven't been done properly.
- 7 You should \_\_\_\_\_ the issue of equal pay at tomorrow's meeting with HR.

- 2 Complete the text with the words from the list.

peer value performance tool  
appraisals criteria form

<sup>1</sup> \_\_\_\_\_ management is not just about carrying out top-down staff<sup>2</sup> \_\_\_\_\_; it's about encouraging change and making sure everybody gets the chance to perform to the best of their abilities. In this respect, a 360-degree appraisal system is a really useful development<sup>3</sup> \_\_\_\_\_. In our department, we spend a lot of time working out the assessment<sup>4</sup> \_\_\_\_\_ we are going to use so that the feedback<sup>5</sup> \_\_\_\_\_ we end up with is as comprehensive as possible. And people enjoy taking part in the process – they quite like having the chance to make<sup>6</sup> \_\_\_\_\_ judgements on their colleagues' performance; and if they are being assessed, they take it very seriously, because<sup>7</sup> \_\_\_\_\_ rating is somehow much more honest than anything a boss might say.

- 3 Complete 1–6 with the correct preposition.

- 1 My manager handed \_\_\_\_\_ a feedback form to all my colleagues.
- 2 We go \_\_\_\_\_ the form during the appraisal.
- 3 My manager plans to carry \_\_\_\_\_ doing 360-degree appraisals every year.
- 4 I usually come \_\_\_\_\_ as very confident at work.
- 5 I've decided to move \_\_\_\_\_ from learning French to learning Spanish.
- 6 I think I will end up \_\_\_\_\_ a good score at the end of my appraisal.

## Business communication

- 1 Sylvie is conducting an appraisal with Julio. Complete the words 1–7 in their conversation.

Sylvie So, Julio, what do you consider were your<sup>1</sup>s \_\_\_\_\_ and<sup>2</sup>f \_\_\_\_\_ this year?

Julio I think I've performed quite well and reached my sales targets. And if I'd secured the Zipco contract, I'd<sup>3</sup>h \_\_\_\_\_ b \_\_\_\_\_ salesperson of the month.

Sylvie Yes. I must say, we're very<sup>4</sup>h \_\_\_\_\_ with your achievements. Are there any areas you feel you need to<sup>5</sup>i \_\_\_\_\_ on?

Julio Yes. I sometimes have difficulty closing a sale. I know my performance has been good, but I would like some help. What's the<sup>6</sup>b \_\_\_\_\_ w \_\_\_\_\_ to deal with apprehensive clients?

Sylvie There are quite a few approaches you could take. You<sup>7</sup>o \_\_\_\_\_ to observe some of your colleagues and see what they do.

Julio That sounds like a good idea.

- 2 Complete the rest of their conversation by correcting the mistakes in the phrases in *italics*.

Sylvie Yes, you need to focus on encouraging more teamwork. <sup>1</sup>Throwback from the sales force \_\_\_\_\_ has been rather poor.

Julio <sup>2</sup>How I should this do \_\_\_\_\_  
Perhaps I could arrange the observation as a team-building activity.

Sylvie Good idea. <sup>3</sup>Can we identification that as \_\_\_\_\_ a personal goal for next year?

Julio Yeah. But <sup>4</sup>we could help with some support \_\_\_\_\_ from our managers, so we're given enough time for teambuilding.

Sylvie OK. Now, <sup>5</sup>you delegated good \_\_\_\_\_ interpersonal skills when working with clients, and we'd like to involve you in training new graduates in customer care.

Sylvie Sounds great. But if I'd known about this earlier, <sup>6</sup>I would not have organized \_\_\_\_\_ so many business trips in the next few months.

Sylvie Oh. We'll talk about dates later then. Let's turn to the issue of remuneration.

Julio Good. <sup>7</sup>While we're talking to money \_\_\_\_\_ can we discuss travel expenses, too?

Sylvie Hmm, I suppose so.

## GRAMMAR REFERENCE

## Third conditional

- 1 Use the third conditional to talk about things that did not happen in the past (imagining what would have happened if things had been different). It is often used to criticize past actions or to express regrets. In the *if* clause we talk about the imagined past situation; in the other clause we talk about the imagined past result.

Past situation	Past result
<i>If</i> + past perfect	<i>would(n't) have + past participle</i>
<i>If you'd concentrated,</i>	<i>you wouldn't have made the error.</i>
<i>If I'd studied harder,</i>	<i>I would have passed my exam.</i>

- 2 Notice how negative changes to positive and positive changes to negative.

Real past: *You didn't give me the information.* (negative)

Imagined past: *If you'd given me the information.* (positive)

Real result: *I made the error.* (positive)

Imagined result: *I wouldn't have made the error.* (negative)

- 3 In the result clause, use *might have* or *could have* to talk about a less certain result.

*If you'd helped me, we could have finished on time.*

## Mixed conditional

Change the verb forms in conditional sentences to talk about an imagined past situation and present result.

Past situation	Present result
<i>If</i> + past perfect	<i>would(n't) + present infinitive</i>
<i>If you'd done what I advised,</i>	<i>we wouldn't be in trouble now.</i>
<i>If I hadn't won the money,</i>	<i>I would still be working in a supermarket.</i>

## Perfect modals

- 1 Use *could have*, *might have* and *would have* to talk about something that was possible in the past but didn't happen.

*It's a good thing you didn't invest in that company – you could / might / would have lost everything.*

- 2 *Could have* and occasionally *might have* can be used to express irritation and criticism.

*I was expecting you at the meeting – you really could / might have told me you weren't going to come.*

- 3 Use *should have* to criticize what people have or haven't done.

*You should have asked me for authorization – you shouldn't have made the decision yourself.*

## Language at work

- 1 Complete 1–8 with the correct form of the verbs in brackets. Sometimes more than one answer is possible in the result clause.

- That was a missed opportunity. If we \_\_\_\_\_ (buy) the shares in April, we \_\_\_\_\_ (make) a lot of money.
- It's just as well we took the train to the airport. We \_\_\_\_\_ (miss) the flight if we \_\_\_\_\_ (drive), because there was an accident on the motorway.
- If I \_\_\_\_\_ (study) English when I was at school, I \_\_\_\_\_ (not need) to go to language classes now.
- They called the strike off because if it \_\_\_\_\_ (go on) for any longer, the company \_\_\_\_\_ (shut down) the factory.
- Of course I've got my mobile. If I \_\_\_\_\_ (not bring) it with me, I \_\_\_\_\_ (not / talk) to you now!
- This is all your fault. If you \_\_\_\_\_ (pack) the items more carefully, none of this \_\_\_\_\_ (happen).
- If we \_\_\_\_\_ (leave) an hour earlier, we \_\_\_\_\_ (be) there by now, instead of being stuck here in this traffic jam.
- I understand why you made that decision – if I \_\_\_\_\_ (be) in your position, I think I \_\_\_\_\_ (do) the same thing.

- 2 Rewrite the phrases in *italics* in 1–7 using *could have*, *should have* or *might have*. More than one correct answer is sometimes possible.

- That wasn't a very sensible decision. *You ran the risk of being dismissed.*  
\_\_\_\_\_
- What a pity you didn't come five minutes earlier. *You have missed the chance of seeing Anne.*  
\_\_\_\_\_
- You were wrong to speak to her like that.*  
\_\_\_\_\_
- I'm irritated you didn't let me know you were coming.*  
\_\_\_\_\_
- It was a mistake not to send the price list with the catalogue.*  
\_\_\_\_\_
- We're very lucky we didn't lose the contract.*  
\_\_\_\_\_
- I'm irritated that you didn't call to say the meeting had been cancelled.*  
\_\_\_\_\_

# 15 | Practice file

## Working with words

- 1 Complete 1–7 with the words from the list.

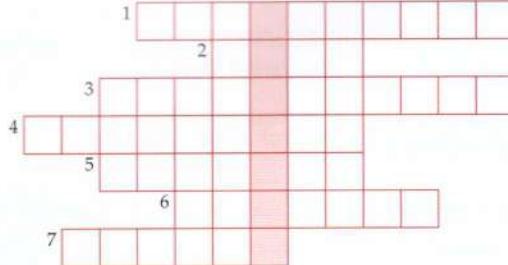
appreciate charity hesitate perspective  
put off tip revitalized

- 1 Going away for a year gave me a whole new \_\_\_\_\_ on life.
- 2 I really \_\_\_\_\_ what you've done for me, so thanks.
- 3 If you \_\_\_\_\_ any longer, the opportunity is going to slip by.
- 4 That was a very useful \_\_\_\_\_ you gave me.
- 5 I had to \_\_\_\_\_ my trip for a couple of months for family reasons.
- 6 I've applied for a job as a fundraiser for a \_\_\_\_\_.
- 7 I feel really \_\_\_\_\_ after my six-month break from the office.

- 2 Put the letters in the correct order to answer clues 1–7. Then complete the puzzle with the answers to find the hidden word.

retnetnio nthsmiseua cilypo sfto  
oetdlvempne ehad fof bnroade

- 1 After a break, people often return to work with renewed \_\_\_\_\_.
- 2 \_\_\_\_\_ skills are just as important as technical qualifications.
- 3 Learning a new language would help my personal \_\_\_\_\_.
- 4 We have a very high \_\_\_\_\_ rate, which shows that our staff are happy.
- 5 Seeing other countries gave me the chance to \_\_\_\_\_ my horizons.
- 6 Time away from work can sometimes help people \_\_\_\_\_ in a new direction in their career.
- 7 Car-sharing is now official company \_\_\_\_\_.



## Business communication

- 1 Marion is talking to her boss about taking six months off to travel. Complete 1–8 in the conversation with the correct options a–d.

M It's been a long-term <sup>1</sup> \_\_\_\_\_ of mine to travel to Australia.

B But what about your job here?

M Well, I'd like to take six months off. And I'd really <sup>2</sup> \_\_\_\_\_ it if you could consider keeping my job open for me.

B I'm not sure that's fair on your colleagues.

M I understand your <sup>3</sup> \_\_\_\_\_, but none of my colleagues have shown interest in doing something similar.

B Maybe not, but I need to know more about your plans.

M Well, I've been offered a work placement for four months and then I'd like to travel.

B Go on.

M The fact that I can travel and gain experience is unique. It's a once in a <sup>4</sup> \_\_\_\_\_ opportunity.

B OK. But what are the <sup>5</sup> \_\_\_\_\_ for the company?

M I intend <sup>6</sup> \_\_\_\_\_ apply for a project manager position and the experience I'd gain would be <sup>7</sup> \_\_\_\_\_.

B It sounds interesting and you're showing promise with project work. I'll need to discuss this with HR.

M Great. Do tell them it's a <sup>8</sup> \_\_\_\_\_ situation for us all!

- 1 a goal b target c point d task
- 2 a depreciate b enjoy c appreciate d pleasure
- 3 a warning b suspicions c misgivings d mistrust
- 4 a life b lifetime c century d blue moon
- 5 a wins b uses c profits d benefits
- 6 a towards b to c for d on
- 7 a priceless b valueless c precious d invaluable
- 8 a win-lose b win-win c benefiting d profit

- 2 Put the words in 1–5 in the correct order.

1 finish / a / of / long-term / been / mine / to / goal / it's / my university course

2 and / points / more leadership experience / are / the / plus / skills development

3 my / this / for / from / motivation / comes / my volunteer work / with the Red Cross

4 I'll / satisfied / be / never / unless / do / I / it

5 fair / –I've / do / hardly / never / to / overtime that's / refused

## GRAMMAR REFERENCE

## Verb + -ing form

- A number of verbs are followed by the -ing form rather than the infinitive including *dislike, enjoy, can't stand, look forward to, avoid, miss*.  
*I really enjoyed seeing Martha again.*
- When a verb follows a preposition it is connected with, it always takes the -ing form rather than the infinitive.  
*I'm keen on travelling, but I'd be worried about taking a whole year off.*

## Verb + infinitive form

- A number of verbs are followed by the infinitive rather than the -ing form such as *agree, arrange, expect, hope, manage, offer, plan, prepare, promise, refuse, afford, want, would like*.  
*We arranged to meet the following week.*
- The infinitive is also used to express purpose.  
*I'm taking a year off to travel round the world.*

## Verb + -ing form or infinitive

Some verbs can be followed by the -ing form or the infinitive. Sometimes there is little or no change in meaning and sometimes there is a change in meaning.

- Little or no change in meaning with verbs such as *like, love, hate and prefer*:  
*I like travelling. / I like to travel.*  
*They love playing golf. / They love to play golf.*
- Changes in meaning with verbs such as *stop, remember, forget, go on, and regret*:  
*I stopped going to the gym on my way home. (I used to go to the gym on my way home, but I gave up the activity.)*  
*I stopped to go to the gym on my way home. (I was driving home and stopped in order to go to the gym.)*  
*I remember seeing Ken at the party. (I saw him, and I have a clear memory of it.)*  
*I remembered to see Ken at the party. (I knew he wanted to speak to me, so I went over to him.)*

## Language at work

- 1 Complete this email with the correct form of the verbs in brackets.

✉

Dear Hanno

I'm writing <sup>1</sup> \_\_\_\_\_ (tell) you about what I'm planning <sup>2</sup> \_\_\_\_\_ (do) next year because it will affect you, and you may want <sup>3</sup> \_\_\_\_\_ (think) about <sup>4</sup> \_\_\_\_\_ (find) a replacement for me.

As you know, Ingrid has arranged for me <sup>5</sup> \_\_\_\_\_ (send\*) to the Seoul office <sup>6</sup> \_\_\_\_\_ (oversee) the new branch out there. I originally expected <sup>7</sup> \_\_\_\_\_ (be) away for six months. However, I would like <sup>8</sup> \_\_\_\_\_ (explore) that part of the world. I asked Ingrid if she would consider <sup>9</sup> \_\_\_\_\_ (let) me have an extended break, and she has agreed <sup>10</sup> \_\_\_\_\_ (give) me an additional six months' unpaid leave.

This means I'll be away for a year, which I appreciate is not ideal for you. However, it is very important for us <sup>11</sup> \_\_\_\_\_ (keep) you as a client, so Ingrid has suggested <sup>12</sup> \_\_\_\_\_ (take) over the day-to-day running of your account herself. I'm sure you'd enjoy <sup>13</sup> \_\_\_\_\_ (work) with her, but I thought it was important <sup>14</sup> \_\_\_\_\_ (check) that you would be happy about <sup>15</sup> \_\_\_\_\_ (collaborate) with her.

Please let me know your feelings about this, and contact me if there is anything you want <sup>16</sup> \_\_\_\_\_ (discuss).

I look forward to <sup>17</sup> \_\_\_\_\_ (hear) from you.

Dan

\* TIP: active or passive?

- 2 Match 1–8 to a–h.

- I stopped to have a coffee \_\_\_\_\_
  - I stopped having coffee \_\_\_\_\_
  - I regret to say \_\_\_\_\_
  - I regret saying \_\_\_\_\_
  - I don't remember signing the cheque \_\_\_\_\_
  - I didn't remember to sign the cheque \_\_\_\_\_
  - I'll never forget sending you a birthday card \_\_\_\_\_
  - I'll never forget to send you a birthday card \_\_\_\_\_
- because I didn't want to fall asleep at the wheel.
  - because it's in my computer's calendar.
  - that your application for secondment to Brussels hasn't been successful.
  - but I must have done, because the bill was paid.
  - and that's why the bank sent it back.
  - because I couldn't sleep if I drank it at night.
  - because I was stuck in the post office for hours.
  - I'd apply for the post in Brussels.

# Irregular verb list

Verb	Past simple	Past participle	Verb	Past simple	Past participle
be	was/were	been	let	let	let
become	became	become	light	lit	lit
begin	began	begun	lose	lost	lost
break	broke	broken	make	made	made
bring	brought	brought	mean	meant	meant
build	built	built	meet	met	met
burn	burnt/burned	burnt/burned	pay	paid	paid
buy	bought	bought	put	put	put
catch	caught	caught	read	read	read
choose	chose	chosen	ride	rode	ridden
come	came	come	ring	rang	rung
cost	cost	cost	rise	rose	risen
cut	cut	cut	run	ran	run
deal	dealt	dealt	say	said	said
do	did	done	see	saw	seen
dream	dreamt	dreamt	sell	sold	sold
drink	drank	drunk	send	sent	sent
drive	drove	driven	set	set	set
eat	ate	eaten	shine	shone	shone
fall	fell	fallen	show	showed	shown
feed	fed	fed	shut	shut	shut
feel	felt	felt	sing	sang	sung
fight	fought	fought	sit	sat	sat
find	found	found	sleep	slept	slept
fly	flew	flown	speak	spoke	spoken
forget	forgot	forgotten	spell	spelt/spelled	spelt/spelled
freeze	froze	frozen	spend	spent	spent
get	got	got	stand	stood	stood
give	gave	given	steal	stole	stolen
go	went	gone/been	swim	swam	swum
grow	grew	grown	take	took	taken
have	had	had	teach	taught	taught
hear	heard	heard	tell	told	told
hide	hid	hidden	think	thought	thought
hold	held	held	throw	threw	thrown
keep	kept	kept	understand	understood	understood
know	knew	known	wake	woke	woken
lead	led	led	wear	wore	worn
learn	learnt/learned	learnt/learned	win	won	won
leave	left	left	write	wrote	written
lend	lent	lent			