

On the one hand ...
but on the other ...

At first ... but in the end ...
At the time ... but in retrospect ...
In theory ... but in practice ...
On paper ... but in reality ...
On the surface ... but deep down ...
Under normal circumstances ...
but in the current situation ...
In the short term ...
but in the long term ...

Contradictory points

Making a personal comment

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

Something is true, but surprising
Actually, In fact, Strangely enough,
Believe it or not

Something is obvious or already known
Clearly, Obviously

Good / Bad fortune
Fortunately, Luckily, Unfortunately, Sadly

Saying what you really think
To be honest, Frankly

Saying something confidential
Between you and me,
Please don't repeat this but ...

Other phrases
Hopefully, Amazingly,
Ironically, Understandably,
Predictably, Presumably



DEVELOPING AN ARGUMENT 2

Saying what will happen in
certain circumstances (conditionals)

Linking words 2

If ..., it'll probably mean that ...
We must ..., otherwise ...
Unless ..., it will...

Making two related points

Firstly ... and secondly ...
To begin with ... and then ...
For one thing ...
and for another ...

In the first place ...
and then on top of that ...

Conceding a point, but
then dismissing it

It's true that ... but ...
Of course ... but even so ...
Certainly ... however ...
Admittedly ... but nevertheless ... (formal)

Generalizing and then qualifying

In general ... although ...
On the whole ... but ...
In most cases ... however ...

Announcing a change of
subject in advance

As regards ...
Regarding ...
As far as ... is concerned
In relation to ... (slightly formal)
With reference to ... (formal)

Changing the topic

By the way,
Incidentally, (slightly formal)
Talking about ...
On the subject of ...

21

Developing an argument – linking words 2: Exercises

21.1 Study a)–e), noticing the phrases in *italics*.

- a) *For one thing* it's too expensive, *and for another* the design is quite old-fashioned.
- b) *As far as* the press conference *is concerned*, we need to reassure everyone that the situation is under control.
- c) Yes, all our jobs are going to be at risk if the merger goes through. *Incidentally*, did you manage to get any tickets for the game on Saturday?
- d) *In general* her decisions about marketing strategy are very good, *although* on this occasion I think she has overlooked the importance of the Internet.
- e) *Of course* Silvia has a lot of experience in this field, *but even so* I think the project is too big for just one person.

Now match each phrase in *italics* above to the one below with the closest meaning. Write the sentence letter in the box.

- | | |
|--|--------------------------|
| 1 By the way, ... | <input type="checkbox"/> |
| 2 As regards ... | <input type="checkbox"/> |
| 3 Admittedly ... , but nevertheless ... | <input type="checkbox"/> |
| 4 On the whole ... , but ... | <input type="checkbox"/> |
| 5 In the first place ... , and then on top of that ... | <input type="checkbox"/> |

Say sentences a)–e) aloud with both alternatives.

21.2 Fill in each gap with a word from the box. Several answers may be possible, but one solution uses all the words in an appropriate way.

~~Actually~~ Amazingly Presumably Clearly
Frankly Ironically Predictably Unfortunately

- 1 A: Can you help us with this email? It's written in Spanish.
B: Actually I'm Brazilian, so I speak Portuguese not Spanish. But I'm sure I can help you.
- 2 The trend in IT is for software and data to migrate from the individual PC to the network. _____, this is quite like the situation with mainframe computers in the seventies and eighties.
- 3 _____, we can get the information quite easily from Google. But I haven't actually looked for it yet.
- 4 _____, the original 19th-century London Bridge is now in the Arizona Desert! It was sold in 1962 to an American oil millionaire, dismantled, and then reassembled brick by brick. It is now a major tourist attraction.
- 5 Hello? Is that Melanie Bryant? Yes, it's about your order. _____ we're having some problems processing your payment. Can you check at your end to make sure it's been authorized?

- 6 A: They say they can deliver the materials by the end of the month.
B: _____, I don't care. We've already had one bad experience with them and I think we should look for another supplier.
- 7 _____, if they want a tailor-made version, they'll have to give us detailed specifications. I'm sure they know that.
- 8 Cadbury Schweppes announced a cut in its expected earnings on Monday. _____, the whole food and beverages sector saw lower share prices following the announcement.

21.3 Complete the text with the structures in *italics*. Note that they all need two gaps.

As far as ... is concerned ... *Firstly ... Secondly ...*
Unless ... it will ... *In most cases ... but ...*
It is true that ... however ...

- 1 _____ Spain represents only 2% of global GDP, _____ it has produced some multinationals that are major players on the global stage. What are the reasons for this success?
- 2 _____, they have focused on what they do best: large-scale operations. Examples include Telefónica (telecommunications networks), Repsol and Iberdrola (energy) and Ferrovial (infrastructure).
- _____, they have made significant moves into Latin America, taking advantage of the common language and culture. Banks like Banco Santander and BBVA have been very active in these markets. 3 _____ these success stories have been large, publicly listed companies, _____ some family-owned firms have also done well. Examples include Freixenet, the leading exporter of sparkling wines to the US, and Inditex, the owner of the Zara clothing brand.
- 4 _____ the future _____, competition is going to get tougher. By concentrating on Latin America, Spanish companies have already picked the 'low-hanging fruit'. There are some major challenges ahead, especially in terms of top management. 5 _____ these companies develop more senior executives with international experience, _____ be difficult to expand into the rest of the world.

21.4 Review some conditional structures. Fill in the gaps with these words: *in case, otherwise, provided that, unless, whether*.

- _____ we have managers with international experience, we won't be able to compete in the global marketplace.
- _____ we have managers with international experience, we will be able to compete in the global marketplace.
- We need managers with international experience, _____ we won't be able to compete in the global marketplace.
- Our ability to compete in the global marketplace depends on _____ or not we have managers with international experience.
- We need to start recruiting some senior managers who speak Spanish, _____ one day we want to enter the Latin American market.

21.5 Answer these two questions, choosing from the words and phrases in italics in exercise 21.4:

- Which one means the same as all of these: *on condition that / as long as / if and only if*?
- Which one is used in almost the same way as *if*, but (i) it is more common when there is a choice between two possibilities, (ii) it is more common when the word *or* is also used and (iii) it is used before an infinitive (so NOT *I can't decide if to go to the conference*)?

21.6 Look at the sentence in the box, and in particular the form of the words in italics.

If we *recruit* some Spanish-speaking managers, we *will be* able to operate in Latin America.

Now follow these instructions:

- Make the sentence in the box less certain – it is just a hypothetical idea in the mind of the speaker.
If we _____ some Spanish-speaking managers, we _____ able to open an office in Mexico.
- Make the sentence in the box about the past. The speaker is expressing regret because they didn't recruit any Spanish-speaking managers.
If we _____ some Spanish-speaking managers, we _____ able to open an office in Mexico.

Writing practice

- Choose a topic for a short report. If you are a student, choose an academic topic related to your course. If you are working, choose a typical report from real life. In either case, think of something where the issues and arguments are quite complex.

- Make the sentence about the past again. This time the speaker is expressing relief – they did recruit Spanish-speaking managers and because of this they were able to open the office.

If we _____ any Spanish-speaking managers, we _____ able to open an office in Mexico.

- Remember that all modal verbs are possible in conditionals. For example, *may / might* could be used in 1 above to make the result less certain than *would*.

21.7 Choose a phrase from the box to complete each sentence below. Several answers are possible each time, but one solution uses all the words in an appropriate way.

On the one hand ... but on the other ...
At first ... but in the end ...
At the time ... but in retrospect ...
On paper ... but in reality ...
On the surface ... but deep down ...
Under normal circumstances ... but in the current situation ...
In the short term ... but in the long term ...

- On the one hand* the quality is good,
but on the other the price is quite high.
 - _____ she was quiet and shy,
_____ she knew what she wanted and was determined to get it.
 - _____ Hong Kong Disneyland looks like it should be a great success,
it will be a challenge to adapt the Disney formula to such a different culture.
 - _____ I found my MBA course very difficult,
_____ I got used to the workload and started to really enjoy it.
 - _____ we need to establish our presence in the market and increase the visibility of the brand,
_____ profitability will of course be the number one objective.
 - _____ I would agree with you,
_____ I just don't think we can afford to take any risks. Let's put your suggestion on hold and discuss it again in six months.
 - _____ it was difficult to leave my job at 28 and invest time and money in an MBA,
_____ it was the best career move I ever made.
- Note: *in the end* (#4 above) means 'finally' or 'eventually', while *at the end* refers to the last part of something.

- Write the report. Feel free to refer to the mind map.

Developing an argument

Read the text and then study the bullet points below.

Never before has business ethics been such a hot topic. A succession of scandals at major corporations like Enron, WorldCom and Tyco caused the US Congress to pass the Sarbanes-Oxley Act in 2002 – a major piece of anti-fraud legislation. **Some people argue that** a combination of anti-fraud and equal opportunities laws is enough to ensure ethical practices, and **up to a point**, they may be right. **After all**, American business does seem cleaner and fairer these days. But on the other hand, these laws only come into play after a crisis has occurred, and are **predominantly** concerned with areas like financial reporting, contracts and discrimination. **What companies really need is** a set of standards and codes that describe what is ethical and unethical in the wider sense of society and the environment, and that prevent problems from happening. Moreover, these standards and codes have to be **considerably more** effective than in the past. For example, high-level managers need to take personal responsibility for detecting and preventing misconduct. **Likewise**, whistleblowers lower down in the organization who report misconduct must be protected.

From a financial point of view, having a strong ethical policy can be good for business. Consumers dislike companies that exploit cheap labour in poor countries or harm the environment, and 'corporate social responsibility' has become a key part of brand image. Of course a company's social audit is still **relatively less** important **than** its financial audit. But it is **in a sense** a victory for ethical campaigners when, for example, the annual report of a company needs to list its contributions to society in order to keep the shareholders happy.

Taking all this into consideration, I am **convinced** that ethical considerations will have a growing importance in the company of the future. It is true that government legislation already exists in many areas, but certain core values like integrity, honesty, fair play, commitment to diversity and involvement in the community need extra support. They are too general to be created or defended by laws, **yet** strong leadership in these areas can set an example to employees all through the organization.

- Look at the words in bold above, and the mind map. Find:
 - three structures in the text listed in the mind map under *Opinions*.
 - three structures listed under *Focusing*.
 - one word listed under *Emphasizing*.
 - one phrase listed under *Concluding*.
- Notice the linking phrase *after all* on line 8. It means 'we mustn't forget that'. It does NOT mean 'finally' / 'at last' / 'in the end'.
- Notice the linking word *yet* on line 43. It is the same as 'but despite this'. There is more sense of surprise than simply 'but'.
- There are five other linking structures that are not in bold because they have already been mentioned in previous units. Find:
 - one for making a contrast.
 - one for adding another point.
 - one for giving an example.
 - one for saying something already known.
 - one for conceding a point, but then dismissing it.
- Study the *Opinions* section of the mind map. Notice how you can vary your language (instead of always writing *I think* or *In my opinion*).

Focusing structures

At line 13 you can see the phrase *What companies really need is* Look under *Focusing* in the mind map to find more examples of this structure.

At line 1 you can see a phrase beginning with a negative frequency adverb: *Never before has business ethics been....* When you focus on *never* by putting it at the beginning you invert the normal subject/auxiliary word order (*Business ethics has never before been*). See the mind map for other phrases that can be used in this way.

Adverb + comparative adjective

Look at line 18 *considerably more effective* and line 30 *relatively less important*. Why add the words 'considerably' and 'relatively' when the sentence is okay without them? The answer is that it makes the comparison more measured – it sounds like you have considered the comparison more carefully. Adverbs used in this way are:

- *far / much / considerably / significantly / substantially* (more effective).
- *relatively / somewhat* (more effective).
- *slightly / marginally* (more effective).

Emphasizing

Above all, In particular
Particularly, Especially
Mainly, Mostly, Principally, Predominantly
Specifically

Comparison

In comparison with, Compared to

Similarity

Similarly, Likewise, In the same way

Exception

Apart from, Except for

Explaining

in other words, to put it another way,
that is, ie
To put it simply

Summarizing

Basically (informal), To sum up,
In short, In summary

Concluding

All in all (informal),
All things considered (informal),
On balance, In conclusion,
Taking all this into consideration

Personal opinion

In my opinion / view ...
I really believe that ...
I am convinced that ...

Less certain:

To my way of thinking ...
It seems to me that ...

Limited knowledge:

As far as I know ...
To the best of my knowledge ...

Qualified opinion

Some people argue that ...
People often claim that ...
People tend to believe that ...
This (will) may cause ...
(All) The majority of managers ...

Partially true statement

Up to a point, In a sense,
In a way, To some degree / extent,
To a limited degree / extent

Opinions

Linking words 3

**DEVELOPING AN ARGUMENT 3**

Adverb + comparative adjective

Far / Much / Considerably / Significantly /
Substantially (more effective)
Relatively / Somewhat (more effective)
Slightly / Marginally (more effective)

What / The thing ... is

What companies really need is ...
What we want from you is ...
What I will do first is ...

The thing that impressed
me most was ...

The one thing that
worries me is ...

Negative frequency

Never before has ...
Under no circumstances can we ...
On no account must we ...
At no time have I ...
On no condition will we ...
Only in some respects do I ...
Only on rare occasions have we ...

Field of relevance

From a technical / financial /
commercial / administrative /
ethical point of view
Technically speaking
Financially speaking

Focusing

22 Developing an argument – linking words 3: Exercises

22.1 Put these phrases in order, from 1 (most careful and measured) to 4 (most certain).

- a) I believe that ... ☐
- b) I firmly believe that ... ☐
- c) It would seem to me that ... ☐
- d) It seems to me that ... ☐

Now do the same for this group of phrases, again from 1 (most careful and measured) to 4 (most certain).

- e) I tend to think that ... ☐
- f) I feel it is possible that ... ☐
- g) I am convinced that ... ☐
- h) I would argue that ... ☐

22.2 In formal writing you often qualify a general opinion so that it sounds more measured. Tick (✓) the phrase from each pair that is more typical of formal writing.

- 1a Everybody knows that ... ☐
- 1b Many people believe that ... ☐

- 2a Companies tend to ... ☐
- 2b Companies always ... ☐

- 3a All managers ... ☐
- 3b The majority of managers ... ☐

- 4a Not everybody believes that ... ☐
- 4b Nobody believes that ... ☐

- 5a People always say that ... ☐
- 5b Some people argue that ... ☐

- 6a This may cause problems because ... ☐
- 6b This will cause problems because ... ☐

22.3 Fill in the missing letters.

- 1 _ _ _ a point, this is true.
- 2 _ _ a sense, this is true.
- 3 _ _ a certain e _ _ _ t, this is true.
- 4 _ _ a limited d _ _ ee, this is true.
- 5 _ _ the b _ _ of my knowledge, this is true.
- 6 _ _ far _ _ I k _ _ , this is true.

22.4 Rewrite the sentences using *What ... is ...* to focus on the topic. The first example has been done for you.

- 1 Companies need a set of standards.
What companies need is a set of standards
- 2 I'm talking about a completely new approach.
- 3 We want good quality at competitive prices.
- 4 I would like to have a chance to speak to him.

(Be careful with the next three examples – a form of *do* is also needed.)

- 5 I will first give you the history of the project.
What I will do first is give you the history of the project
- 6 We mustn't go over budget.
- 7 We should employ more local staff.

22.5 Rewrite the sentences starting with the underlined words.

- 1 Business ethics has never before been such a hot topic.
Never before has business ethics been such a hot topic.
- 2 We can under no circumstances accept this deal.
- 3 This information should on no account be shown to the press.

(Be careful with the next two examples – a form of *do* is also needed)

- 4 I agree with you only in some respects.
- 5 We do business without a bank guarantee only on rare occasions.

22.6 The phrases in *italics* are all in the wrong sentences. Put them back into their correct places.

- 1 From *a commercial point of view*, it is now possible to prevent the body's organs from deteriorating. It requires very large doses of controversial dietary supplements such as human growth hormone, DHEA, antioxidant vitamins, glucosamine, Omega-3 and more.
- 2 From *a technical point of view*, anti-aging drugs are going to be big business as the 'baby boomer' generation passes through retirement.
- 3 From *a legal point of view*, having anti-aging drugs cheap and freely available is going to be very popular – retired people make up a high proportion of the voting population.
- 4 From *a political point of view*, anti-aging drugs raise important questions. For example, should patients first get a DNA test to make sure that they will benefit? And who tells them if this test shows they have a high probability of dying within the next few years?
- 5 From *an ethical point of view*, anti-aging drugs need careful regulation so that they do not expose their manufacturers to lawsuits by making false claims.

22.7 Match an informal phrase from Group A with a more formal phrase from Group B.

Group A

- 1 it's a bit more expensive ☐
- 2 it's more expensive – but not much more ☐
- 3 it's far more expensive ☐

Group B

- a) it is considerably more expensive
- b) it is somewhat more expensive
- c) it is slightly more expensive

22.8 Study the position of *particularly* and *in particular* in relation to a noun phrase:

Business ethics is a hot issue, **particularly** *fair trade*.

Fair trade **in particular** has become a hot issue in business ethics.

Which **one** of the above could also be used at the beginning of a whole sentence?

_____, fair trade has become a hot issue.

22.9 Look at these two sentences:

The software is designed **particularly** for classroom use.

The software is designed **mainly** for classroom use.

- 1 Which **two** of the formal adverbs in the box below mean the same as *particularly*?
- 2 Which **two** of the formal adverbs in the box below mean the same as *mainly*?

especially *principally* *predominantly* *specifically*

22.10 Fill in the gaps using these prepositions: *for*, *from*, *in*, *into*, *on*, *to*, *with*. Then match a structure from the left column with one from the right.

- | | |
|--------------------------|-------------------------|
| 1 apart _____ | to put it briefly |
| 2 _____ comparison _____ | except _____ |
| 3 _____ short | likewise |
| 4 _____ balance | compared _____ |
| 5 similarly | taking everything _____ |
| | consideration |

22.11 Complete the text using the linking words from the left-hand column in exercise 22.10. Think carefully about the logic of the argument.

1 _____ the issue of blocking access to certain Internet sites by governments, the topic of 'intellectual copyright' is probably the key ethical issue for the Internet age. Intellectual copyright refers to the ownership of a creative work. If you pay for and download an mp3 music file for personal use, that is legal, but what about if you then place it on your hard disk for peer-to-peer sharing? In the first case, the musicians get paid, in the second they don't. 2 _____, an author doesn't get paid if you photocopy their book, and a software writer doesn't get paid if you distribute a pirate copy of their program. What about the movie industry? 3 _____ the music and publishing industries mentioned above, they have been considerably more successful in protecting their intellectual property. However, as Internet download speeds increase, file sharing of movies may also become a possibility. 4 _____, it looks like all the creative industries are at risk from digital technology. Does this matter? The answer is yes. If musicians, authors, actors, film makers, software writers and others don't receive an income, they won't continue to work to produce high-quality products. In theory, it is easy to see that this situation is wrong, but in practice it is difficult to persuade yourself to pay for something that you can get for free. 5 _____, it is probably better to have some sort of regulation so that everyone pays, otherwise the creative industries will enter a slow decline.

22.12 Match these initials to their meanings: *eg*, *ie*.

- 1 for example _____ 2 in other words _____

You can also write these with full stops: *e.g.* and *i.e.*

Now complete each sentence with *eg* or *ie*.

- 3 Scandinavian countries (_____ Norway, Sweden, Denmark, Iceland and Finland) tend to be early adopters of mobile communication technology.
- 4 Scandinavian countries (_____ Norway and Sweden) tend to be early adopters of mobile communication technology.

Speaking / Writing practice

- Re-read the texts *Never before has business ethics been such a hot topic* (page 92) and *Apart from the issue of blocking access to certain Internet sites by governments, the topic of 'intellectual copyright' is probably the key ethical issue for the Internet age* (page 95). This will remind you about some issues in business ethics.

- Do some Internet research. Type the words 'corporate social responsibility' into a search engine.
- Now write a short report with the title 'Corporate social responsibility'.
- When you finish (if you are working in a group), read each others' reports. Have a discussion.