

ENGLISH FOR EVERYONE COURSE BOOK LEVEL 2 BUSINESS ENGLISH



A COMPLETE SELF-STUDY PROGRAMME

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ENGLISH FOR EVERYONE

COURSE BOOK LEVEL 2

BUSINESS ENGLISH







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A WORLD OF IDEAS: SEE ALL THERE IS TO KNOW

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New language Discourse markers for emphasis

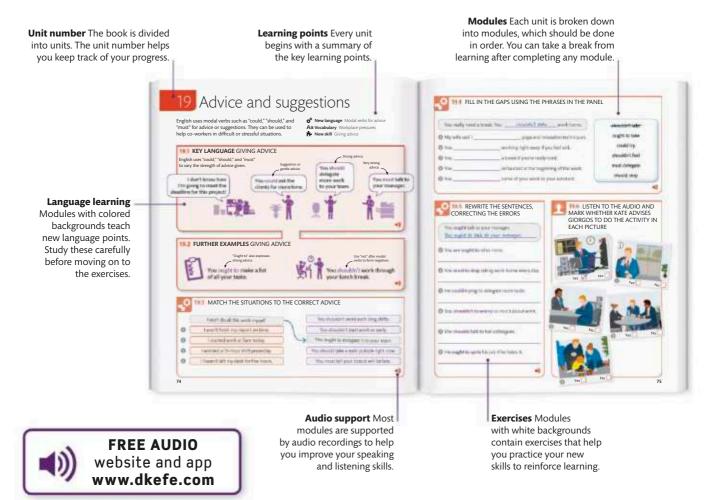
Vocabulary Workplace disagreement **New skill** Emphasizing your opinion

How the course works

your learning with additional exercises.

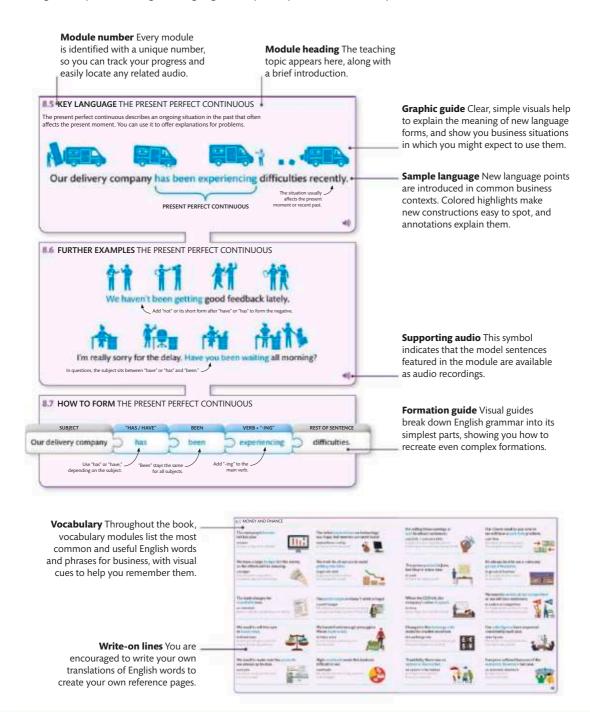
English for Everyone is designed for people who want to teach themselves the English language. The Business English edition covers essential English phrases and constructions for a wide range of common business scenarios. Unlike other courses, English for Everyone uses images and graphics in all its learning and practice, to help you understand and remember as easily as possible. The best way to learn is to work through the book in order, making full use of the audio available on the website and app. Turn to the practice book at the end of each unit to reinforce

COURSE BOOK



Language modules

New language is shown in the context of common business scenarios. Each learning module introduces appropriate English for a particular situation, as well as general points of English language to improve your overall fluency.



Practice modules

Each learning point is followed by carefully graded exercises that help to fix new language in your memory. Working through the exercises will help you remember what you have learned and become more fluent. Every exercise is introduced with a symbol to indicate which skill is being practiced.



GRAMMAR

Apply new language rules in different contexts.



READING

Examine target language in real-life English contexts.



LISTENING

Test your understanding of spoken English.



VOCABULARY

Cement your understanding of key vocabulary.

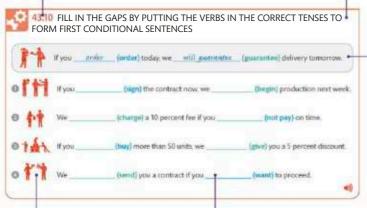


SPEAKING

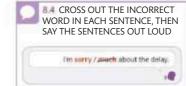
Compare your spoken English to model audio recordings.



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



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



We'll see / look into the problem for you.

We'll give / giving you a discount voucher.

Could you hold the phone / line a moment?

answers in the book for future reference.

Space for writing You are

encouraged to write your

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

Supporting graphics

to help you understand

Visual cues are given

the exercises.

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

Speaking exercise



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

Present Future Present Future

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

Audio

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





LISTENING EXERCISES

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



FREE AUDIO

website and app
www.dkefe.com



SUPPORTING AUDIO

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



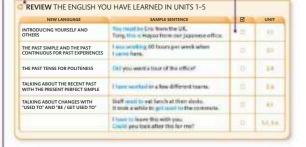
The course is designed to make it easy to monitor your progress, with regular summary and review modules. Answers are provided for every exercise, so you can see how well you have understood each teaching point.

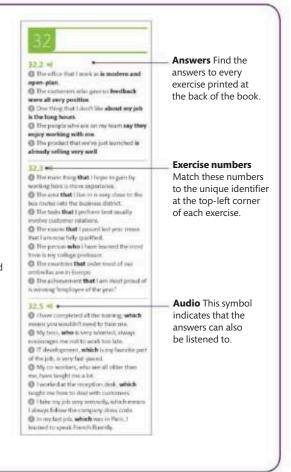
Checklists Every unit ends with a checklist, where you can check off the new skills you have learned.



Review modules At the end of a group of units, you will find a more detailed review module, summarizing the language you have learned.

Check boxes Use these boxes to mark the skills you feel comfortable with. Go back and review anything you feel you need to practice further.





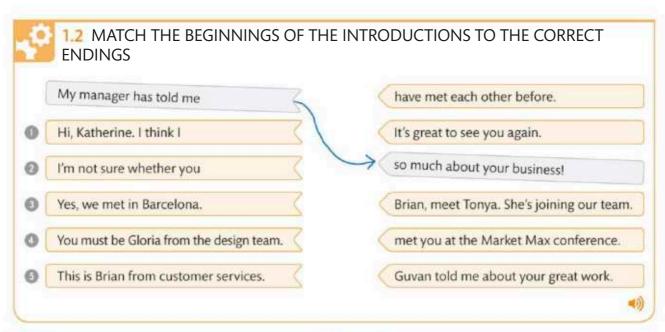
01 Introductions

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

- New language Present simple and continuous

 Aa Vocabulary Etiquette for introductions

 New skill Introducing yourself and others
- 1.1 KEY LANGUAGE INTRODUCING YOURSELF AND OTHERS It is common to shake hands with new colleagues and introduce yourself. Use when you meet When you meet someone you have someone you think you When you meet heard about. may have met before. someone for the first time. You must be Eric I think we met in Hello, I don't Mumbai, didn't from the UK. Carl Great to see think we've Hi Osric. has told me a lot we? I'm Max from you again! met. I'm Osric. Laura. HTB Engineering. about you. It is polite to introduce people you know but who do not know each other. When you know both parties, introduce Say a polite each one separately, saying both their names. response when you are introduced. "How do you do?" Tony, this is Hayao, meet Tony is quite formal. Hayao from our our new director Victoria, I'd like to Japanese office. of marketing. introduce you to Faisal. Nice to meet you. I'm not sure you two How do you do? have met each other.







1.5 KEY LANGUAGE THE PRESENT SIMPLE AND THE PRESENT CONTINUOUS

The present simple is used to describe something that happens in general, or is part of a routine. The present continuous describes something that is happening right now, and will be continuing for a limited time.



I don't usually enjoy networking, but I'm enjoying this conference.

Present simple is the same as the base form of the verb without "to."

Present continuous is formed by adding "be" before the verb and "-ing" to the verb.





1.6 READ THE ARTICLE AND ANSWER THE QUESTIONS

	What word is used for making connections? Networking Sharing Dividing
0	What kind of people is the article aimed at? Shy Confident Intelligent
0	What types of connections are useful? New ones Good ones Lots of them
0	Who might be useful people to talk to? Ex-colleagues Recruiters Family
0	What do shy people do a lot? Lie Say sorry Say thank you
0	What does apologizing a lot make you seem? Confident Worried Unprofessional
0	Where should you look when talking to people? Their eyes Their feet Their mouths
0	What should you give contacts? Money Gifts Vour business card

CAREER LADDER

Making connections

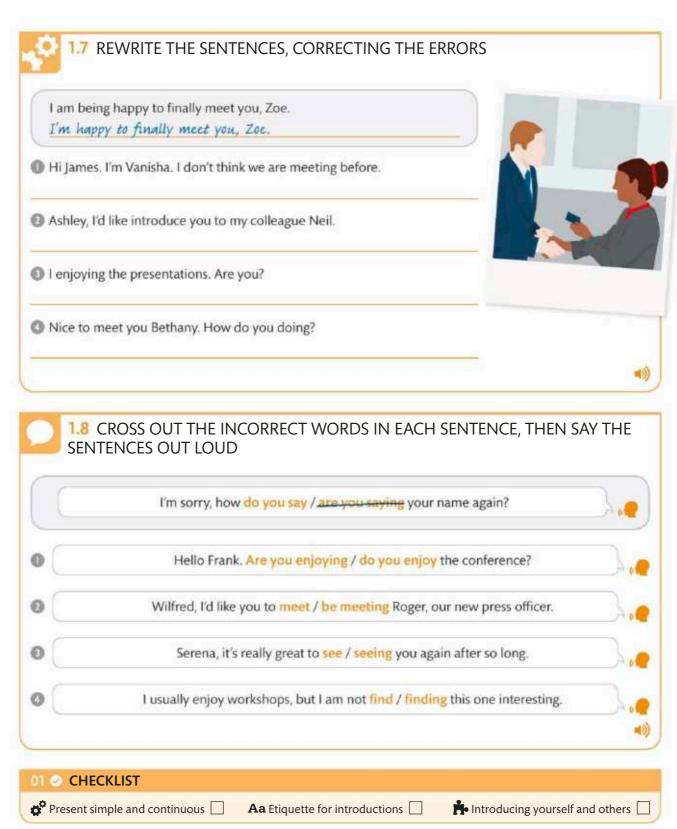
How to network better if you're shy

Networking doesn't necessarily mean talking to hundreds of people at a conference. A few good connections are much better than meeting lots of people who you will never hear from again. Start by chatting to ex-colleagues or old friends. Ask what they are doing now and share your experiences.

One common habit of shy people is to constantly apologize for everything. Apologizing all of the time looks unprofessional and shows a lack of confidence in yourself. Instead of saying



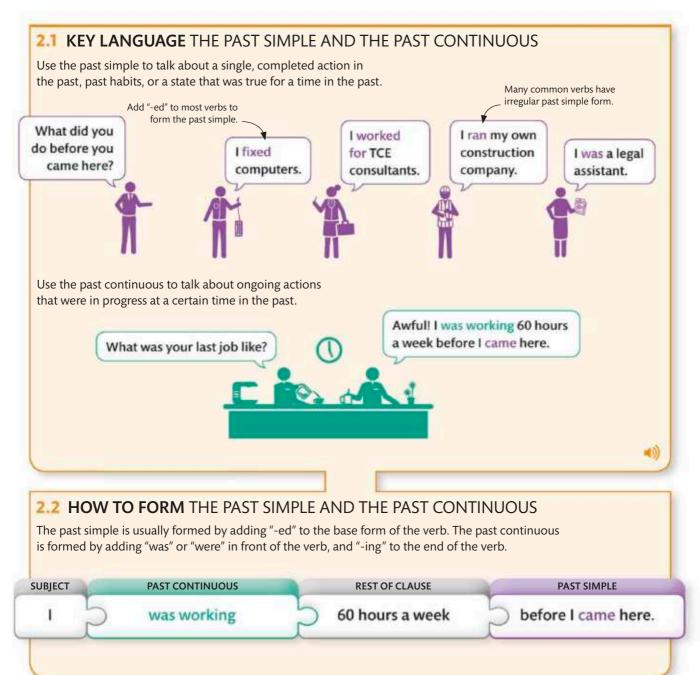
sorry, remember to smile, maintain eye contact, ask questions, and, of course, exchange business cards.



Getting to know colleagues

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

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





2.3 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE

I started / was starting my own printing company more than 10 years ago.

- They began / were beginning to sell more when the shop suddenly closed last year.
- 1 lost / was losing my job when the factory closed last December.
- I was delighted when I got / was getting promoted to senior manager in 2015.
- We moved here when my wife was finding / found a new job two years ago.
- 1 was training / trained to be a chef when I was given this award.
- When I worked 90 hours a week, I felt / was feeling exhausted all the time.
- 1 When I was a photographer, I was meeting / met a lot of famous people through my work.



2.4 KEY LANGUAGE THE PAST TENSE FOR POLITENESS

You may hear people ask questions about a present situation in the past tense. This makes the question more polite.

"Do" becomes "Did" to make

the question in past tense.

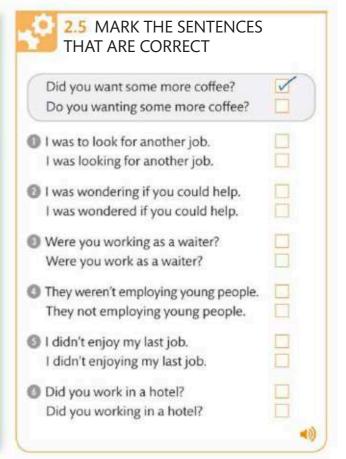
Did you want a tour of the office?

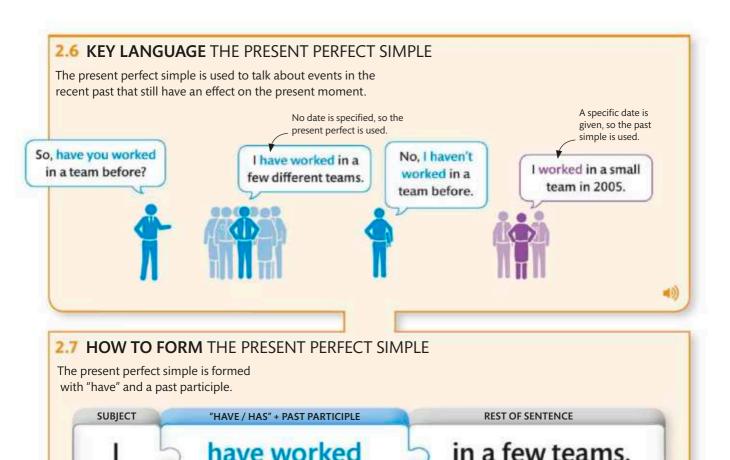


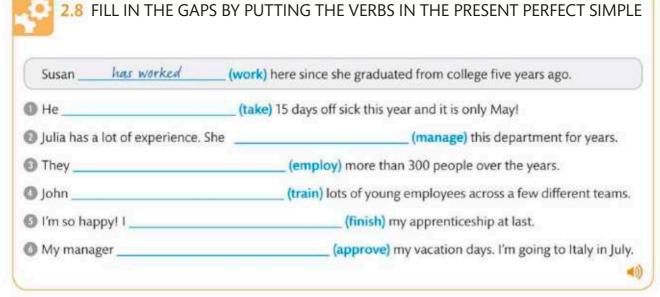
The past tense is also sometimes used to make a polite request.

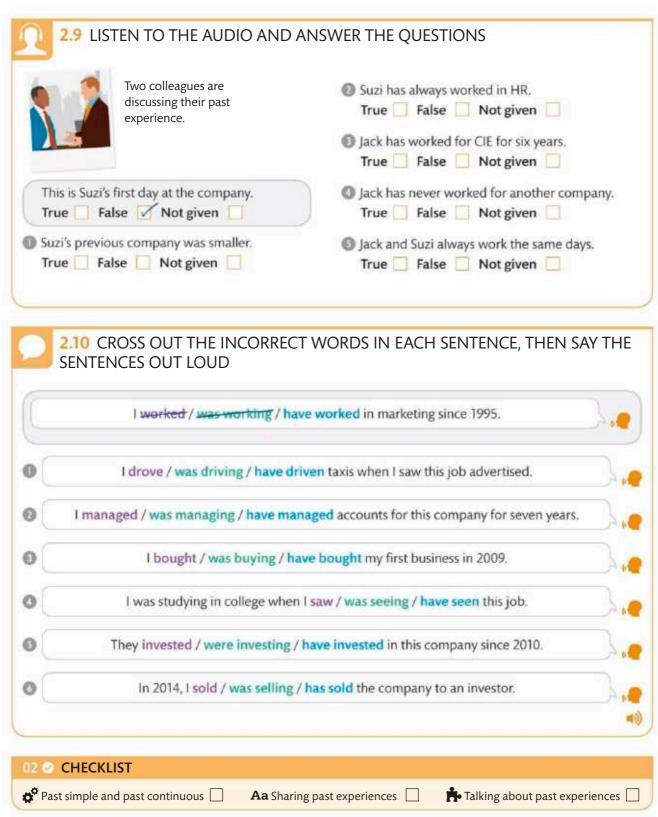
I wanted to ask about the company's history.











03 Vocabulary

3.1 DEPARTMENTS

Administration

[deals with organization and internal and external communication]



Production

[ensures all manufacturing stages run smoothly]



Research and Development (R&D)

[deals with researching and developing future products for a company]



Purchasing

[deals with buying goods and raw materials]



Human Resources (HR)

[deals with employee relations and matters such as hiring staff]



Sales

[deals with selling a finished product to outside markets]



Accounts / Finance

[deals with money matters, from paying bills to projecting sales]



Facilities / Office Services

[ensures the smooth day-to-day running of the practical aspects of a company]



Marketing

[deals with promoting products]



Legal

[ensures that all contracts and company activities are legal]



Public Relations (PR)

[deals with maintaining a positive public image for a company]



Information Technology (IT)

[ensures that all technological systems are working and maintained]





3.2 ROLES





Officer (CEO)



manager





Chief Financial Officer (CFO)



3.3 DESCRIBING ROLES

We all work for a large department store.

to work for

[to be employed by a company]



He looks after our salaries and wages.

to look after

[to ensure something runs smoothly]



I work in event management.

to work in

[to be employed in a department or area of an industry



They are responsible for office maintenance.

to be responsible for

(to have the duty of ensuring something is done effectively)



She works as a fashion designer.

to work as

[to have a particular job or role]



I'm in charge of administration.

to be in charge of

to have control and authority over something]





Talking about changes

There are many ways to talk about changes at work in the past and present. Many of the phrases include "used to," which can have several different meanings. New language "Used to," "be / get used to" Aa Vocabulary Small talk

New skill Talking about changes at work



4.2 FURTHER EXAMPLES "USED TO," "GET USED TO," AND "BE USED TO"

In questions and negatives, there is no "d" after "use."

Did you use to do everything by hand in the factory?



We didn't use to have so much construction in the area.

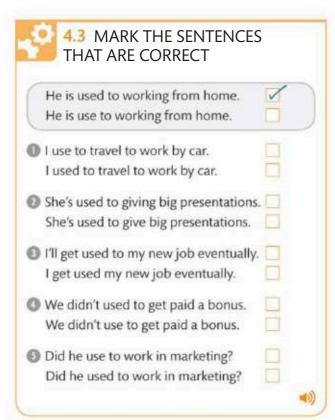


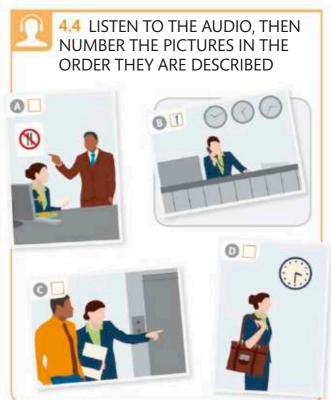
I don't know that I will ever get used to these uniforms!

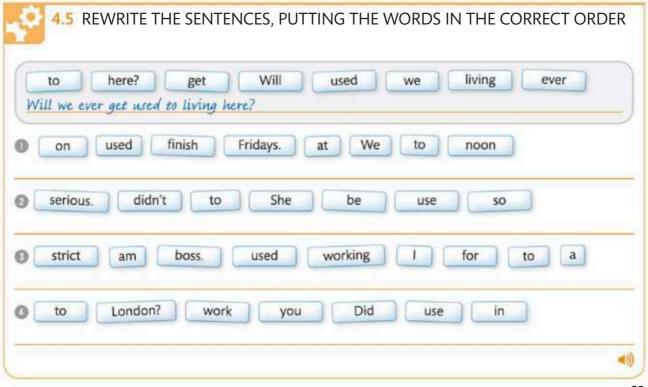


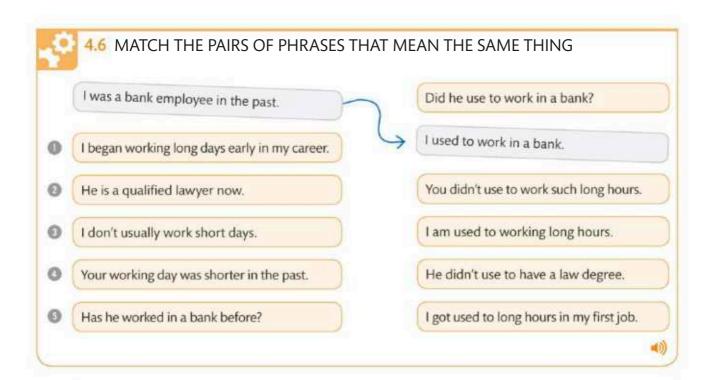
After working here for a decade, we are used to the noise.

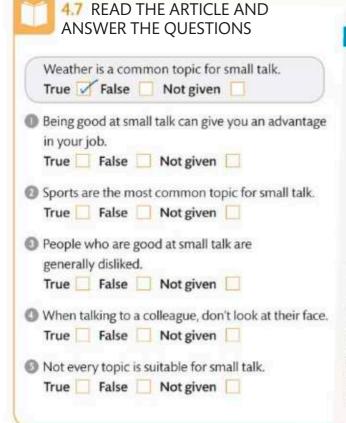












WORKPLACE ADVICE

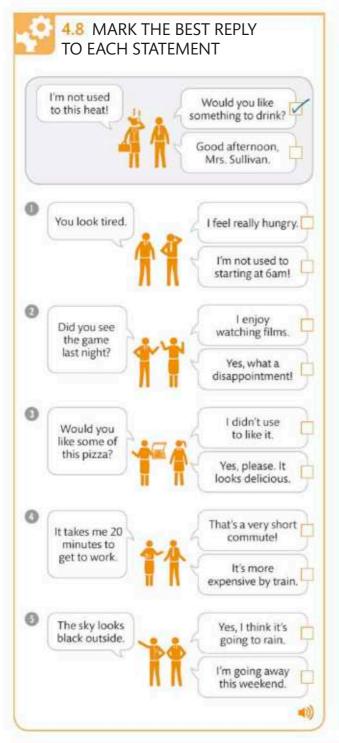
It's good to talk

Small talk—chatting about trivial topics such as the weather

orning, Sammy. Did you see the game last night?" This kind of small talk happens in every office around the world, every day. People who make



an effort to talk to others are more well-liked by their colleagues. When you make small talk, you make the other person feel more relaxed, and form a connection with that person. People who are good at small talk tend to be quick thinkers, and businesses like employees who can think on their feet. So what are the key skills you need to master to be good at small talk? Make eye contact with the other person, and listen. Be interested in what they have to say. Stick to topics such as hobbies, books, films, and the weather. And avoid uncomfortable topics such as politics, religion, and money.





05 Delegating tasks

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

You

New language Modal verbs for obligation

Aa Vocabulary Delegation and politeness

New skill Delegating tasks to colleagues

early tomorrow.



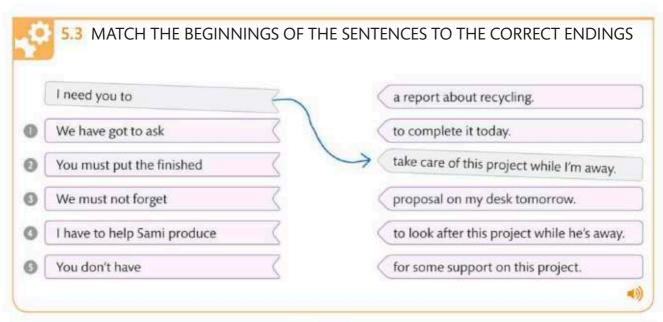
must not

don't have to

singular. Both are

followed by the base

form of the main verb.

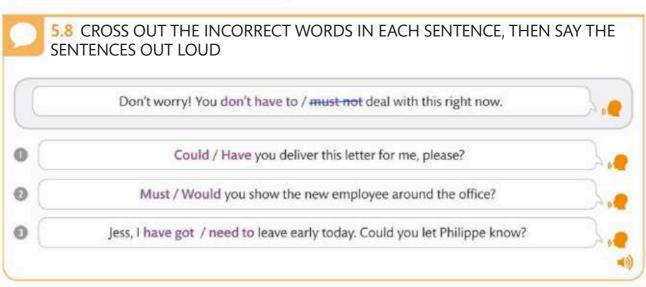












A routine task is answering customer enquiries. True	Relieve stress by learning to delegate better T cam leaders must think about goals and how to achieve them. This takes time. You won't have this thinking time if you're busy doing routine tasks and you will feel stressed. You have to let your team members handle the everyday tasks. Show your team members you trust them. Ask them if they could show you a plan of how they can manage their work in their own way. This way you will build a better working relationship.
---	--

NEW LANGUAGE	SAMPLE SENTENCE	$\overline{\mathbf{A}}$	UNIT
NTRODUCING YOURSELF AND OTHERS	You must be Eric from the UK. Tony, this is Hayao from our Japanese office.		1.1
HE PAST SIMPLE AND THE PAST CONTINUOUS FOR PAST EXPERIENCES	I was working 60 hours per week when I came here.	П	2.1
HE PAST TENSE FOR POLITENESS	Did you want a tour of the office?		2.4
ALKING ABOUT THE RECENT PAST VITH THE PRESENT PERFECT SIMPLE	I have worked in a few different teams.	П	2.6
ALKING ABOUT CHANGES WITH USED TO" AND "BE / GET USED TO"	Staff used to eat lunch at their desks. It took a while to get used to the commute.		4.1
DELEGATING TASKS WITH MODALS	I have to leave this with you. Could you look after this for me?		5.1, 5.6

06 Vocabulary

6.1 MONEY AND FINANCE

The company's income fell last year.

income

[money coming into a business]



The initial expenditure on technology was huge, but now we can work faster.

expenditure / outlay

an amount of money spent



We have a large budget for this movie, so the effects will be amazing.

a budget

[the amount of money that is available to spend on something]



We must do all we can to avoid getting into debt.

to get into debt

[to get into a situation where you owe people money]



The bank charges for overdrafts now.

an overdraft

[extra money the bank allows you to spend]



The profit margin on these T-shirts is huge!

a profit margin

[the difference between the cost of making or buying something and what it's sold for]



We need to sell two cars to break even.

to break even

[to earn just enough to cover the costs of producing a product]



We haven't sold enough pineapples. We've made a loss.

to make a loss

[to lose money by spending more than you earn]

We need to make sure the accounts are always up to date.

accounts

[records of money paid into and out of a business]



High overheads make this business difficult to run.

overheads

[the regular costs of running a business, such as wages]



I'm selling these earrings at cost to attract customers.

cost (US) / cost price (UK)

[a sales price that covers the costs of producing an item without making a profit]



The prices peaked in June, but they're down now.

to peak

[to reach the highest point]



When the CEO left, the company's value dropped.

to drop

[to fall, especially in worth or value]



Changes in the exchange rate make the market uncertain.

the exchange rate

[the amount of one currency that you get when you change it for another]



Thankfully, there was an upturn in the market.

an upturn in the market

[a change to more positive business conditions]



Our clients need to pay now or we will have a cash flow problem.

cash flow

[the rate at which money comes into and goes out of a business]



It's always hard to see a company go out of business.

to go out of business

[to no longer be able to exist as a business]



We need to undercut our competitors or we will lose customers.

to undercut competitors

[to charge less than others who sell the same goods or services as you]



Our sales figures have improved consistently each year.

sales figures

[the amount or value of total sales over a particular period]



Everyone suffered because of the economic downturn last year.

an economic downturn

[a major decline in economic activity]





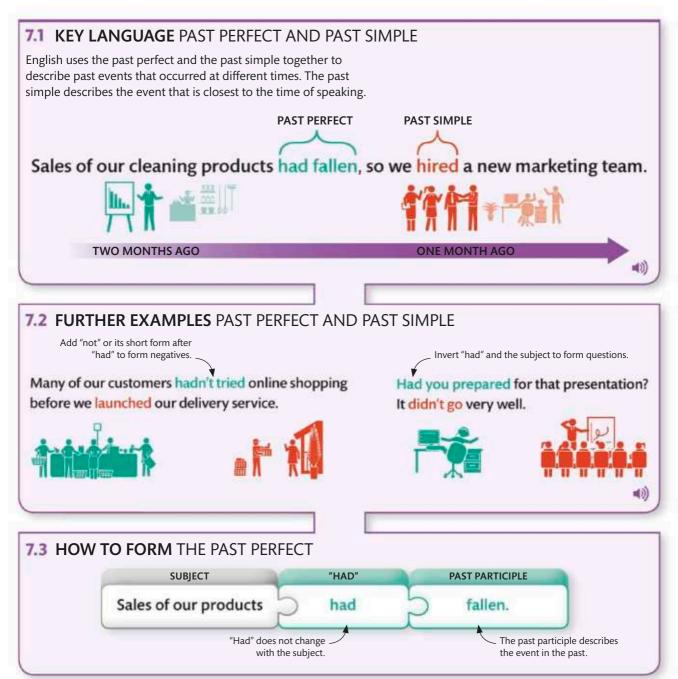
07 Writing a report

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

New language Past perfect and past simple

Aa Vocabulary Formal business English

New skill Writing reports



44.00	FILL IN THE GAPS BY PUTTING THE VERBS IN TH T SIMPLE	HE PAST PERFECT OR
	The number of complaints <u>had risen</u> (rise), so we <u>so</u>	ent (send) our staff for training.
	We(change) our logo because a lot of peop	le (complain) about it.
o #	Some of our goods (arrive) broken, so we	(ask) for a refund.
offi	There(be) problems in the warehouse because ou	ur manager (resign).
0	Sales of umbrellas(be) poor because we	(have) a dry summer.
0	Our clients (not be) happy because we	(miss) our deadline.
0	Yasmin's presentation(go) very well, so I	(give) her a promotion.
•	Our sales (increase) because we	(launch) a new product range.

7.5 READ THE REPORT AND MARK THE CORRECT SUMMARY 1 The trial had mostly negative results and the report recommends returning to telephone operators only. 2 The trial had both positive and negative results and the report recommends maintaining both systems. 3 The trial had mostly positive results and the report recommends keeping the trial online messaging only.

Replacement of Telephone Operators with Online Messaging

40)

Guil Motors replaced all its telephone operators with online messaging for a trial period.

Benefits:

- Each operator can deal with more than one client
- A written record is kept of each dialogue

Negative effects:

- Significant drop in number of inquiries
- · Customer dissatisfaction

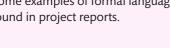
Recommendations:

- Offer both phone and online messaging services
- Create positive promotion for online messaging

7.6 KEY LANGUAGE PROJECT REPORTS

Here are some examples of formal language typically found in project reports.

> Formal alternative to "This report shows."



The following report presents the results of a client satisfaction survey.

Use the infinitive with "to" to talk about purpose.

The purpose of this report is to review our marketing expenditure.

Formal reports often use the passive voice.

As can be seen in the table, we spent very little on social media marketing.



Formal alternative to "said."

Our clients stated that they had been disappointed with the sales figures.

Formal alternative to "first."

Based on this initial research, we should increase our marketing budget.

Formal alternative to "main."

My principal recommendation is to create and launch a new campaign.





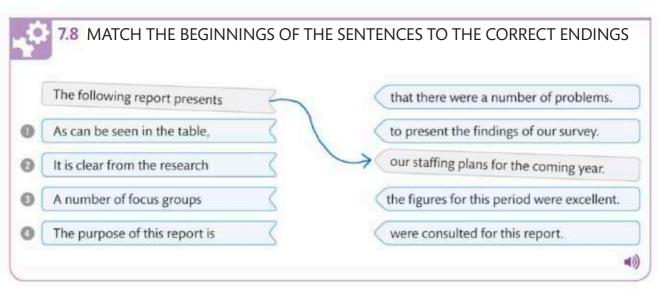
7.7 REWRITE THE SENTENCES, CORRECTING THE ERRORS

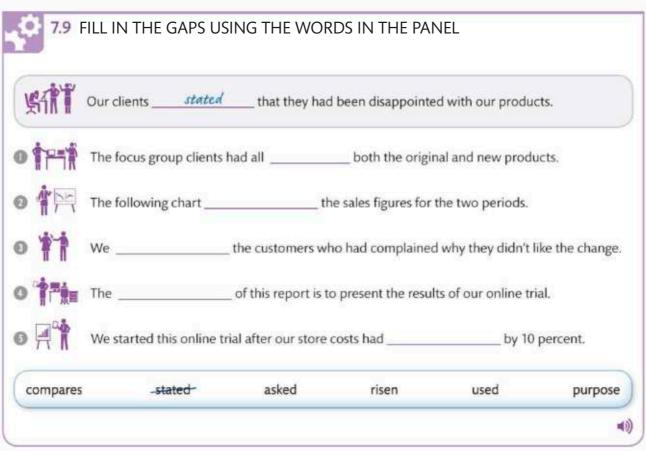
Many of our clients was interviewed for this report.

Many of our clients were interviewed for this report.

- The purpose of this report is review our sales figures for the last quarter.
- Our principle recommendation is to complete the sale of the downtown store.
- The follow report presents the results of extensive customer satisfaction research.
- Our main client state that the recent changes were beneficial for his business.







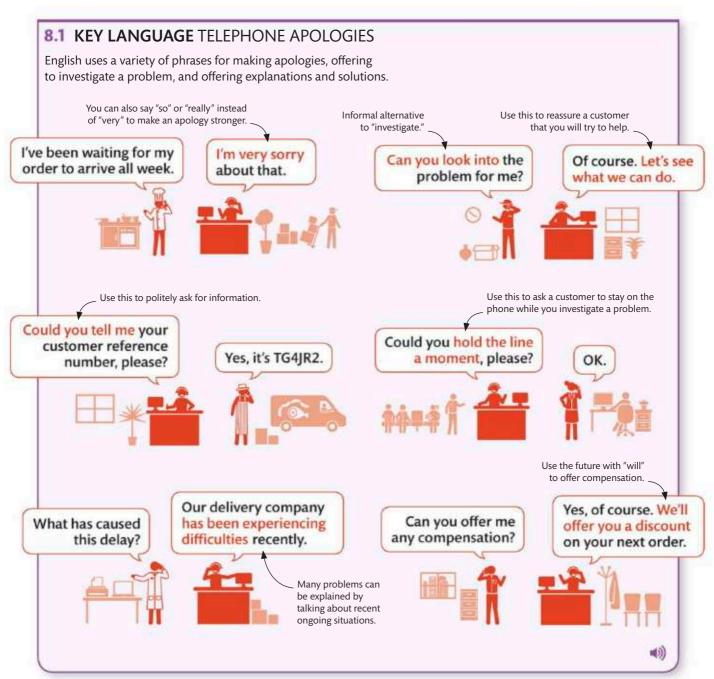


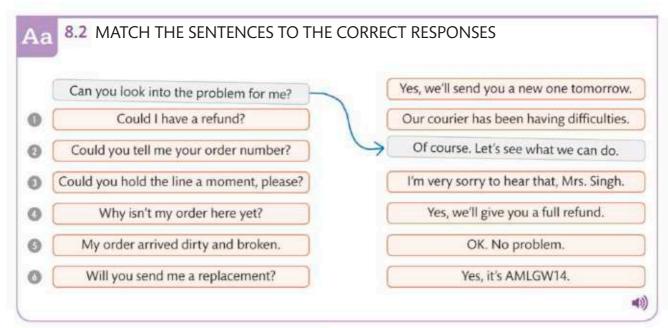
08 Making apologies

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

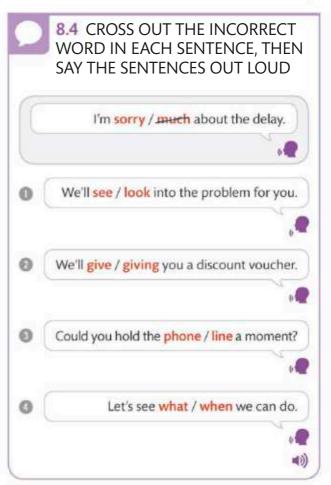
- New language Present perfect continuous

 Aa Vocabulary Apologies
- New skill Apologizing on the telephone











The present perfect continuous describes an ongoing situation in the past that often affects the present moment. You can use it to offer explanations for problems.









Our delivery company has been experiencing difficulties recently.

PRESENT PERFECT CONTINUOUS

The situation usually affects the present moment or recent past.

40)

8.6 FURTHER EXAMPLES THE PRESENT PERFECT CONTINUOUS









We haven't been getting good feedback lately.

Add "not" or its short form after "have" or "has" to form the negative.









I'm really sorry for the delay. Have you been waiting all morning?

In questions, the subject sits between "have" or "has" and "been."

40)

8.7 HOW TO FORM THE PRESENT PERFECT CONTINUOUS

"HAS / HAVE"

SUBJECT
Our delivery company

BEEN

VERB + "-ING"

REST OF SENTENCE

difficulties.

r delivery company has been experiencing

Use "has" or "have," depending on the subject.

"Been" stays the same for all subjects.

Add "-ing" to the main verb.

Our customers	have been complaining	(complain) about our poor service recently.	
The customers		(wait) for us to contact them.	
Our engineers		_ (work) on the line for two days.	
What	you	(do) to solve the problem?	
01	(watch) yo	our program and I want to complain.	
We	(repair) th	e broken cables this morning.	
They	(update) n	ny software and now it doesn't work.	

	- 🗷	* >
8.9 READ THE EMAIL AND ANSWER THE QUESTIONS	To: Mariana Pérez	
THE QUESTIONS	Subject: Severe train delay	
The complaint is about train delays. True False Not given RailKo says they are sorry about the delay. True False Not given RailKo says the thieves were found. True False Not given The problem was unexpected for RailKo. True False Not given RailKo.	Dear Ms. Pérez, Thank you for your email regarding the trip on July 11th. I've been investigating and see that your train was, indeed, 70 apologize for the inconvenience this ca upgrading that line for several weeks are that morning thieves stole a lot of mach not safe for trains to travel at their usual can imagine, RailKo was unable to pred By way of an apology, however, we'd lik refund of 50% of the value of your ticked the voucher to this email. Yours sincerely, Joshua Hawkins	g the problem minutes late. We used. We've been nd unfortunately hinery and it was al speed. As you dict this event. he to offer you a
	6 (6	0 -

08 CHECKLIST			
Present perfect continuous	Aa Apologies	🔥 Apologizing on the telephone 🗌	

09 Vocabulary

9.1 COMMUNICATION TECHNOLOGY

I can access my work emails from my home computer.

to access

to enter or connect to something



I appear to have lost access to the network again!

a network

[a system of interconnected technology]



As a company we always keep our hardware and apps up to date.

up to date

[current and modern]

We have an automated voicemail system.

automated

[computerized; not operated by a human]



My phone is connected to the network so I can receive emails any time.

connected to

[in communication with]

Most people in the office carry a mobile device with them.

a mobile device

[a small computing device, such as a smartphone or tablet, that is easily carried]



For most of the day I have to work online to access the internet and emails.

to work online

[to work with an internet connection]



I work offline when commuting to work because there is no internet on the train.

to work offline

[to work without an internet connection]



If you download the app, you'll get updates about new products.

to download an app

[to get an application from the internet onto a device or computer]



I automatically back up my documents every 15 minutes.

to back up

[to save an extra copy of a document in case the original is lost]



This new program is very user-friendly.

user-friendly

[easy for the operator to use]



I must have the wrong address. My email has bounced.

an email has bounced

[an email has been automatically returned without reaching the intended recipient]



Our new website works on computers and mobile devices.

a website

[a collection of linked pages accessed through the internet]



I often use social media to look for job vacancies.

social media

[internet-based tools for communicating with friends and communities]



I'm sorry, I can't hear you properly. You're breaking up.

breaking up

[losing a phone or internet connection]



Can you arrange a videoconference with the clients in Sydney?

a videoconference

[a conference by phone or via the internet in which people can see and talk to each other



Let's arrange a conference call so we can all catch up.

a conference call

[a group conversation held by phone]



Please could you charge the tablet before the meeting?

to charge

[to connect a mobile device to electricity to give it more power]



Our company always uses the latest software.

software

[computer programs]



When you create your account, you get a username and password.

a username and password

[a name and code used to access an account on a computing device]



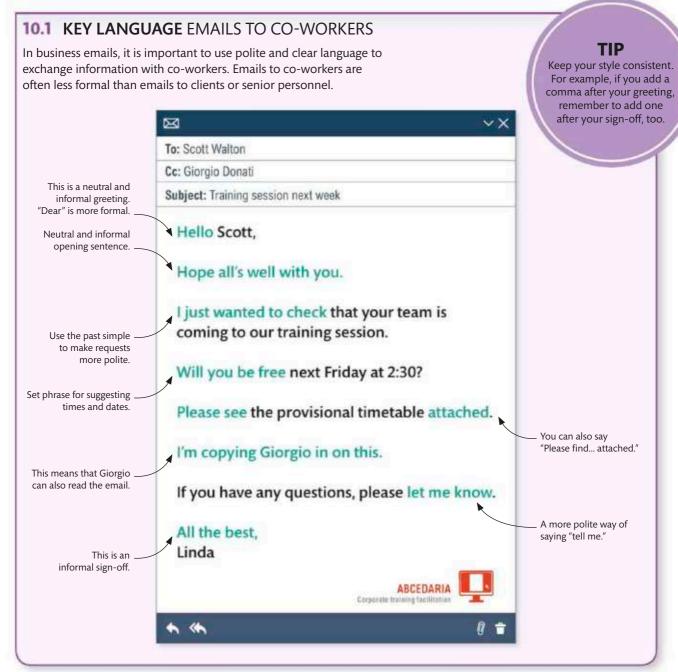


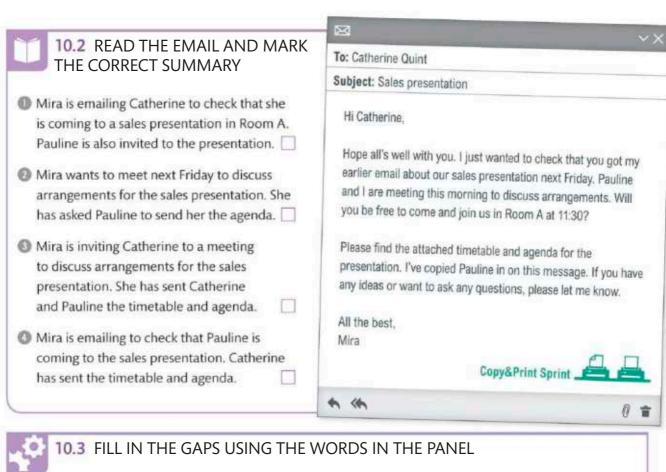
10 Making plans by email

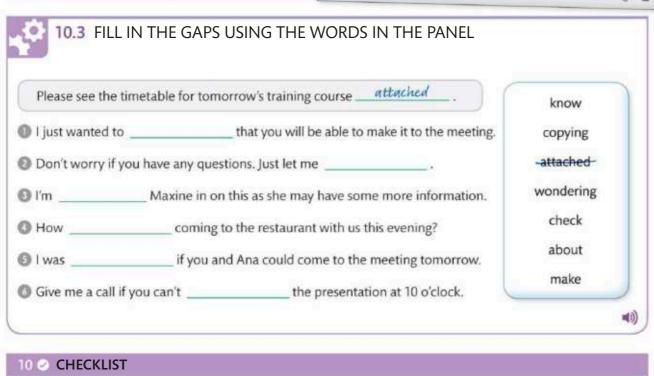
English uses a variety of phrases to make and check plans with co-workers by email. It is important to ensure that even informal messages are polite. New language Email language

Aa Vocabulary Meetings and workshops

New skill Making plans







Keeping clients informed

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

New language Continuous tenses Aa Vocabulary Arrangements and schedules

New skill Keeping clients informed



English uses the present continuous to describe what's happening right now.

> We are aiming to give you a full progress report.



English also uses the present continuous to talk about arrangements for a fixed time in the future.

> We are having a meeting with the IT department later today.



We are still waiting for a part from our supplier.

Use "still" to emphasize that

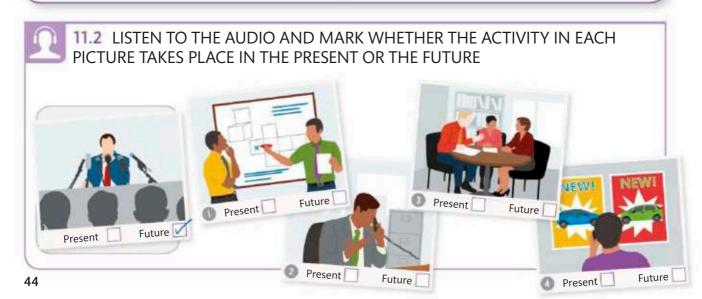
a situation is ongoing.



Use the present continuous with a future time marker to talk about future arrangements.

Malik is talking to HR next week to discuss the noise issues.







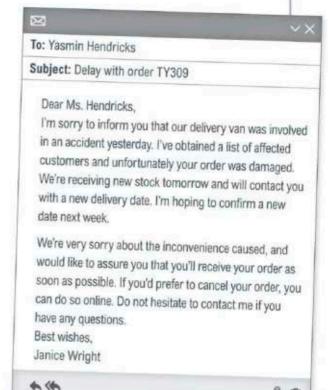
11.3 READ THE EMAIL AND WRITE ANSWERS

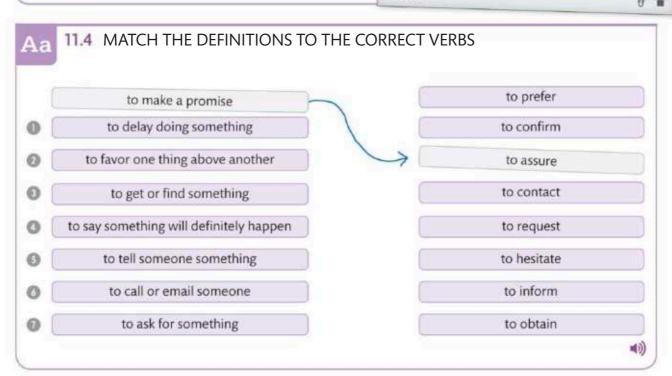
TO THE QUESTIONS AS FULL SENTENCES

What is Janice informing Yasmin about?

She is informing her that her order is delayed.

- What happened to the delivery van?
- When is the company receiving new stock?
- What is Janice hoping to do next week?
- Mow can Yasmin cancel her order?
- Who should Yasmin contact if she has questions?





11.5 KEY LANGUAGE CONTINUOUS TENSES FOR POLITENESS

In correspondence with clients, English often uses continuous tenses to make requests more polite or promises less specific.

PRESENT CONTINUOUS

We are hoping to deliver your order next Monday.

[We intend to deliver your order next Monday.]



PAST CONTINUOUS

The past continuous is only used for politeness here.

I was wondering if we could meet at your office.

[Let's meet at your office.]



FUTURE CONTINUOUS

Use "will," "be," and the verb with _ "-ing" to form the future continuous.

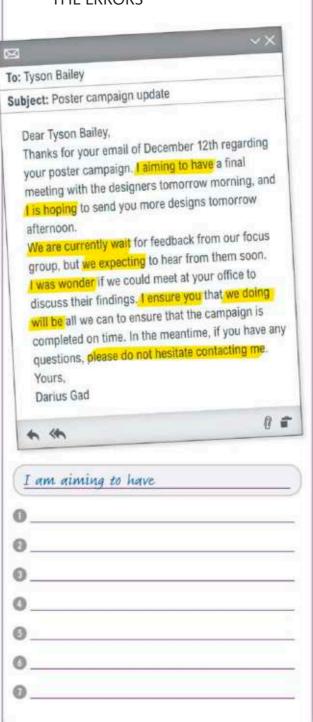
Will you be attending the launch of our soft drink range?

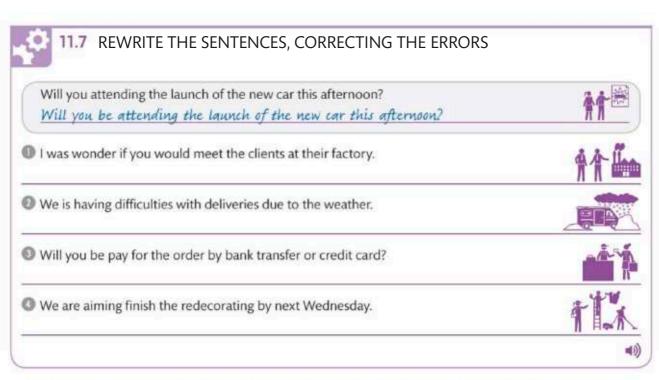
[We hope you will go to the launch.]

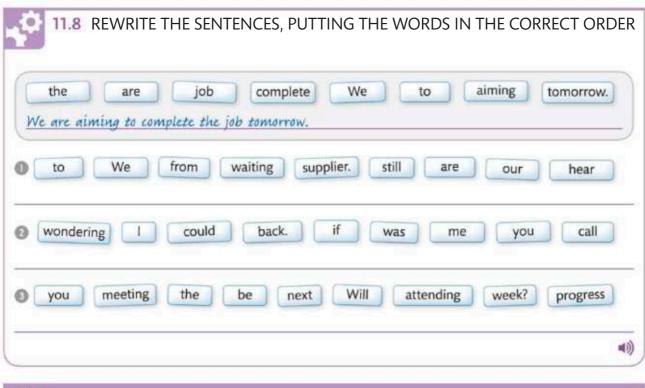


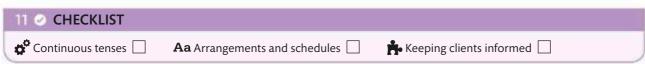
(1)

Aa 11.6 REWRITE THE HIGHLIGHTED PHRASES, CORRECTING THE ERRORS









12 Informal communication

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

- New language Phrasal verbs

 Aa Vocabulary Arrangements and plans
- New skill Keeping co-workers informed

12.1 KEY LANGUAGE PHRASAL VERBS

Phrasal verbs consist of a verb followed by at least one particle. Most particles in phrasal verbs are prepositions, and the particle often changes the meaning of the verb.



12.2 FURTHER EXAMPLES PHRASAL VERBS



Could you look into fixing the coffee machine, please?



Welcome back! When would you like to catch up?



Can you deal with the overseas orders?



I'm afraid I have to hang up now.





12.3 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE

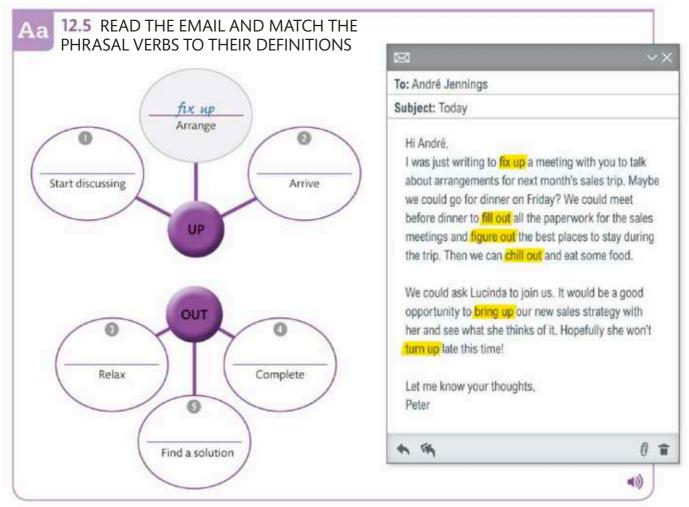
When should we catch up / off / out?

- 1'll look out / up / into the problem now.
- The printer has run in / out / on of ink.
- 1 need to catch / deal / look up with you.

- Sorry, I have to hang in / up / into now.
- Oculd you deal up / out / with this order?
- 1'll see / look / watch into Mr. Li's query.
- My client just hung / run / ran up on me!



12.4 LISTEN TO THE AUDIO, THEN NUMBER THE SENTENCES IN THE ORDER YOU HEAR THEM	
Nicky leaves a telephone message for her co-worker, Oscar.	
I've got lots to do, so I have to hang up now.	
When one printer runs out of ink, all the others stop working, too.	
It would be nice to meet up sometime soon.	
 I just wanted to catch up with you about your problem with the printers. 	T
I looked into it a bit deeper and discovered the problem.	
① It's quite easy to deal with.	



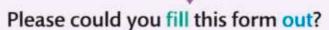
12.6 KEY LANGUAGE SEPARABLE PHRASAL VERBS

With some phrasal verbs, the object of the sentence can go before or after the particle. The meaning is the same.

The object can go _ after the particle.



Please could you fill out this form?



The object can come between the verb and the particle.



12.7 FURTHER EXAMPLES SEPARABLE PHRASAL VERBS



We have to back up our files every night. We have to back our files up every night.



Sue's sick today. Let's call off the meeting. Sue's sick today. Let's call the meeting off.



They're giving out samples of their products. They're giving samples of their products out.



Please pass on the message to Jess. Please pass the message on to Jess.





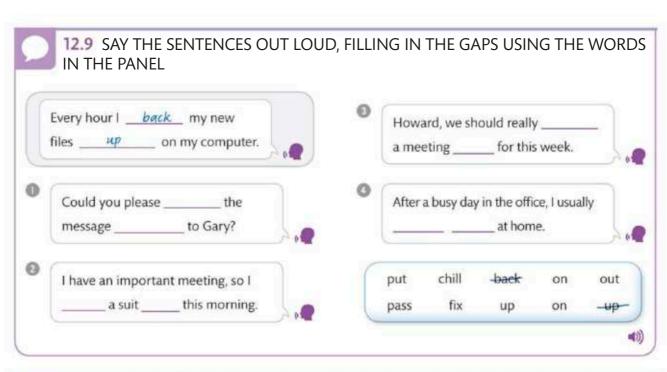
12.8 REWRITE THE SENTENCES BY CHANGING THE POSITION OF THE PARTICLE

Can we call off today's meeting?

Can we call today's meeting off?

- Can you stand at the exit and hand out the leaflets?
- James, can you pass the message on to Zane?
- Put on a helmet before entering the site.
- Welcome to Jo's. Please fill out the visitor's form.
- Before I update the software, back up your files.





12 CHECKLIST			ı
Phrasal verbs	Aa Arrangements and plans	Reeping co-workers informed	

REVIEW THE ENGLISH YOU HAVE LEARNED IN UNITS 7-12 SAMPLE SENTENCE V NEW LANGUAGE UNIT Sales of our products had fallen, so we hired 7.1 PAST PERFECT AND PAST SIMPLE a new marketing team. The following report presents the results of PROJECT REPORTS 7.6 a client satisfaction survey. I'm very sorry about the delay. Let's see what 8.1 **TELEPHONE APOLOGIES** we can do. Our delivery company has been experiencing \Box 85 PRESENT PERFECT CONTINUOUS difficulties recently. Please see the timetable for next week's **EMAILS TO CO-WORKERS** 10.1 training course attached. We are hoping to give you a full update. **CONTINUOUS TENSES** 11.1, 11.5 I was wondering if we could meet next week. The paper in the copier has run out. PHRASAL VERBS 12.1, 12.6 Please could you fill this form out?

13 Vocabulary

13.1 PRODUCTION

Everyone on the production line starts and finishes work at the same time.

a production line

[a line of people or machinery in a factory, each making a specific part of a product]



That car was unique. It was a one-off production for a private customer.

a one-off production

[something that is made or produced only once]



The price goes up as the cost of raw materials increases.

raw materials

[the basic substances that are used to make a product]



We can make changes. This is just a prototype.

a prototype

[the first form of a design that can be changed, copied, or developed]



These cars have become much cheaper with mass production.

mass production

[the process of making large numbers of goods, usually in a factory]



These fabrics are much cheaper to manufacture abroad.

to manufacture

[to make a large number of goods, usually in a factory and using machinery]



The bags are expensive because they are all handmade.

handmade

[made by a person without the use of a machine]



The overproduction of these shirts has meant we need to lower the price.

overproduction

[manufacturing too much of something in relation to demand]



All our toys go through a process of product testing.

product testing

[a process to check that goods meet certain standards]



We cannot begin manufacture without product approval.

product approval

[a declaration that a product meets certain standards and is suitable for sale]



The packaging of certain goods is vital for sales.

packaging

[the external wrapping of goods before they are sold]



The painting process starts in this room and takes two days.

a process

[a series of actions or steps that are done in a particular order]



All the ingredients for this product are ethically sourced.

ethically sourced

[found or bought in a morally acceptable way]

We have a lot of stock. We need to sell it before we produce any more.

stock

[goods that a company has made but not yet sold]



The factory makes 200,000 bars of chocolate a day.

a factory

[a building or group of buildings where goods are made]

We arrange shipping all over the world for our clients.

shipping

[moving goods from one place to another]



These watches are beautiful, but their production is very labor-intensive.

labor-intensive

[requiring a lot of human effort to make something]



Can you ask the warehouse how many we have available to ship today?

a warehouse

[a place where goods are stored before being shipped to customers or sellers]



With food products, quality control is vital.

quality control

[systems that ensure that products are of a high standard]



They have been our main supplier of light bulbs for 20 years.

a supplier

[a company that provides or supplies another company with goods and services





14 Describing a process

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

New language The passive voice

Aa Vocabulary Processes and manufacturing

New skill Discussing how things are done

14.1 KEY LANGUAGE TALKING ABOUT PROCESSES WITH THE PASSIVE VOICE

The present simple passive is formed using "am / is / are" and the past participle.



Our products are designed in London.

The present simple passive describes current or routine events.

The present continuous passive is formed using "am / is / are" plus "being" and the past participle.



The new models are being released before Christmas.

The present continuous passive describes ongoing actions.

The present perfect passive is formed using "have / has" plus "been" and the past participle.



All the latest technologies have been used.

The present perfect passive - describes past events that still have an effect on the present.

The past simple passive is formed using "was / were" and the past participle.



Our original model was sold worldwide.

The past simple passive describes a – single completed action in the past.

The past continuous passive is formed using "was / were" plus "being" and the past participle.



We tested extensively while it was being redesigned.

The past continuous passive describes ongoing actions in the past.

The past perfect passive describes events that took place before another past event.

The past perfect passive is formed using "had been" and the past participle.



The media had been notified before we announced the launch.





14.2 READ THE ARTICLE AND ANSWER THE QUESTIONS

	to chips were invented over 100 years ago. False Not given
	en potatoes are kept at a steady temperature. False Not given
	biggest potatoes make the best potato chips. False Not given
The second second	to chips have never come in plastic packaging. False Not given
	companies make more money now than ever. False Not given
	companies do not monitor packaging styles. False Not given

BUSINESS TODAY

A slice of history

The essential potato chip: How did we get here?

t is believed that the first potato chips were created at the end of the 19th century. But how are they made? First, golf-ball-sized potatoes are chosen and stored at a constant



temperature. The potatoes are then sliced and fried, and additives are used to keep the chips fresh. Potato-chip packaging has been constantly changing. Packets have been made from paper, foil, plastic, and newer, composite materials. The quality of modern packaging is our main focus and is constantly being monitored.

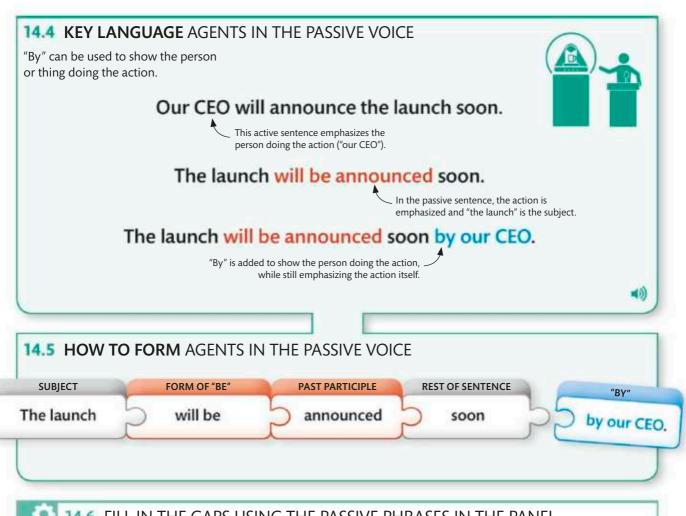


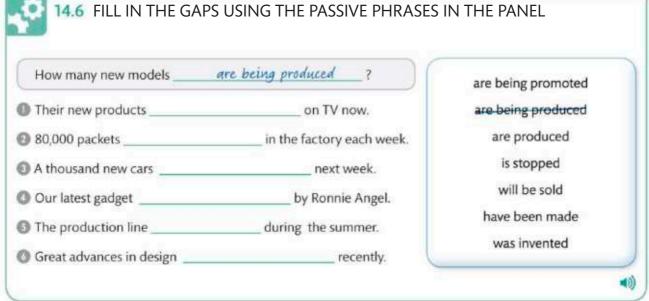
14.3 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE

We make everything on site at the Imagicorp plant. All of our products are built / build in Europe.

- Over the last year, an exciting new line has been developed / develop.
- 2 This design has been / was patented in 1938. Nobody has ever managed to make a better product!
- 1 Their new line is being / have been launched next Saturday. Everyone is talking about it.
- Our factory floor was / is being cleaned before the CEO visited. He was happy things looked good!
- Sou don't need to worry about dinner. The food is / had been cooked to order so that it is fresh.
- The first cars made in this factory were / was sold in the UK in 1972, and worldwide the next year.
- Our original designers has been / were influenced by Japanese artists.
- To prepare for the launch, advertising posters are / are being put up around town as we speak.









14.7 REWRITE THE SENTENCES USING THE PASSIVE VOICE, USING "BY" TO SHOW THE AGENT

Our promotions team markets the product worldwide.

The product is marketed worldwide by our promotions team.

- Someone checks all the cars before they leave the factory.
- Maxine invented the new photo app for professional artists.
- Ocustomers bought all Carl Osric's books on the publication date.
- Ron buys all our vegetarian ingredients from the market.
- Samantha checks all of the invoices before they are sent out.



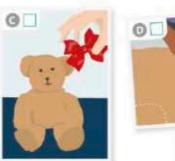


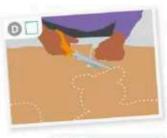
14.8 LISTEN TO THE AUDIO, THEN NUMBER THE PICTURES IN THE ORDER THEY ARE DESCRIBED

















14.9 KEY LANGUAGE MODALS IN THE PASSIVE VOICE

Certain modals can be used as set phrases in the passive voice to express ideas such as possibility, ability, likelihood, and obligation.



The importance of product testing can't be overestimated.

[Product testing is very important.]

All products must be approved before leaving the factory.

[Products have to meet certain standards before they leave the factory.]

The product must have been damaged before it was shipped.

[It seems very likely that the product was broken before it was shipped.]

The shipment could have been packaged more carefully.

[The shipment was not packed as carefully as it should have been.]

This device couldn't have been tested before it went on sale.

[It seems impossible that the device was tested before it was sold.]





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

We must not ignore the costs.

Tim must have bought these flowers today.

You can't mark these down yet. They're new.

Sanjit could not have drawn this picture.

O Niamh shouldn't have accepted the price.

You should package these glasses carefully.

Nobody should ignore faults in the products.

Someone has turned the oven up.

This picture couldn't have been drawn by Sanjit.

The price shouldn't have been accepted.

The costs can't be ignored.

These glasses must be packaged carefully.

They can't be marked down yet! They're new.

The oven has been turned up.

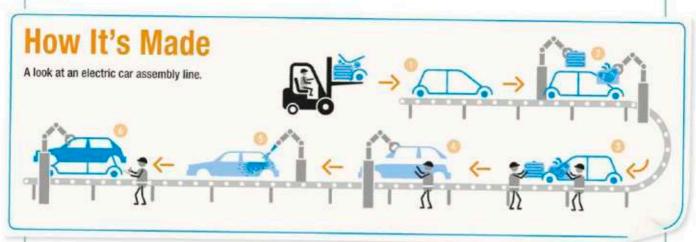
These flowers must have been bought today.

Faults in the product shouldn't be ignored.





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



- 1	First, the component par	ts are del	to separate p	parts of the factory.
	The chassis parts are pl	aced on the		
	The engine and radiato	or	by a robot as	they are very heavy.
	The engine and radiato	r	to the chassis by	an assembly worker.
	The bodywork is fully			on a separate line.
	The assembled bodywo	ork is inspected befor	re	by a robot.
	The chassis and bodyw	ork are joined toget	her before the vehicle)
be	ing painted	is checked	-are delivered-	assembly lin
	assembled and	welded	are secured	are lifted

14 CHECKLIST			
The passive voice	Aa Processes and manufacturing	$ ightharpoonup$ Discussing how things are done \Box	

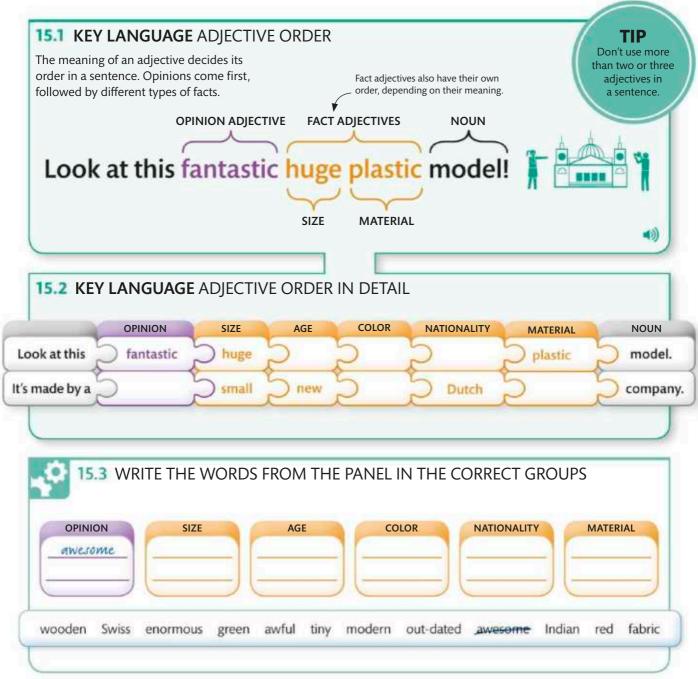
15 Describing a product

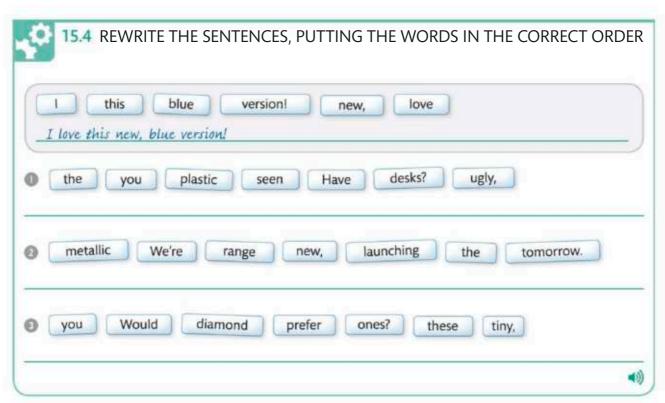
When describing a product, you will usually use adjectives. You can use more that one adjective, but they must be in a particular order.

New language Adjective order

Aa Vocabulary Opinion and fact adjectives

New skill Describing a product







15.6 KEY LANGUAGE SPECIFIC AND GENERAL OPINIONS

General opinion adjectives always come before specific ones. General opinion adjectives can describe lots of different things. Specific opinion adjectives can only usually describe a certain type of thing.



What a nice, friendly new team!

OPINION ADJECTIVES

"Nice" is a general opinion adjective. It can describe lots of different things.

"Friendly" is a specific opinion adjective. It usually only describes people or animals.

FACT ADJECTIVE





15.7 CROSS OUT THE INCORRECT WORD IN EACH SENTENCE

Our catering team is developing a fantastic, friendly / delicious menu for the conference.



I'm interested in that incredible / French modern device we saw at the sales fair.



Our competitors are still selling those really blue / ugly, large cotton shirts.



1 The office has a profitable / friendly, old black cat that visits regularly.



Frances, have you seen these Peruvian silver / small earrings that I brought back?



Did you get one of those new plastic / fantastic business cards?



A lot of customers have been asking for the new / German red version.



My boss has asked me to design a small, paper / fantastic package for the product



I have bought some new leather / large chairs for the boardroom.





15.8 READ THE ARTICLE AND ANSWER THE QUESTIONS	15.9 SAY THE SENTENCES OUT LOUD, FILLING IN THE GAPS USING THE WORDS IN THE PANE
White guest towels are cheaper this year. True False Not given The Festival towel range is colorful. True False Not given	His marketing strategy is a
There is a discount on Festival towels. True False Not given Black tablecloths are a new product. True False Not given	We offer great, food that people can afford.
The kitchen towels are made of paper. True ☐ False ☐ Not given ☐	Look at that new billboard across the street.
The kitchen towels are made in Egypt. True False Not given	I love buying wooden furniture for the office.
ARA'S LINEN The have everything your hotel or restaurant needs, from guest towels through to tablecloths. We are seeping our wonderful, best-selling white guest towels at the same fantastic price as last year. But this year we have some fantastic price as last year, multicolored	My boss drives a tiny car to work. It's definitely easy to spot!
"Festival" towels to our Hotel range. We are also adding to our wonderful Egyptian cotton tableware range. As well as the usual black and white ranges, we now offer burgundy, brown, and olive-colored rables of the range rables	We aim to offer awesome, customer service at all times.
Don't forget to check out our hard-wearing, Turkish, cotton kitchen towels and aprons in the Kitchen section of the brochure.	delicious enormous <u>fantastic</u> friendly green antique
section of the	

16 Vocabulary

16.1 MARKETING AND ADVERTISING



advertising agency



advertisement / ad



copywriter



write copy









unique selling point / USP



promote



publicity



press release



door-to-door sales



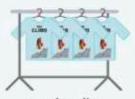
poster



billboard



sponsor



merchandise



consumer



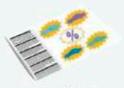
market research



sales pitch



free sample



special offer



leaflet / flyer



direct mail



coupons



online marketing



online survey



social media



word of mouth



television advertising



radio advertising



telemarketing



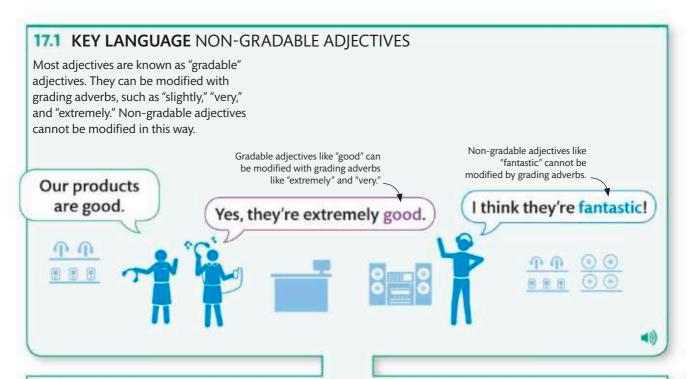
small ads / personal ads



17 Marketing a product

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

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



17.2 FURTHER EXAMPLES NON-GRADABLE ADJECTIVES

Non-gradable adjectives fall into three categories: extreme, absolute, and classifying.



The demand is enormous.

 Extreme adjectives are stronger versions of gradable adjectives. "Enormous" has the sense of "extremely big."



They have a unique design.

 Absolute adjectives like "unique" describe fixed qualities or states.

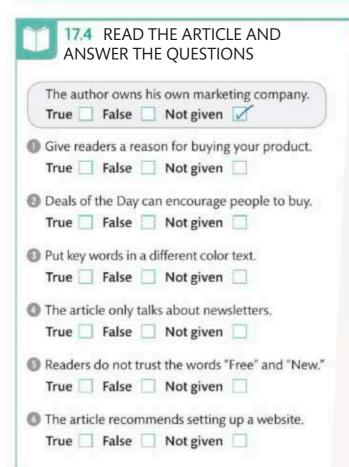


Our customer base is American.

 Classifying adjectives are used to say that something is of a specific class or type.



	unique		orgo	anic
				-
1	A	11.11.1		disgusting
	impossible	impossible tiny right	impossible tiny right digital	il impossible tiny right digital organic



MARKETING WEEKLY

Writing for buyers

Rachid Barbery talks about writing effective marketing texts

esearch has shown that there are certain techniques you can use to turn your readers into buyers. First, repeat the positive facts about the product to make them more believable. Make



sure you explain why readers would benefit from buying your product compared to others. For example, say that your digital camera weighs 100g less than similar ones and has a unique rubber grip because it makes it easier to carry when traveling. Use the word "you" a lot to help make the connection between the reader and the product. It's also a good idea to promote limited time offers or limited editions as these create an extra reason to buy your product now. This could be a Deal of the Day or Special Edition Color. Using key words in your newsletters and the front pages of your websites or leaflets, such as "Free" and "New" always creates interest and a positive response in readers.

17.5 KEY LANGUAGE NON-GRADING ADVERBS

Some adverbs can be used to qualify non-gradable adjectives. These are called "non-grading adverbs," and often mean "entirely" or "almost entirely." They cannot usually be used with gradable adjectives.



The demand is absolutely enormous!



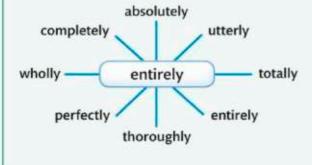
They have a totally new design.



Our customer base is completely American.



17.6 FURTHER EXAMPLES NON-GRADING ADVERBS







17.7 MARK THE SENTENCES THAT ARE CORRECT

The product is utterly good.

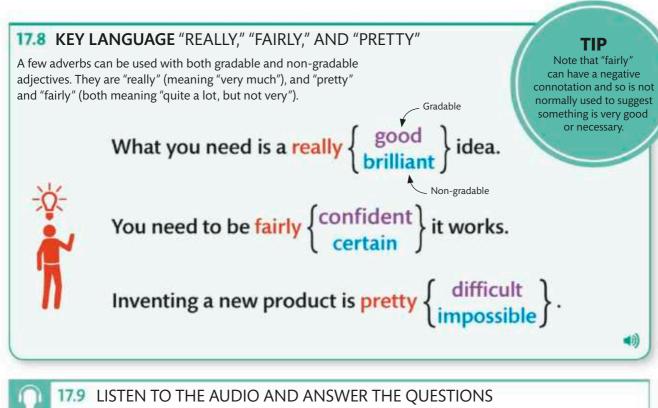
The product is utterly amazing.

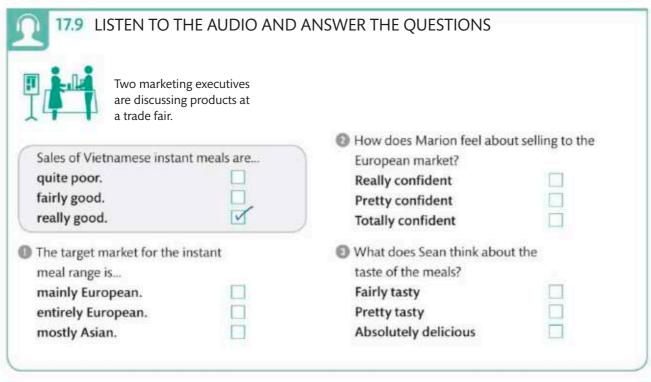


- The new gadget is completely digital.
 The new gadget is completely bad.
- This draft design is practically perfect.
 This draft design is practically all right.

- The client said it was totally fantastic. The client said it was totally nice.
- 4 His decision to invest was entirely right. His decision to invest was maybe right.
- This area of town is largely industrial.
 This area of town is large industrial.







17 CHECKLIST		
Adjectives and adverbs	Aa Descriptive adjectives	♣ Modifying descriptions of products

18 Advertising and branding

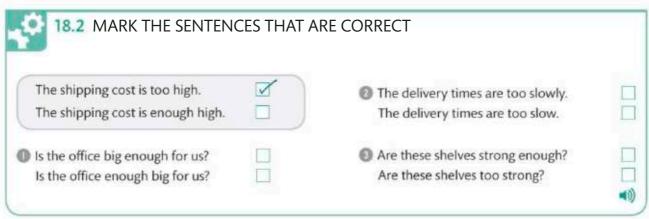
When you want to tell people about your company, product, or brand, intensifiers like "enough," "too," "so," and "such" can help communicate your point.

New language Intensifiers

Aa Vocabulary "Enough," "too," "so," and "such"

New skill Adding emphasis to descriptions







18.3 LISTEN TO THE AUDIO AND MARK WHICH THINGS ARE DESCRIBED

















18.4 READ THE ARTICLE AND ANSWER THE QUESTIONS

The	ad suggests	images a	are often	too small.
522		-		-/

True False Not given

- Over half of clients view websites on computers.
 - True False Not given
- A poor website could mean you lose customers.
 - True False Not given
- 60 50% of consumers shop online.
 - True False Not given
- Mobiopt Web focuses on what the website looks like and how it works.
 - True False Not given
- You have to pay Mobiopt Web for a quote.

True	False	Not given
irue	raise	Not given





What we do

Have you ever considered what your website looks like on a mobile device? Is the text big enough to read? Are the images too small to showcase your fantastic products? Research says that over 50 percent

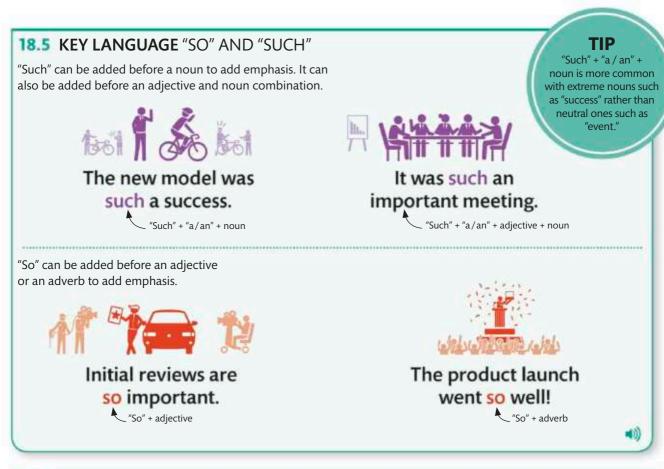


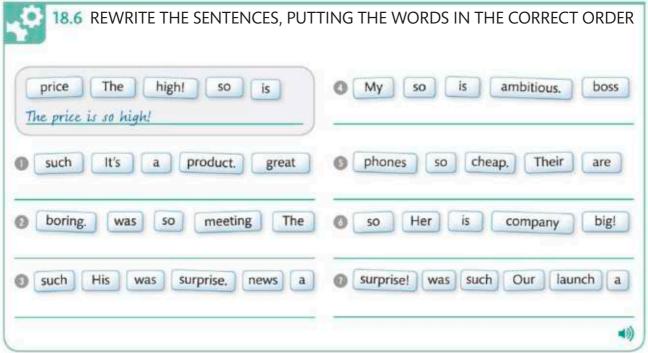
of your potential clients are likely to use mobile devices to view your site. You need it to look and work perfectly on these devices, otherwise your customer may soon become someone else's.

At Mobiopt Web, we work with you to ensure that not only does your website look great, but that it also does exactly what you and your clients want it to.

Contact us now for a free quotation on your new web design.

0 C





	There is su	ch / so a big crowd at the trade fair this year!		
	The slogan is far such / too complicated. We need to simplify it.			
	They have created such / enough a brilliant poster campaign.			
We have	en't done too / en	ough market research. We need to understand our	consum	ers.
(c	Our supervisor is s	such / too a creative person. She designed our new l	ogo.	0
	Marion is su	ich / so persuasive when she delivers a sales pitch.		
Intensifiers	Aa "Enough," "	too," "so," and "such" Adding emphasis to describe to the solution of the sol	riptions [
Intensifiers REVIEW TH	Aa "Enough," "		riptions [UNIT
REVIEW TH NEW LA	Aa "Enough," " IE ENGLISH YO ANGUAGE DEESS WITH	DU HAVE LEARNED IN UNITS 13-18		
REVIEW TH NEW LA DESCRIBING A PRO HE PASSIVE VOICE DESCRIBING A PRO	Aa "Enough," " E ENGLISH YO ANGUAGE DCESS WITH E	OU HAVE LEARNED IN UNITS 13–18 SAMPLE SENTENCE Our products are designed in London.	· ✓	UNIT 14.1
REVIEW TH NEW LA DESCRIBING A PRO THE PASSIVE VOICE DESCRIBING A PRO CORRECT ADJECTIVE	Aa "Enough," " IE ENGLISH YO ANGUAGE DOCESS WITH E DOUCT WITH VE ORDER	OU HAVE LEARNED IN UNITS 13–18 SAMPLE SENTENCE Our products are designed in London. Our original model was sold worldwide.	✓	UNIT 14.1
	Aa "Enough," " E ENGLISH YO ANGUAGE DOCESS WITH E DOUCT WITH VE ORDER ERAL OPINIONS DJECTIVES AND	OU HAVE LEARNED IN UNITS 13–18 SAMPLE SENTENCE Our products are designed in London. Our original model was sold worldwide. Look at this fantastic, huge plastic model!		14.1 15.1, 15.3

The new model was such a success. Initial reviews are so important.

"SO" AND "SUCH" FOR EMPHASIS

18.5

П

19 Advice and suggestions

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

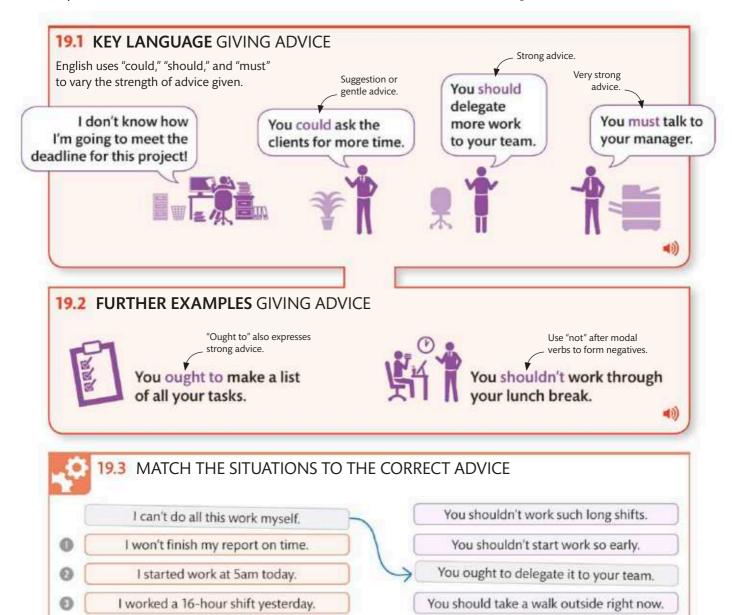
I haven't left my desk for five hours.

New language Modal verbs for advice

Aa Vocabulary Workplace pressures

You must tell your boss it will be late.

New skill Giving advice





19.4 FILL IN THE GAPS USING THE PHRASES IN THE PANEL

You really need a break. You _____shouldn't take___ work home.

My wife said I ______ yoga and relaxation techniques.

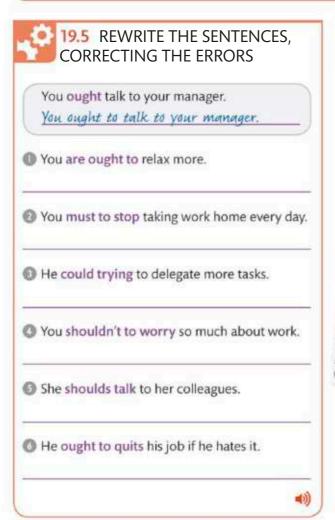
You _____ working right away if you feel sick.

You _____ a break if you're really tired.

You _____ exhausted at the beginning of the week.

You _____ some of your work to your assistant.

ought to take
could try
shouldn't feel
must delegate
should stop





19.7 KEY LANGUAGE MAKING SUGGESTIONS

Use "What about ...?" with a gerund or "Why don't we...?" with a base verb to make suggestions.

What about hiring Why don't we hire



19.8 HOW TO FORM SUGGESTIONS



19.9 FURTHER EXAMPLES MAKING SUGGESTIONS



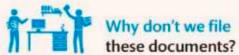
What about working from home on Fridays?



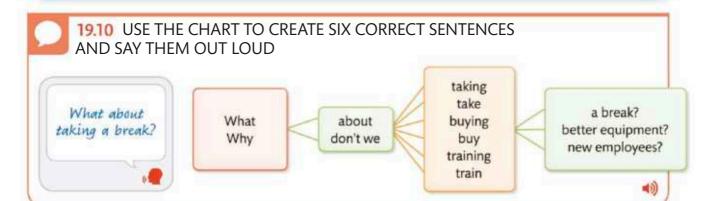
Why don't we organize a team lunch?



What about opening a new store?







19.11 CROSS OUT THE INCORRECT WORD IN EACH SENTENCE

What about training our staff better?

- Why don't we buy / buying new chairs?
- Why don't we go / going for a walk outside?
- What about drink / drinking less coffee?

- Why don't we provide / providing free fruit?
- What about make / making a list of your tasks?
- What about delegate / delegating this to Jo?
- Why don't we ask / asking Paul to help us?





19.12 READ THE ARTICLE AND ANSWER THE OUESTIONS

A heavy workload can affect your health.

True False

You must find out what makes you stressed.

True False

When you are stressed, you can concentrate.

True False

Exercise can help you deal with stress.

True False

You should work through your lunch break.

True False

It's important to get a good night's sleep.

True False

You shouldn't tell people how you feel.

True False

YOUR HEALTH

Stressed out at work?

Our experts give advice about coping with a busy workload

o protect your health from the effects of a heavy workload, you must discover why you feel stressed at work. Then you should learn to recognize signs of excessive stress, such as:

- · feeling depressed
- · problems sleeping
- · difficulty concentrating

to others about your feelings.

· headaches.

Next, you ought to develop positive coping strategies such as exercising and eating well. Have a real break at lunchtime. This in turn will help you sleep better and longer. What about making your night-time routine and your bedroom more relaxing? Sleep is very important, so you shouldn't miss out on it. Finally, you should talk



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Modal verbs for advice

Aa Workplace pressures



Giving advice

20 Vocabulary

20.1 MANAGEMENT AND LEADERSHIP

Every year I have an appraisal with my manager.

an appraisal / a performance review

an interview to discuss an employee's performance]



We get a \$500 sales bonus if we meet our targets.

a bonus

[money added to a person's wages as a reward for good performance]



I was promoted this year, so I have my own office.

to be promoted

to be given a more senior position within a company]



My boss is really pleased with my performance this year.

performance

how well a person carries out tasks]



20.2 SKILLS AND ABILITIES



organization



IT / computing



administration



problem-solving





customer service



interpersonal skills



leadership



communication





Our manager has to approve this before it goes to the client.

to approve

to officially confirm something meets the required standards]



My team leader allocates tasks at the beginning of each week.

to allocate a task

[to give a task to somebody]



I like to delegate tasks to give my co-workers a variety of work.

to delegate

to give work or tasks to a person in a position junior to you]



I have to designate a colleague as the main first aider in the office.

to designate

(to choose somebody to take on a particular role]







data analysis



decision-making



teamwork







fluent in languages



attention to detail



negotiating



work well under pressure



able to drive



project management



management



21 Talking about abilities

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

New language Modal verbs for abilities

Aa Vocabulary Workplace skills

New skill Describing abilities



Use "can," "can't," and "cannot" to talk about people's skills and abilities in the present.



Jasmine's team can finish the job really quickly.

21.2 FURTHER EXAMPLES TALKING ABOUT PRESENT ABILITY



Umar can create beautiful flower arrangements.



I can fix your car by the end of the day.



Stuart can't cook in a professional kitchen.

Negative form of "can." English also uses "cannot."



They can't work together without arguing.

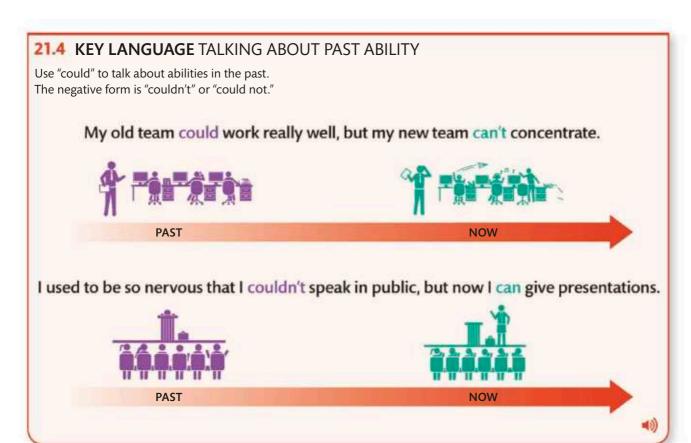


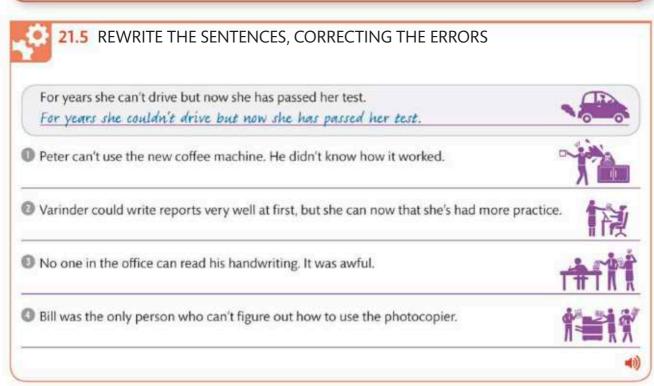
21.3 FILL IN THE GAPS USING "CAN" OR "CAN'T"

Alastair has excellent IT skills. He _____can__ create computer programs and apps.

- She doesn't like meeting new people. She work in the HR department.
- Shaun _____ work really well with new employees, so he should help run our training course.
- Mave you seen her brilliant photographs? She ______ create our posters and flyers.
- Substitution of the property of the state of the state







21.6 KEY LANGUAGE TALKING ABOUT FUTURE POTENTIAL

English uses "could" to talk about people's future abilities and potential. In this context, "could" can be followed by most English verbs.

If Felipe keeps on working hard, he could become head chef.



You can also use "would" followed by "do," "make," or "be" to talk about future potential. "Would" is stronger than "could," and suggests that something is more likely to happen.

Kim is good at training people. She would make an excellent team leader.



Use "could" before most verbs to talk __ about possible future situations.

Jenny could reach the top of our company's sales rankings.



Use "do" or "make" after "would" to talk about future potential.

Liz is really polite. She would do well in the customer services department.





21.7 MARK WHETHER THE STATE	EMENTS REFER TO PAST OR FUTURE ABILITY
You could be head of your department. Past Future	He would do well in a smaller team. Past Future
She would make a great team leader.	Ray could get along with the old CEO.
Past Future	Past Future
He couldn't cook before his training.	S Fiona could do better if she tried.
Past 🔲 Future 🔲	Past Future
	•



Aa Workplace skills

Describing abilities

Modal verbs for abilities

22 Comparing and contrasting

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

New language Discourse markers

Aa Vocabulary Teamwork and team building

New skill Expressing your ideas

22.1 KEY LANGUAGE EXPRESSING SIMILAR IDEAS

Some discourse markers link ideas that are similar to each other.



This training is useful for your day-to-day work. It is also fun.



Laziness is a terrible trait for a team member. Dishonesty is very bad, too.





Team A completed the task very quickly. Team B were equally successful.



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



22.2 KEY LANGUAGE EXPRESSING CONTRASTING IDEAS

Some discourse markers link contrasting ideas.





The training today was useful. However, yesterday's task was pointless.



Some people want to run a team, while others want to be team members.





Although Team A completed the task quickly, Team B didn't finish it.



Laziness is a terrible trait in a team, whereas hard work is excellent.





22.3 CROSS OUT THE INCORRECT WORD IN EACH SENTENCE



All staff should follow the dress code for the training. Please be on time, while / too.



Although / Equally I attended the training session, I'm not sure I learned very much.



You got a high score for the IT test, and you've done equally / while well on the team-building course.



Team A built a small boat out of plastic bottles, as well / whereas Team B used wood to make theirs.



The training day is a great way to learn new skills. It's also / however a good way to get to know people.



22.4 LISTEN TO THE AUDIO AND ANSWER THE QUESTIONS

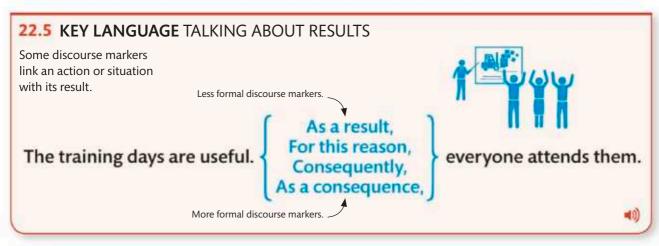


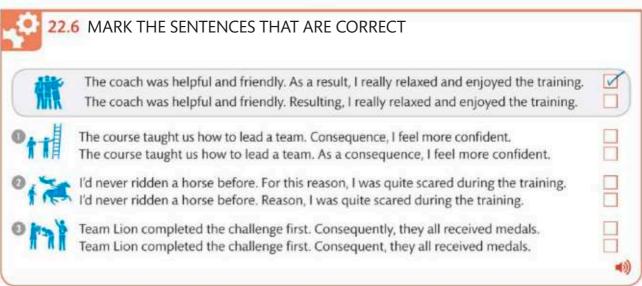
A team-building coach is giving feedback on two teams' performances.

The coach says the team-buildin	g days are
challenging and tiring.	
challenging but rewarding.	
challenging and fun.	1

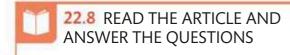
- At the beginning of the team-building day, the participants...
 - walked across bridges over a river. walked across bridges high in the air. made ladders to climb up trees.
- This task challenged the participants to... overcome fear and help each other. deal with a fear of heights. learn how to build rope bridges.

- Members of Team Bear were... the tallest and the quickest. the tallest and the most scared. the tallest, whereas Team Lion were slowest.
- Members of Team Bear helped each other while members of Team Lion... disagreed with each other. worked too slowly. raced each other to the finish.
- In the future, Team Lion should... help Team Bear to be less afraid. argue less and work faster. work more slowly and listen to their teammates.









94

MANAGEMENT TIPS

BUILDING A TEAM

CEO Lucia Gomez talks to us about team building

We send all our employees on team-building courses at least once a year. Our staff have gone on team-building treasure hunts, and they've also completed obstacle courses. However, what activity they



Activities are good for morale

do isn't so important. What matters is that they get out of the office and do something that requires them to communicate effectively, and support and help each other, too. It's quite easy to spot employees who are natural-born leaders during these activities. We sometimes identify future managers in this way and put them on our fast-track management-training program.

(Lucia's staff do team building every year. True False Not given
0	Lucia's staff have learned how to sail.
	True False Not given
0	Team building takes place away from work.
	True False Not given
0	The choice of activity is very important.
	True False Not given
0	During team building, staff work with new people.
	True False Not given
6	Lucia can identify which employees are leaders.
	True False Not given

This task is useful. It's however fun.	
This task is useful. It's also fun.	•
This course will teach you new skills. It will help you to get to know each other wherea	15.
Equally Team B completed the task first, they had some major communication problems.	04
By doing this task, we'll not only identify the team's weaknesses, but while its strengths.	
received treatment end of the tree of the belief	
	.4
Team A worked together very well. Team B were whereas cooperative.	04
Team A worked together very well. Team B	of

22 O CHECKLIST			
Discourse markers	Aa Teamwork and team building	🖒 Expressing your ideas 🗌	

23 Planning events

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

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



I really enjoy entertaining new clients at our company parties.



Other verbs, often those that express plans or intentions, are followed by an infinitive.

Infinitive

Our clients expect to have high-quality accommodation.



23.2 HOW TO FORM VERBS AND GERUNDS / INFINITIVES

START OF SENTENCE **VERB REST OF SENTENCE GERUND** I really enjoy entertaining new clients. START OF SENTENCE **VERB** INFINITIVE **REST OF SENTENCE** Our clients to have high-quality accommodation. expect

23.3 FURTHER EXAMPLES VERBS AND GERUNDS / INFINITIVES





We must keep reminding clients of our product range.



Sandeep has offered to welcome our visitors.



We hope to impress our clients at the product launch.





23.4 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE

You need being / to be very organized to plan a successful business event.

- Mara has offered organizing / to organize the accommodation for our guests.
- I keep suggesting / to suggest that our company should organize a golf day, but my boss disagrees.
- We like offering / to offer our clients a wide range of food at our conferences.
- I enjoy helping / to help out at company open days because I get to meet lots of people.
- Before I start planning, I usually make a list of all the customers I want inviting / to invite.
- 1 expect staying / to stay late tonight to help Martina decorate the conference hall.





23.5 READ THE ADVERTISEMENT AND WRITE ANSWERS TO THE QUESTIONS AS FULL SENTENCES

Which city is the SmartTech Fair in?

The SmartTech Fair is in Tokyo.

- What year did the SmartTech Fair open?
- What is smart health technology helping to do?
- What could self-driving cars do?
- Mow can you show interest in attending an event?
- How can you buy tickets in advance?

TECHNOLOGY WEEKLY

Don't miss this year's SmartTech Fair!

Based in Tokyo, SmartTech Fair is one of the biggest IT fairs in the world. Established in 1987, each year's show is bigger and better than the last!

Don't miss out on these exciting seminars

CompuHealth seminar: Our industry expert examines how smart technology is helping us to live healthier lives.

Self-driving cars: Learn how these cutting-edge vehicles could shape the future of the car industry.

Register your interest online, and buy tickets in advance from the SmartTech website.



23.6 KEY LANGUAGE VERBS PLUS GERUND OR INFINITIVE (CHANGE IN MEANING)

Some verbs change their meaning depending on the form of the verb that follows them.



You remember meeting David, don't you? He's the CEO of Unodom.

[You have met David before. Do you remember?]



You must remember to meet David to make plans for the conference.

[You must remember that you have to meet David.]



23.7 FURTHER EXAMPLES VERBS PLUS GERUND OR INFINITIVE (CHANGE IN MEANING)

In general, the gerund is often used for an action that happens before, or at the same time as, that of the main verb. The infinitive is used to describe an action that happens after the main verb's action.

VERB + GERUND



I stopped reading the timetable because my manager called me.

[I was reading the timetable, but then I stopped.]



Sally went on talking all evening. I hope you weren't bored.

[Sally was talking for a long time.]



I regret telling you that I can't come to dinner with the clients. I can see that you're angry.

[I wish I hadn't told you that I can't come to dinner.]

VERB + INFINITIVE



I stopped to read the timetable for our team training day.

[I stopped what I was doing to read the timetable.]



Sally prepared her presentation, and went on to talk about the company's new branding.

[Sally gave the talk after she had prepared it.]

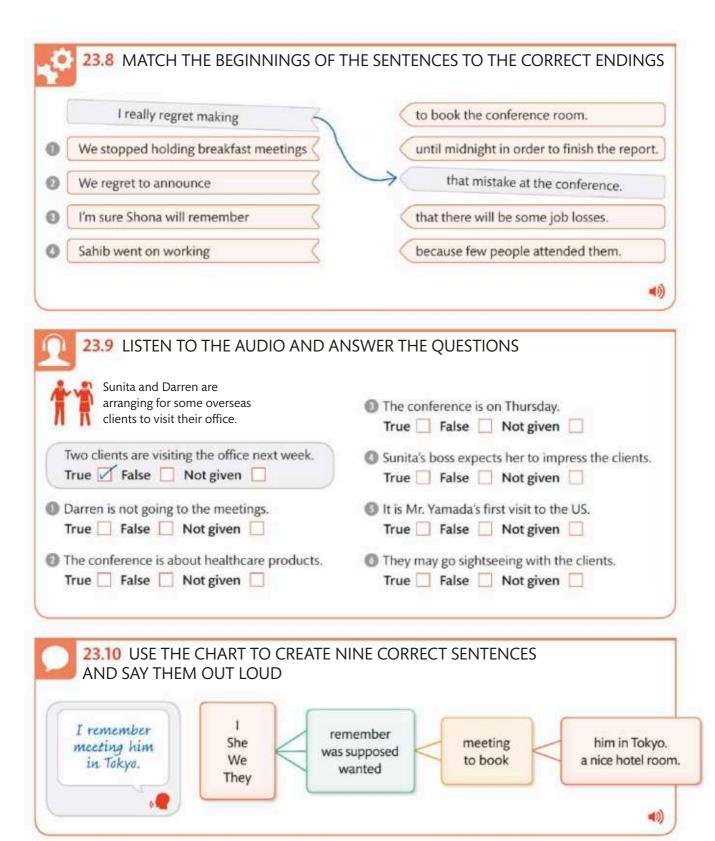


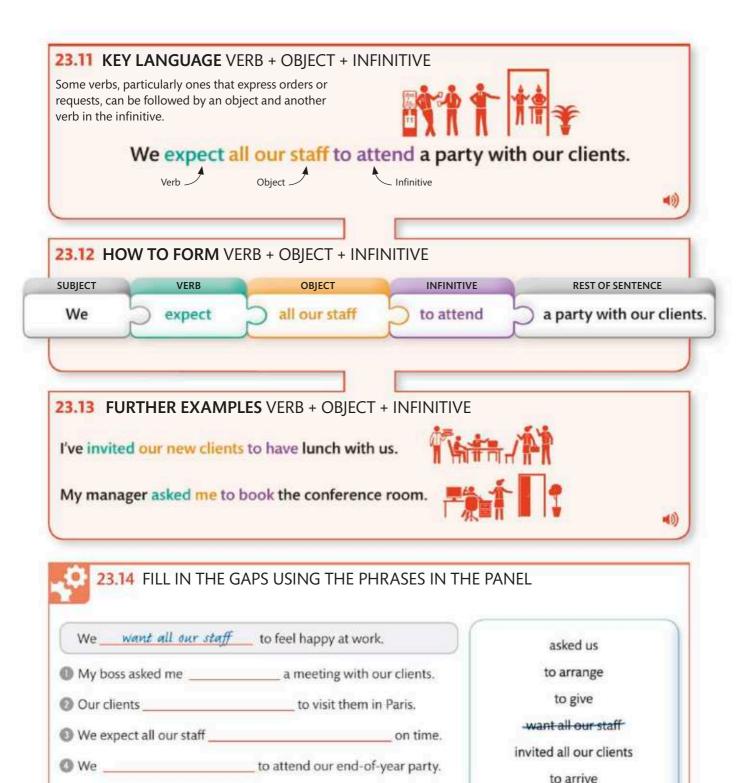


I regret to tell you that I can't come to dinner with the clients. I'm really sorry.

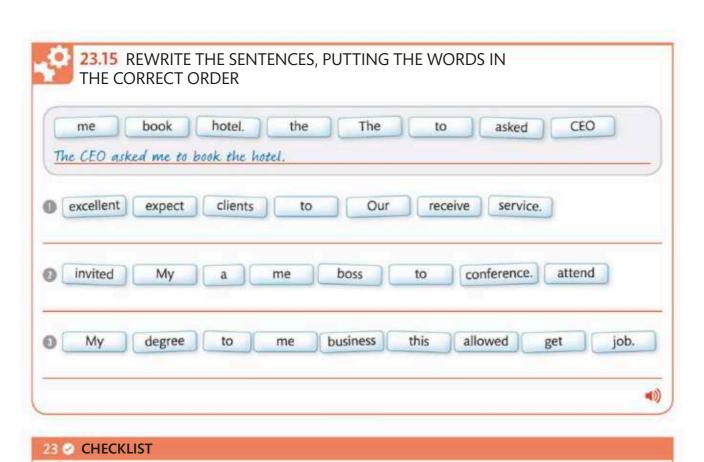
[I'm sorry, but I can't come to dinner.]







I expect my manager _____ me a promotion soon.





24 Vocabulary

24.1 MFFTINGS

Lee, could you send out the agenda for Friday's meeting, please?

to send out an agenda

[to send a plan for what will be discussed]

The main objective of this meeting is to agree on a budget.

main objective

[the primary aim]

AGENDA



Yolanda is sick, so she will be absent from the meeting today.

to be absent

to be not present

Can we have a show of hands for those who agree with the proposal?

a show of hands

[a vote made by raising hands in the air to show agreement]



Francesca will give a presentation on health and safety.

to give a presentation

[to present information to a group of people]

Today we need to look at our sales figures for the last year.

to look at

to consider or focus on something



If we can't reach a consensus, we will have a vote.

to reach a consensus

[to come to an agreement about an issue]



We reached a unanimous agreement on the plan.

unanimous agreement

[when everyone agrees]



We will have another meeting next week because we have run out of time.

to run out of time

[to have no more time left to do something] We will take questions at the end of the meeting. to take questions

to answer questions



We need someone to take minutes during the meeting.

to take minutes

[to write a record of what was said during a meeting]

Please can you send the minutes to all attendees after the meeting?

attendees

[people who have been to or are going to a meeting]



Let's discuss the options for the new logo.

to discuss

to talk about something



It's nearly lunchtime. Let's wrap up the meeting.

to wrap up

[to conclude or finish something]



So to sum up, we really need to increase sales next month.

to sum up

[to conclude]



Did you manage to review the minutes from the last meeting?

to review the minutes

[to look again at the written record of a past meeting]

We need a strategy for increasing sales to young buyers.

a strategy

[a plan for achieving a particular goal]

I suggest that we use this new design.

to suggest / propose

[to put forward an idea or plan for others to discuss]



I'm sorry to interrupt, but I have some more recent figures.

to interrupt

[to say something before someone else has finished speaking]



Excellent, we have three clear action points to work on.

action points

[proposals for specific action to be taken]





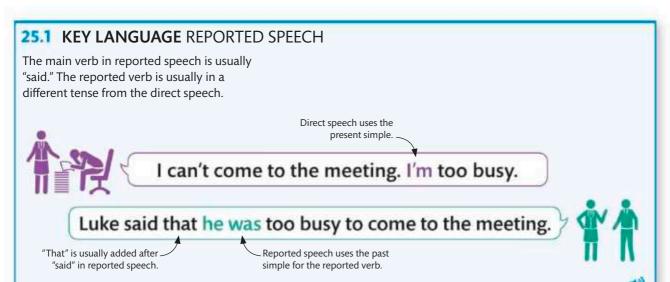
25 What people said

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

New language Reported speech

Aa Vocabulary Meetings

New skill Reporting what someone said



25.2 KEY LANGUAGE REPORTED SPEECH IN DIFFERENT TENSES The tense used in reported speech is usually one tense back in time from the tense in direct speech.

I'm working in New York.

She said she was working

in New York. Past continuous replaces present continuous.

I will call you soon.

He said he would call them soon. Would replaces "will."

I've been to China twice.

He said that he'd been to China twice.

Past perfect replaces

We can speak Japanese.

They said that they could speak Japanese.

"Could" replaces "can."



25.3 KEY LANGUAGE REPORTED SPEECH AND THE PAST SIMPLE

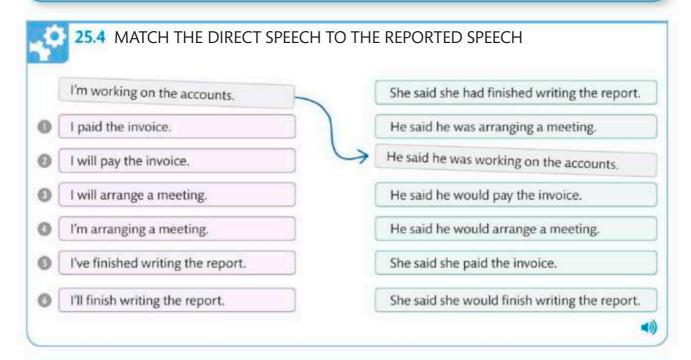
The past simple in direct speech can either stay as the past simple or change to the past perfect in reported speech. The meaning is the same.

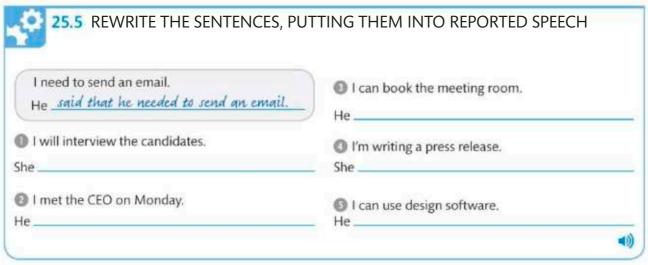
I arrived in Delhi on Saturday.

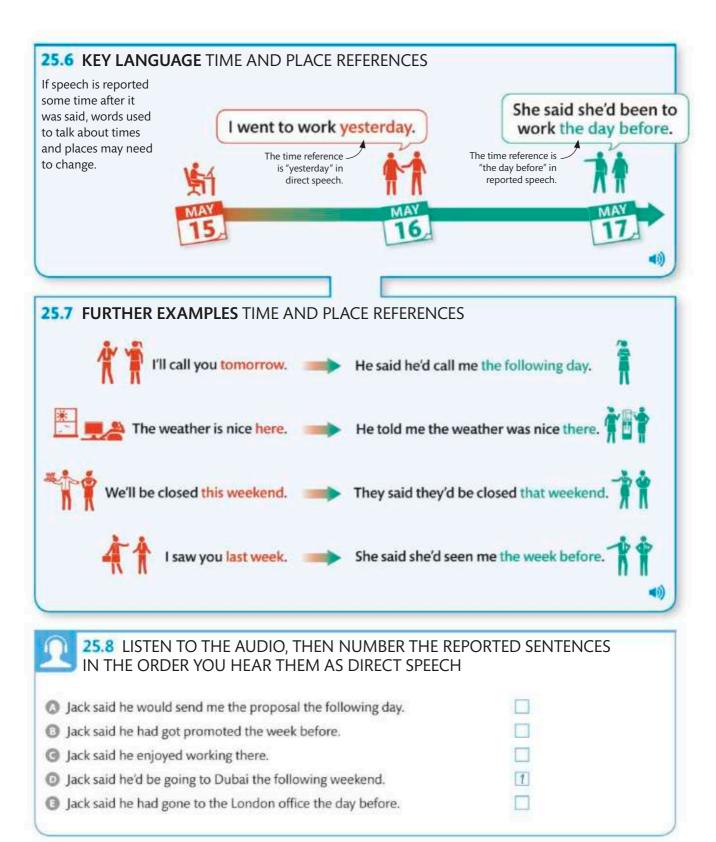


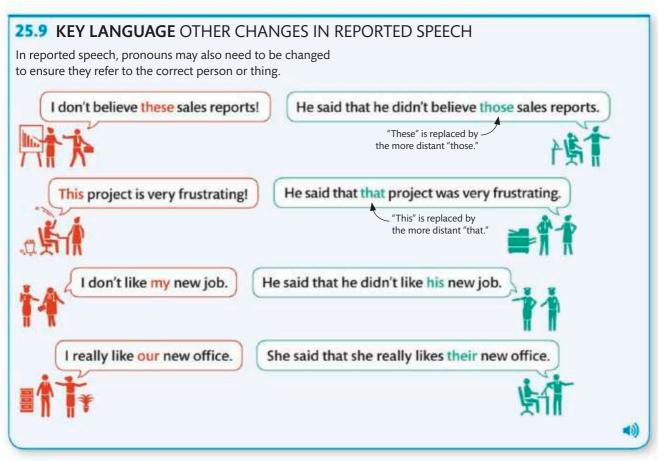


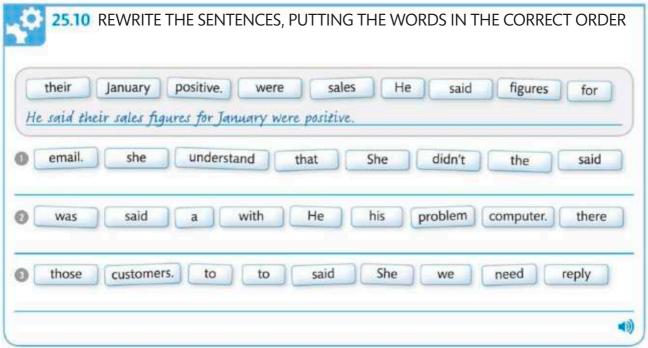














be followed by an object, which shows who someone is talking to.

I have to change the meeting date.





He told me that he had to change the meeting date.

Unlike "say," "tell" must be followed by an object.



25.12 KEY LANGUAGE REPORTING VERBS WITH "THAT"

"Say" and "tell" do not give any information about the speaker's manner. They can be replaced with other verbs that suggest the speaker's mood or reason for speaking.



I'm not very good at sales.

Neil admitted that he wasn't very good at sales.

"Admit" suggests a confession on the part of the speaker.



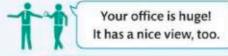
25.13 FURTHER EXAMPLES REPORTING VERBS WITH "THAT"



We have to close the building for security tests.

They explained that the building had to be closed for security tests.





Rohit admired our office, and added that it had a nice view.





That's right! Our profits have risen this year.

Jeremy confirmed that our profits had risen this year.





1 am	not the person in cl	narge of this project			
- V-	He	denied	that he was the pe	erson in charge of	f that project.
Yes, 1	that's right. The sale	s figures will be reac	dy by 5pm.		01
	Sharon		that the sales	figures would be	ready by 5pm
Don'	't worry. I'll definitel	y stay late to help yo	ou finish the report.		
~ v	Lilia		that she would stay	ate to help me fir	nish the repor
We h	nave beaten our sale	s target for the year			
	Mr. Lee		that we had bea	iten our sales targ	get for the yea
The	coffee from the mad	hine tastes awful.			
	Ben_		that the coffee	from the machin	ne tasted awfu
Dorb	aps you could ask y	our boss about a sai			
rem	She	our boss about a rai		could ask my bos	s about a rais
compla	ained annou	nced confirm	ned suggested	- denied	promised

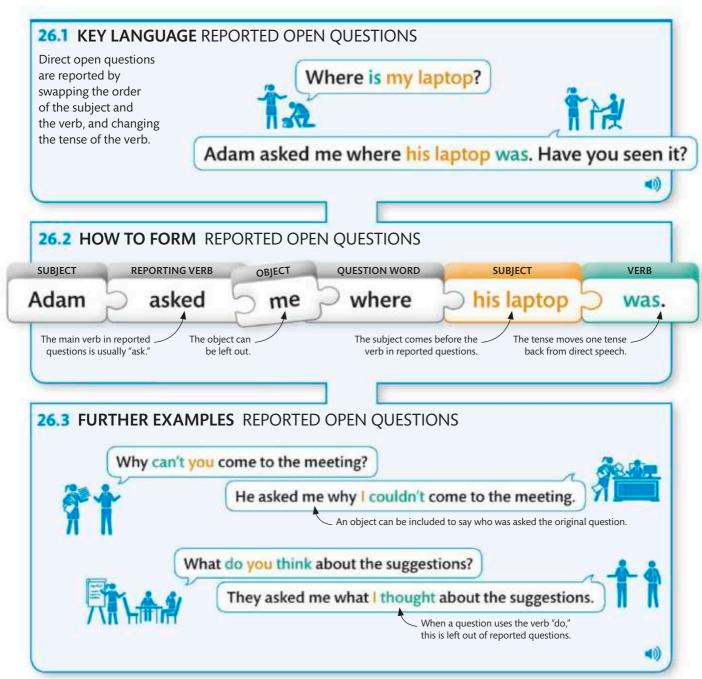
26 What people asked

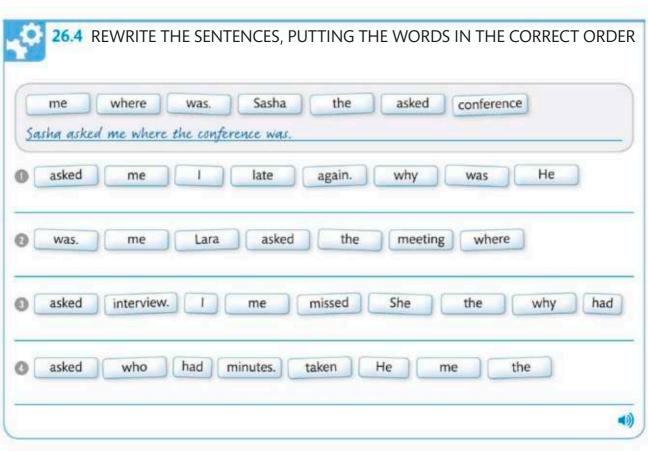
You can use reported questions to tell someone what someone else has asked. Direct questions and reported questions have different word orders.

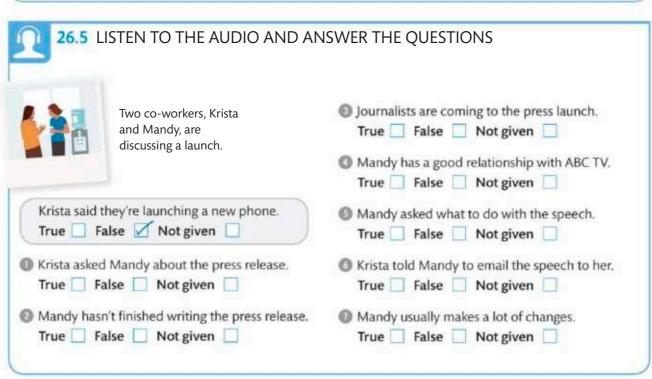
New language Reported questions

Aa Vocabulary "Have," "make," "get," "do"

New skill Reporting what someone asked









26.6 READ THE ARTICLE AND ANSWER THE QUESTIONS

(V-	and the second s
	u must have meetings in order to do business. ue False Not given
You	u should limit the number of things to discuss.
Tru	ue 🗌 False 🗌 Not given 🔲
① Th	ere is no need to share the agenda.
Tre	ue 🗌 False 🗌 Not given 🗌
① Let	attendees know how long the lunch break is.
Tru	ue 🗌 False 🗌 Not given 🗌
O Pe	ople tend to take a long break after a meeting.
Tru	ue 🗌 False 🗌 Not given 🔲
Per	ople rarely forget to organize the meeting location
Tru	ue 🗌 False 🗌 Not given 🔲
O A g	good meeting room has plenty of light.
Tru	ue 🗌 False 🔲 Not given 🔲

BUSINESS TIPS

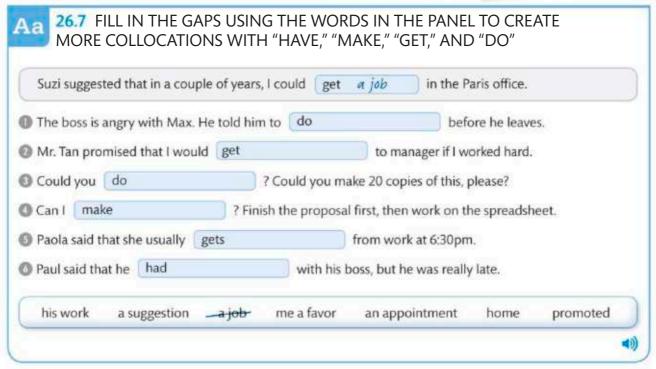
Preparation is key

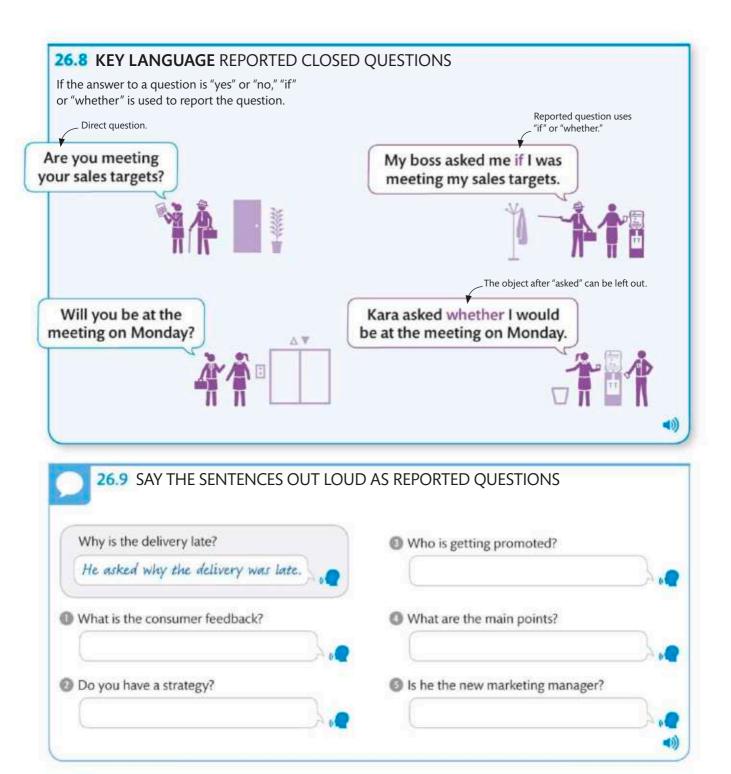
CEO David Moss explains how to have successful meetings

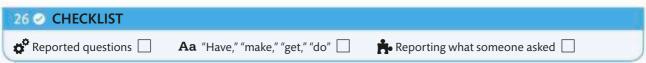
t is important to decide your main objectives before the meeting. Create an agenda and send it to all attendees so they can prepare in advance. Set a date and time for your



meeting. Decide when you will have a break, and how long you will give attendees to have lunch. If you don't do this, people might take long breaks, reducing your meeting time! Last of all, this sounds simple, but it's easy to forget to make arrangements for the meeting location, especially if you're very busy. Get the room ready with the right amount of chairs and refreshments, and your laptop or any other necessary equipment.





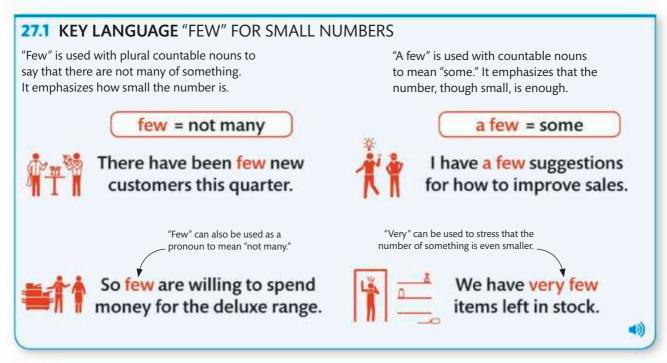


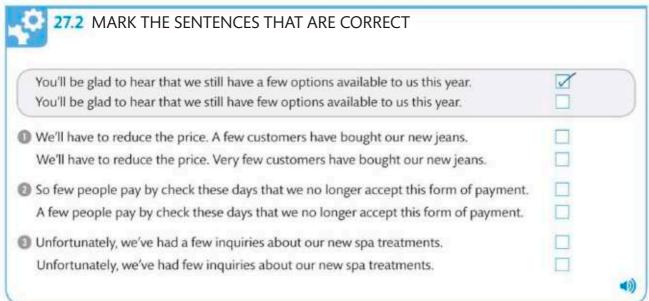
27 Reporting quantities

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

Aa Vocabulary Meetings

New skill Talking about quantity







"Little" is used with uncountable nouns to say that there is not much of something in UK English. It emphasizes how small the amount is. "A little" is used with uncountable nouns to mean "some." It emphasizes that the amount, though small, is enough.



little = not much

I have little doubt that next year will be challenging.



a little = some

The summer should offer a little boost to sales.



Very little can be done to improve the short-term performance.

"Little" can also be used as a

pronoun to mean "not much."



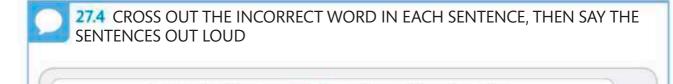
There's a little bit

Informally, "a (little)

bit of" can be used

of time left to discuss our options.





I'm afraid that there are little / few options left for us to explore.

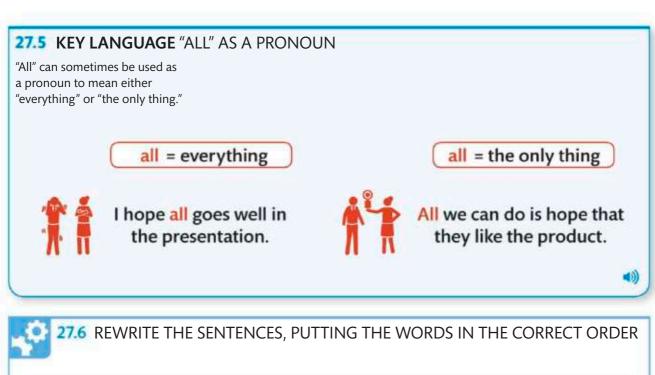
Unfortunately, there is a little / little chance of us winning this contract.

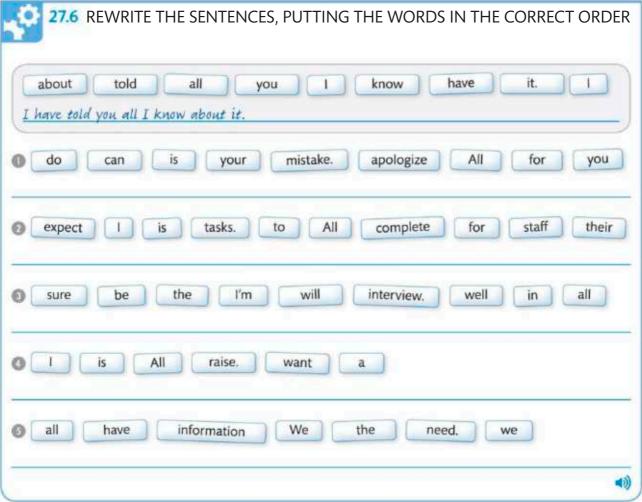
I have a few / few ideas that I really think could improve our brand image.

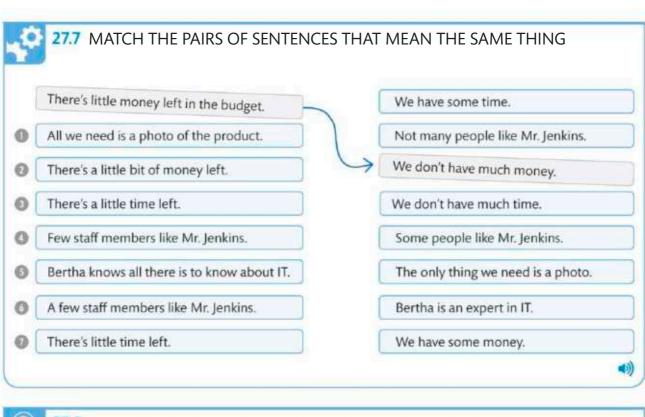
There is still a little / a few time left before we need to submit the report.

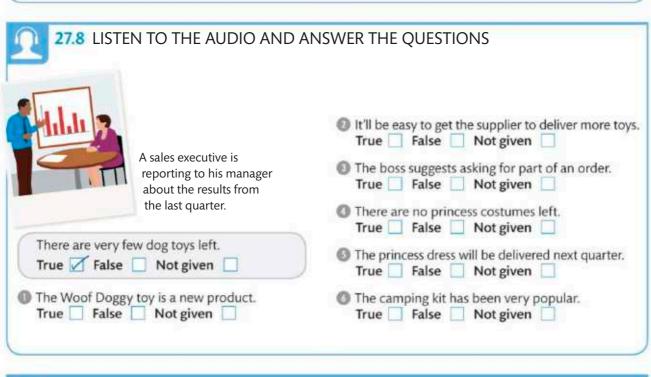
Kelvin has little / few understanding of accountancy.

So few / a few people have bought this TV that we're going to stop production.









27 CHECKLIST			
"Few," "little," and "all"	Aa Meetings	💏 Talking about quantity 🗌	

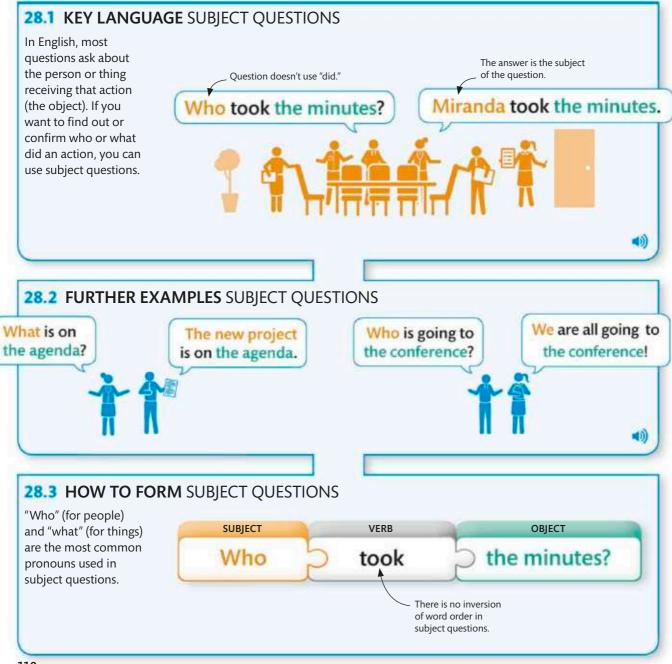
28 Checking information

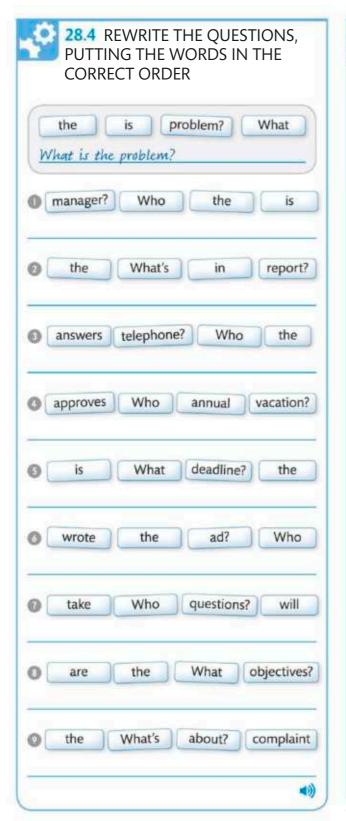
Sometimes you may need to clarify whether you have understood a point. There are a number of ways to politely check information in conversation.

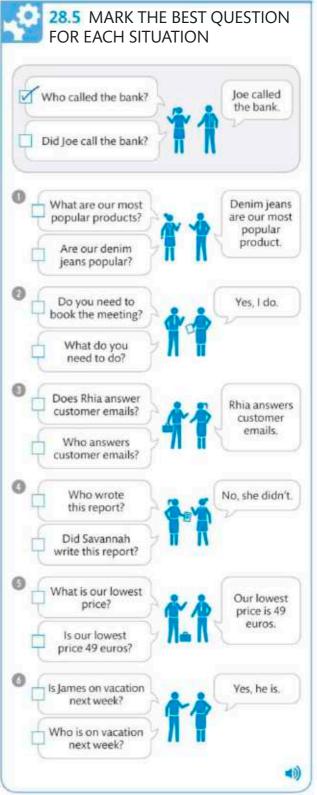
New language Subject questions, question tags

Aa Vocabulary Polite checks and echo questions

New skill Checking information







28.6 KEY LANGUAGE QUESTION TAGS

Another way to check information is by using question tags. The simplest question tags use the verb "be" with a pronoun matching the subject of the sentence.

For most verbs other than "be," a present simple statement is followed by a question tag with "do" or "does."



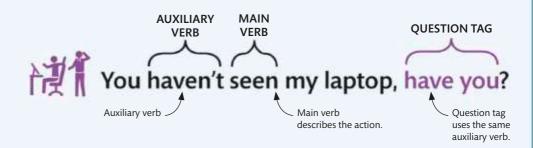
PRESENT SIMPLE QUESTION TAG

| The state of the calls, doesn't he?

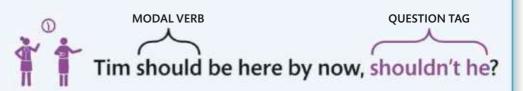
A past simple statement is followed by a question tag with "did."



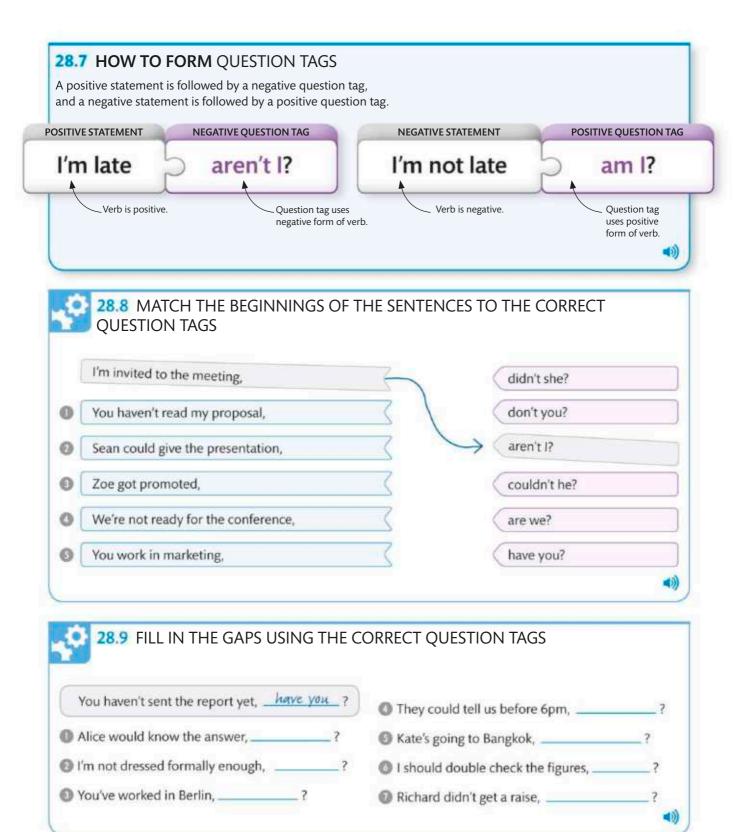
A statement with an auxiliary verb is followed by a question tag with the same auxiliary.

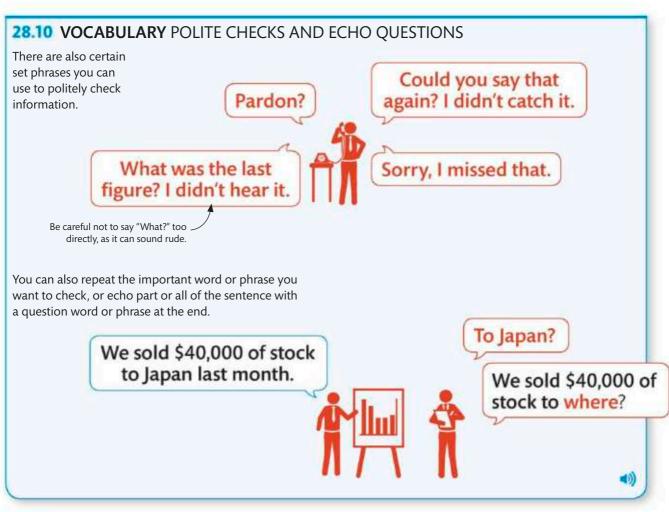


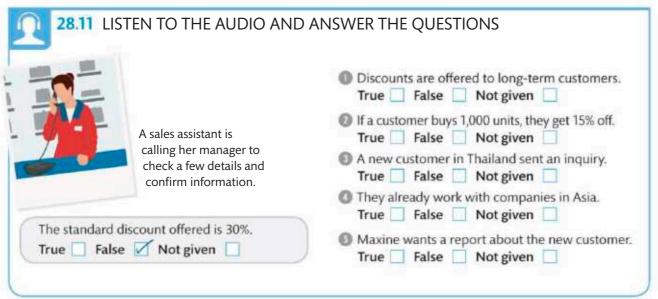
Statements with modal verbs such as "could," "would," and "should" are followed by question tags with the same modal.











"FEW," "LITTLE," AND "ALL"		I have a few suggestions. Very little can be done. I hope all goes well.	П	27.1, 27.5 27.5
REPORTED QUESTIONS		Adam asked me where his laptop was.		26.1, 26.
REPORTING VERBS		Jeremy confirmed that our profits had risen.		25.12
REPORTED SPEECH		Luke said that he was very busy. She said she'd been to work the day before.	П	25.1, 25.6 25.9
NEW LANGUAGE		SAMPLE SENTENCE	$\overline{\mathbf{A}}$	UNIT
Subject questions, quest		Aa Polite checks and echo questions HODING COMMENTS 24-28	necking in	formatio
8 CHECKLIST				
		•		
9	Where /	What is the theme of this year's conference?		
	Could you	repeat that, please? I didn't catch / grab it.		3.
	You ident	ified the mistake, haven't you / didn't you?		3.
	Who / Wha	t is working on the project for the new office?		
	What was th	e name of the company? I didn't listen / hear.)
	We've m	ade good progress, haven't / have we?), .

Sorry, I missed that. We sold \$40,000 of stock to where?

POLITE CHECKS AND ECHO QUESTIONS

28.10

29 Vocabulary



29.2 PROFESSIONAL ATTRIBUTES



accurate



adaptable



ambitious





confident



creative





determined



efficient



energetic



flexible



hardworking



honest



independent



innovative



motivated



organized



patient



practical



professional









team player



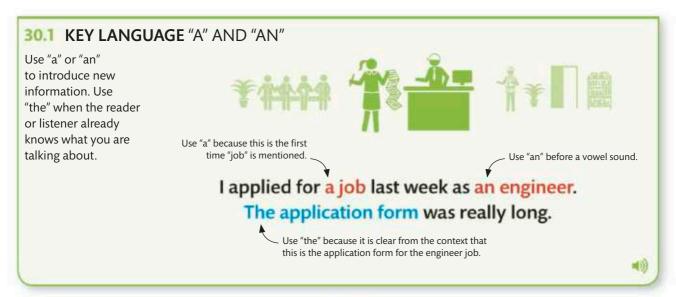
30 Job descriptions

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

New language Articles

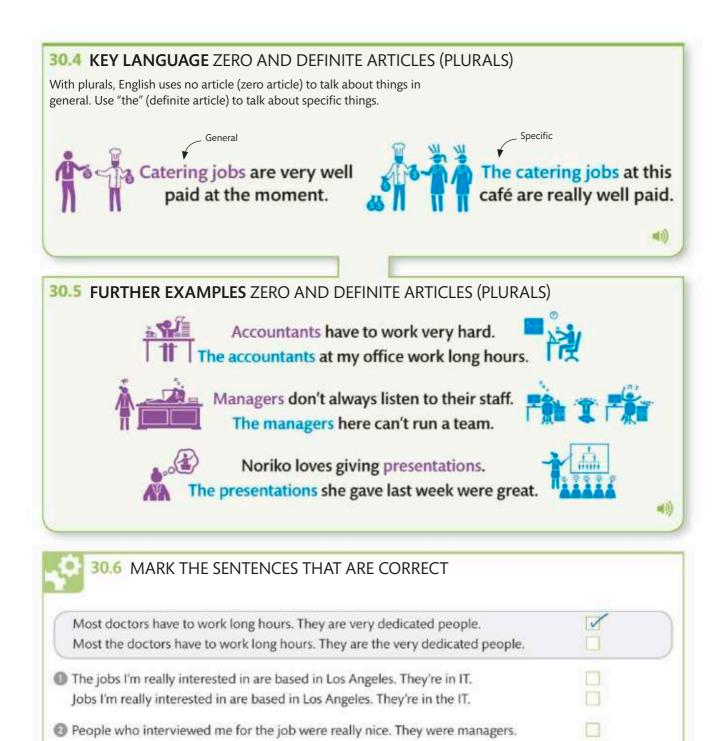
Aa Vocabulary Job descriptions and applications

New skill Describing a job









The people who interviewed me for the job were really nice. They were the managers.

The clients can be very demanding. Clients I met today had lots of the complaints.

Clients can be very demanding. The clients I met today had lots of complaints.

30.7 KEY LANGUAGE MORE USES OF THE ZERO ARTICLE

Use the zero article to talk about company names, place names (including most countries and continents), and languages.

Apollo AV is looking to recruit an International Marketing Manager.

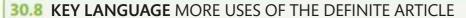


The successful candidate must speak excellent French and Italian.



The role involves travel to France and all over Europe.





Use "the" to talk about specific roles and departments within a company, and for international organizations.

I applied for a job in the finance department at your company



I have an interview with the Head of HR and the CEO.



The United Nations is recruiting a scientific researcher.







30.9 REWRITE THE SENTENCES, CORRECTING THE ERRORS

She works in design department.

She works in the design department.

- I often travel to the Hong Kong on business.
- The Zenith Accounting has three job openings.

- I have a meeting with company director.
- Me works for World Health Organization.
- I'm a strong candidate because I speak the Russian.



30.10 REWRITE THE HIGHLIGHTED PHRASES, CORRECTING THE ERRORS

9	9
	-
Ð	9

30 CHECKLIST

Articles

FLIGHT ATTENDANT

The Golden Wings Ltd, is hiring! Our airline flies throughout the Europe and Asia, and we have a opening for a bright, enthusiastic flight attendant. Have you go what it takes? A Flight attendants must be polite, hard-working and presentable. If this sounds like you, then we'd love to hear from you. An hours can be long, but the job is well paid, and you will have the

• Describing a job



chance to stay in the best hotels and locations across the world. This is a once-ina-lifetime opportunity to see the world and build the career. Apply now!

•	30.11 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE, THEN SA	ay the
	Salary in this job / The salary in this job is really good.),•
0	Your meeting is with HR manager / the HR manager.	3
0	We're recruiting more staff in France / the France.	
9	I'm looking for a job as education consultant / an education consultant.	10
9	We need someone who can speak the Italian / Italian.	2.4
9	Omnitech / The Omnitech is advertising several vacancies in its marketing department.	1
0	I work in sales department / the sales department of a large company.	

Aa Job descriptions and applications

31 Applying for a job

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

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

31.1 KEY LANGUAGE DEPENDENT PREPOSITIONS

Some English words cannot be used on their own. They need to be followed by specific "dependent" prepositions.

"Apply" cannot be paired with any other preposition in this context.

I am writing to apply for the position of Senior Police Officer.



31.2 FURTHER EXAMPLES DEPENDENT PREPOSITIONS



I graduated from college in June 2015.



He is highly trained in all aspects of catering.



At college, I focused on mechanical engineering.



As Deputy Director, I reported to the CEO.





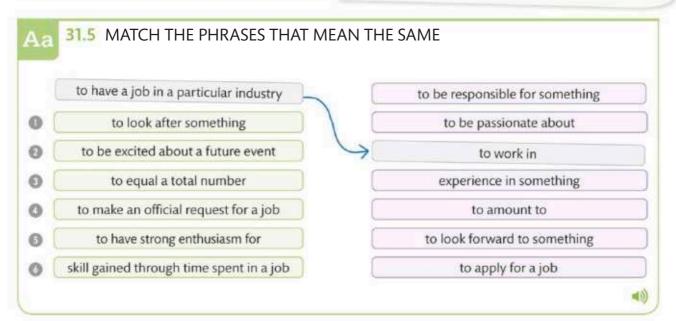
31.3 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE

In my role as Senior Production Manager, I reported in / by / to the Production Director.

- In our department, we focus at / on / to sales and marketing.
- Matrina graduated at / in / from college with a degree in Biological Sciences.
- Our technicians are fully trained to / with / in all aspects of health and safety.
- O I've applied at / to / for a job in the IT department of a big company in Los Angeles.



31.4 READ THE COVER LETTER AND	Dear Mr. Goméz,
ANSWER THE QUESTIONS Sasha heard about the job on the radio. True False Not given Sasha is currently a senior travel executive. True False Not given She has worked for the same company for 10 years. True False Not given	I am writing to apply for the position of Senior Travel Representative, as advertised in Go Travel! magazine. I have worked in the travel industry for more than 10 years, and have experience handling both package vacations and tailor-made trips. In my current position, I am responsible for travel to Southeast Asia, and last year I was responsible for more than 15,000 customers.
She is responsible for travel to Southeast Asia. The State Asia.	My sales figures amounted to more than \$12 million.
True False Not given She is tired of working in the travel industry. True False Not given	I am passionate about working in the travel industry and would welcome the opportunity to learn new skills and broaden my experience. I'm extremely reliable and hard-working.
She would like to learn new skills.	
True False Not given	Please find attached my résumé and references. I look
She has provided written recommendations	forward to hearing from you.
with her application.	Yours sincerely,
True False Not given	
	Sasha Mailovitch



31.6 KEY LANGUAGE DEPENDENT PREPOSITIONS (CHANGE IN MEANING)

Some words can be paired with different dependent prepositions. Their meaning changes depending on which preposition is used.



I worked with the head chef in a busy restaurant.

[The head chef was a colleague.]



I worked for the head chef in a busy restaurant.

[The head chef was my boss.]



31.7 FURTHER EXAMPLES DEPENDENT PREPOSITIONS (CHANGE IN MEANING)



I heard about the job on your website. I look forward to hearing from you.

[I heard that the job was open.]



I was responsible for a rise in sales.

I was responsible for sales going up.]



[I look forward to you responding to me.]



Last year, there was a rise of 40 percent.

[Sales went up by 40 percent.]





31.8 FILL IN THE GAPS WITH THE CORRECT PREPOSITION

Jake and I are both trainee hairdressers. I have been working with him for two months.

- When can I expect to hear ______ you about the job?
- Output Unfortunately, there has been a rise ______ complaints from customers.
- I work _____ the CEO of a big IT company. I'm her assistant.
- I heard ______ the job through a friend who works at the company.
- Our profits went up last year. There was a rise ______ about five percent.



31.9 USING THE CLUES, WRITE THE WORDS FROM THE PANEL IN THE CORRECT PLACES ON THE GRID u m **ACROSS** A document detailing your qualifications Honest and trustworthy The group of people you work with **DOWN** A set of abilities resulting from experience A fixed regular payment A person who gives a formal recommendation skills salary resume referee reliable team



64 Elm Tree Way West Clinton P013 4JS

Dear Mr. Khan,

I am writing to apply for / apply with the position / positioning of head web designer with your company.

I have experience at / experience in managing large commercial websites. Last year, sales from the website that I designed for a major online store amounted at / amounted to more than \$6 million.

I am eager to develop my skilful / skills and broaden my knowledge of other industries / industrial.

I believe this job would be a fantastic opponent / opportunity for me, and I'd add a great deal to your company. I am enthusiastic and passionate for / passionate about being at the cutting edge of web development. I'm also very reliability / reliable and I enjoy working in a team.

I have attached my résumé / cover letter and details of my referees. I look forward to hearing to / hearing from you.

Yours sincerely, Amy Quah

CHECKLIST		
Dependent prepositions	Aa Cover-letter vocabulary	♣ Writing a cover letter ☐

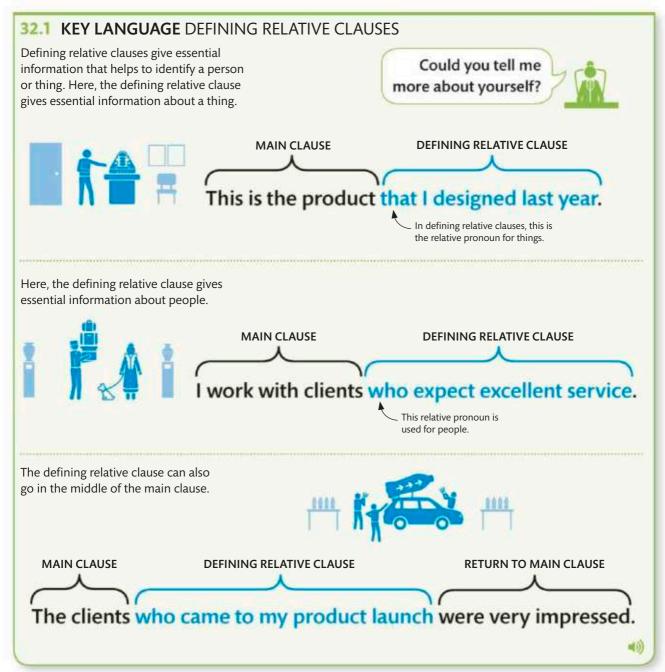
32 Job interviews

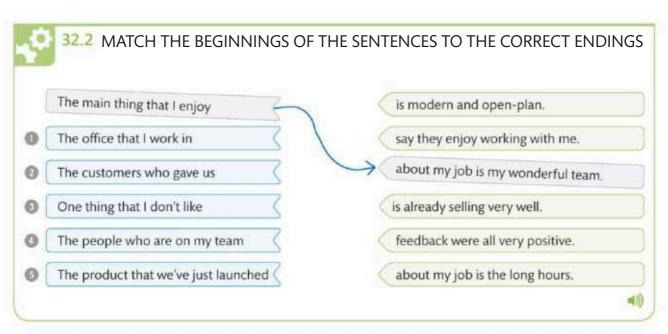
In a job interview, it is important to describe your achievements in a specific and detailed way. You can use relative clauses to do this.

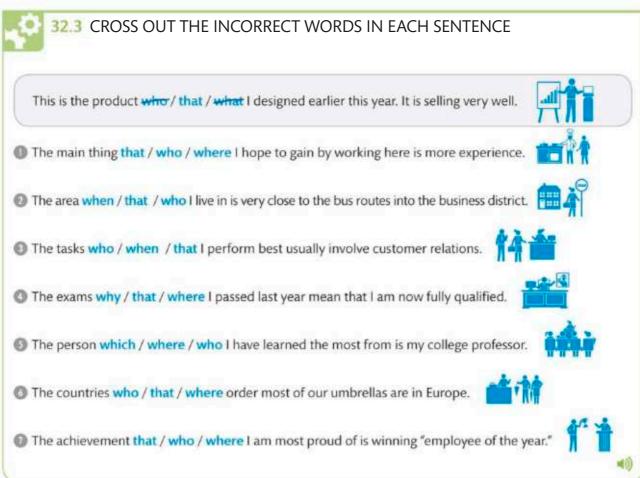
New language Relative clauses

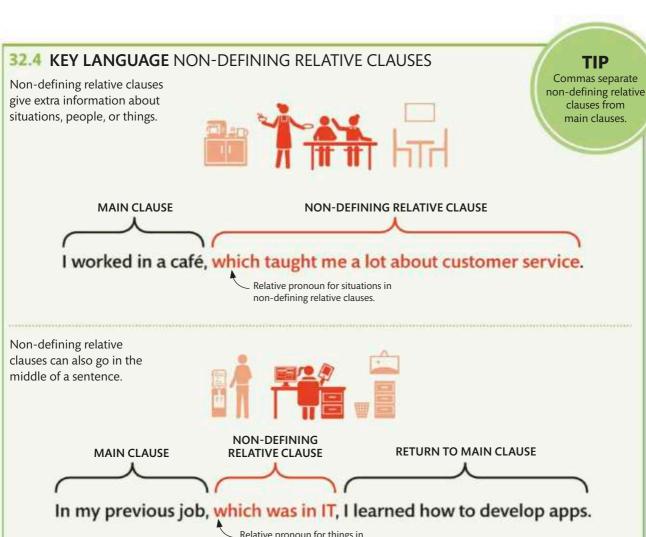
Aa Vocabulary Job interviews

New skill Describing your achievements in detail









Relative pronoun for things in non-defining relative clauses.

The relative pronoun for people is "who" in non-defining relative clauses.



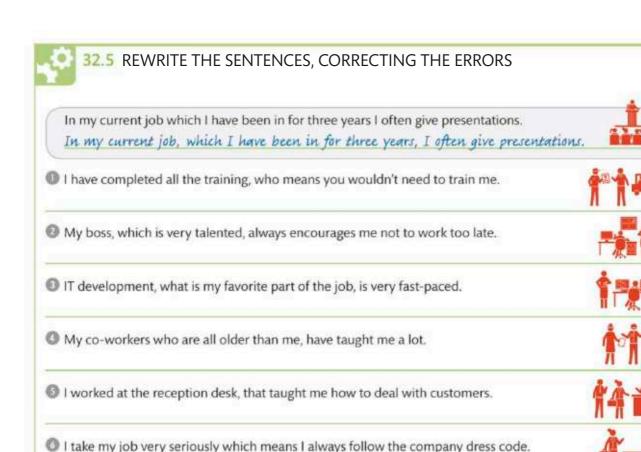
MAIN CLAUSE NON-DEFINING RELATIVE CLAUSE

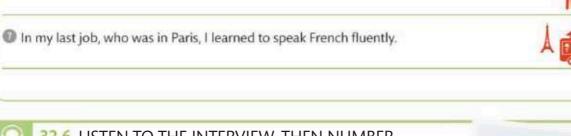
RETURN TO MAIN CLAUSE

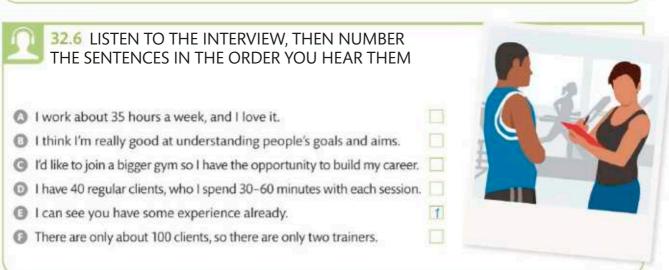
My clients, who have high standards, said my work was excellent.

Relative pronoun for people.









32.7 KEY LANGUAGE MORE RELATIVE PRONOUNS

Relative clauses can use other relative pronouns, depending on the nouns they refer to.



Last summer, when I had just graduated, I did an internship at a law firm.

Use "when" to refer to a time.



The fashion industry is where I would hope to expand your client base.

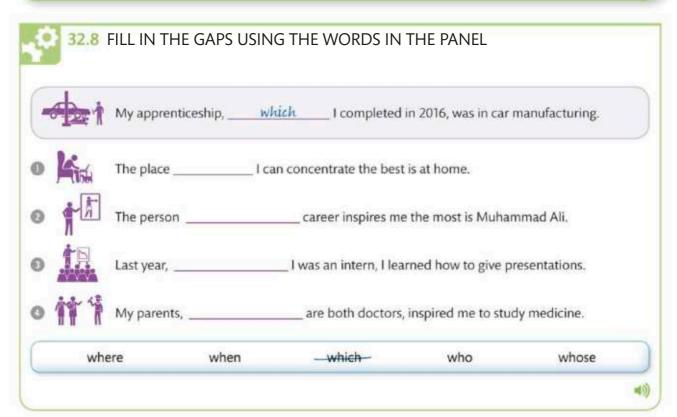
Use "where" to refer to a place, industry, or sector.



My team, whose members are very motivated, always meet their targets.

Use "whose" to refer to a person, company, or department.





Wh	at would you	ı say is your big	gest weakness?			
		People	who know	me well say	y that I'm sometin	nes impatient.
						0.5
Wh	at do you th	ink of your curr	ent salary?			
- 4		My current	salary,		\$20,000 a year,	is not very higl
						7
Wh	at do you lik	e most about yo	our job?			
2	The th	ning	me	excited about my j	ob is seeing our p	roducts on sal
						74
Do	you think yo	u are a good te	am leader?			
1		Yes. I always kr	nowthe	responsibility for	getting a task do	ne on my tean
						1
Wh	at benefits d	o you think you	would bring to ou	ir company?		
7	I can ic	dentify things		to change, to m	ake your busines:	s more efficien
						4
Ho	w soon can y	ou start, suppo	sing we offer you t	he job?		
	My bo	ss,	quite flexib	ole, would allow m	e to leave after si	x weeks' notic
	WEST 100					4
that r	need	that gets	who is	who know	which is	who has

33 Vocabulary

33.1 BUSINESS IDIOMS

Our company is always ahead of the game in the latest technology.

to be ahead of the game

[to be ahead of your competitors in a certain field]



I just want to check that we are all on the same page.

to be on the same page

[to be in agreement about something]



I know it's always difficult to fill someone's shoes.

to fill someone's shoes

[to start doing a job or role that someone else has just left]



They haven't signed the contract yet, but at least I have a foot in the door.

to get / have a foot in the door

[to gain a small initial advantage at the beginning of a longer process]



It's important to go the extra mile for these customers.

to go the extra mile

[to make more effort than is usually expected]



This is a big contract. Make sure you do everything by the book.

to do something by the book

[to do something strictly according to the rules]



There's been a change of pace in the company since our product launch.

a change of pace

[an increase or decrease in speed from what is normal]



The design is flawed. We'll have to go back to square one.

to go back to square one

to return to the start position



Don't complicate things. Tell me the facts in a nutshell.

in a nutshell

[simply and succinctly]



It's essential that we get the campaign up and running this week.

up and running

[operating properly]

I need an update on this project. Let's touch base next week.

to touch base

[to talk to someone briefly in order to catch up or get an update]



Everyone was pleased when Simon clinched the deal last week.

to clinch the deal

[to confirm or settle an agreement or contract]



I don't know the exact price, but I can give you a ballpark figure.

a ballpark figure

[a rough estimate]



We're not sure which new product to launch this month. It's all up in the air.

up in the air

[uncertain and undecided]

My boss and I see eye to eye on most things.

to see eye to eye

to agree totally



It's getting late. I think we should call it a day.

to call it a day

[to stop the current activity]



We want to corner the market in street fashion by next year.

to corner the market

[to have control of a particular market]



Food quality is extremely important in this restaurant. We can't cut corners.

to cut corners

[to do something in a cheaper or easier way, at the expense of high standards]



We're really behind on this project now, Tony. What's the game plan?

a game plan

[a strategy worked out beforehand]

This chair design is totally groundbreaking, Ceri.

groundbreaking

[original and a big departure from what was there before]

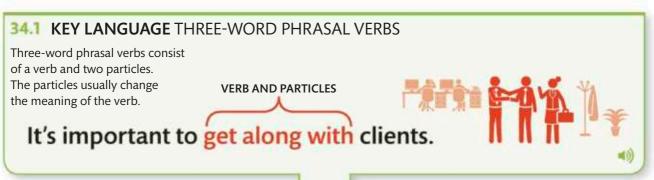


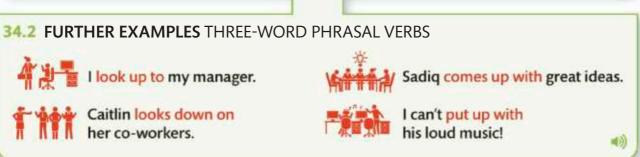


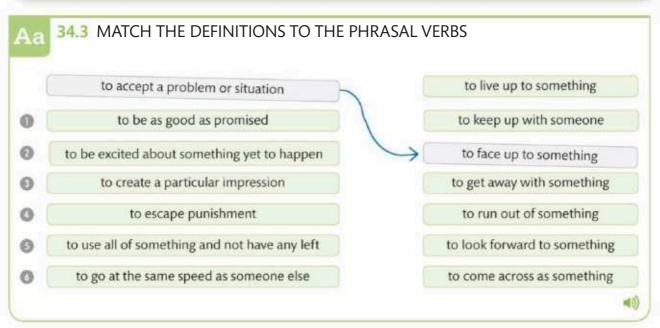
34 Working relationships

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

- New language Three-word phrasal verbs
- Aa Vocabulary Social media
- New skill Social networking







ANSWER THE QUESTIONS

The benefits of social media were recognized quickly. True False Not given Mot all companies think social media is useful. True False Not given Some companies think social media costs too much. True False Not given Companies who don't use social media can compete. True False Not given Customers are irritated by ads on social media. True False Not given Social media increases awareness of brands. True False Not given It doesn't matter if customers aren't loyal.

True False Not given

Using social media

How social networking can benefit your company

ome companies have been slow to recognize the benefits of social media in business. Some even look down on social



media, and doubt that it has any serious purpose or value. But ignore social media at your peril, because you can be sure your competitors are using it. And if you don't keep up with the competition, you'll never corner the market.

Using social media platforms can increase awareness of your company. Your brand becomes more familiar and more recognizable. If customers feel that they are keeping up with all your news and developments, they feel like they have a relationship with the company. As a result they become more loyal, and loyal customers make repeat purchases.



34.5 FILL IN THE GAPS USING THE WORDS IN THE PANEL

I look	ир	to Yohann. He works hard and always goes the extra mile.					
Please could	you	up with a proposal on how to improve punctuality?					
🛭 l can't		up with Thom when he goes through the accounts. He's too quick. as very serious, but outside of work she's a lot of fun.					
Liza comes _							
The two inter	ns don't get _	with each other very well. They don't see eye to eye.					
l'm really lool	king	to welc	oming our new cli	ents to London.			
come	_up-	across	keep	forward	along		

34.6 KEY LANGUAGE SEPARABLE PHRASAL VERBS WITH PRONOUNS

Some phrasal verbs are separable, which means the particle does not have to sit immediately after the verb. If the object of the sentence with a separable phrasal verb is a pronoun, it must go between the verb and the particle.

TIP All three-word phrasal verbs are inseparable.

I'm looking up our competitors on social media.

I'm looking them up on social media.



I'm looking our competitors up on social media.

I'm looking up them on social media. 🔇



34.7 FURTHER EXAMPLES SEPARABLE PHRASAL VERBS WITH PRONOUNS



Here's a new form. Please can you fill it in?



This is a difficult task. Can you take it on?



They have a great website. You must check it out.



Our clients are relying on you. Don't let them down.



34.8 REWRITE THE SENTENCES USING OBJECT PRONOUNS

Jayne really let her co-workers down. Tayne really let them down.

Can you take on the presentation?

We're giving away free bags.

Let's look up this company on social media.

I think we should call off the meeting.

Can we talk over your sales proposal?



34.10 SAY THE SENTENCES OUT 34.9 LISTEN TO THE AUDIO AND ANSWER THE QUESTIONS LOUD, CORRECTING THE ERRORS Leah and Tarig are This is a difficult task. Can you take on it? discussing how to market their products This is a difficult task. on social media. Can you take it on? I need the report today. Please don't let down me. Tarig's idea involves... a sports event. Josef complains a lot. I can't put with it. an online survey. an advertising campaign. Tariq says the company... should spend more on advertising. I'm looking forward finishing my training. needs a modern image. needs to employ more people. The company could use social media to... If you have a problem, we can talk over. increase awareness of health. tell people about their products. advertise the event. On't look down to Rachel, She's still new. The event would... encourage people to become fitter. benefit the local environment. increase awareness of the company. Our company is giving off three cars. Who will take on the work? Tarig volunteers to do it. Leah will find a team to work on it. Leah will do the organizing. **CHECKLIST**

Aa Social media

Social networking

Three-word phrasal verbs

35 Career outcomes

impossible or very unlikely.

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

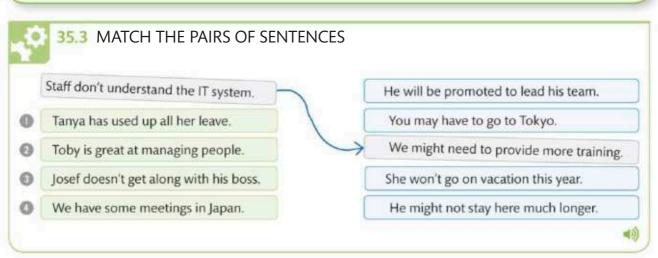
New language Modal verbs for possibility

Aa Vocabulary Career development

possible but not certain.

*New skill Talking about the future





	**	Pam has more than 10 years' experience and she wills lead our sales department.	
	***	Pam has more than 10 years' experience and she will lead our sales department.	
0	11.2×4	We can't hire any staff at the moment, so you don't might get an assistant until May.	
	-11	We can't hire any staff at the moment, so you might not get an assistant until May.	
0	4 A 1111	You're great with new staff, so we may ask you to become a mentor.	
	N N MIN	You're great with new staff, so we ask may you to become a mentor.	
0	-	It's been a bad year for the company, so you won't get a raise.	
	TEN	It's been a bad year for the company, so you not will get a raise.	
0	-	This report needs to be finished by Friday. You need might to work overtime.	
	। ।	This report needs to be finished by Friday. You might need to work overtime.	
0	A. C.	If Lucinda's work doesn't improve, we may have to fire her.	

If Lucinda's work doesn't improve, we won't have to fire her.

Paula will stay in the office all the time.

35.5 READ THE PERFORMANCE REVIEW AND Performance Review: ANSWER THE QUESTIONS Paula Stannard Paula works in accounts. True False V Paula has worked in our customer relations department for Paula will be promoted next year. True False two years. She will be promoted to assistant manager at the beginning Paula will be head of her department. True False of next year. Paula will manage more than 40 people. False After her promotion, Paula will True be in charge of about 45 people. We She won't need any extra training. True False may need to give her additional training, but I am confident that 4 Her boss thinks she will perform well. False she will perform well in this role. Paula will receive a 10 percent Paula's salary will not increase. False True raise in her new position. We Paula may get a company car. True False might consider providing her with a company car, as she will

True

False

need to go out and visit clients.

35.6 KEY LANGUAGE "DEFINITELY" AND "PROBABLY" Use "definitely" with "will" and

Use "definitely" with "will" and "won't" to talk about things that are certain, and "probably" for things that are likely.

You will definitely be promoted



"Definitely" and
"probably" are
placed after "will" in
a sentence, but
before "won't."

TIP

What are my chances of being promoted this year?



You will probably be promoted.



You probably won't be promoted.



You definitely won't be promoted.



=

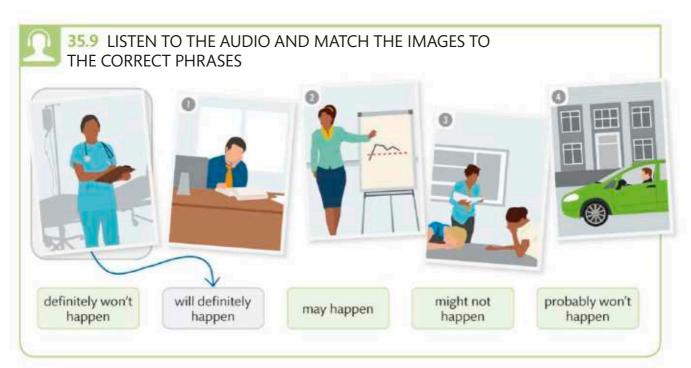
35.7 REWRITE THE SENTENCES, CORRECTING THE ERRORS

You will probable move to the new office.

You will probably move to the new office.

- He don't definitely get the job.
- You probably don't will need any training.
- We will hire probably some more staff soon.
- She will definite get a raise.
- 1 definitely not will move to the head office.
- 1 not probably will go on vacation this year.

35.8 SAY THE SENTENCES OUT LOUD, PUTTING THE MODIFIER IN THE CORRECT PLACE You won't get a new laptop. [definitely] You definitely won't get a new laptop. We will get a thank-you gift. [probably] I won't change jobs this year. [definitely] You will get a bonus. [definitely] We won't invite him to the meeting. [probably]



CHECKLIST Modal verbs for possibility Aa Career development Talking about the future

REVIEW THE ENGLISH YOU HAVE LEARNED IN UNITS 30-35

NEW LANGUAGE	SAMPLE SENTENCE	4	UNIT
"A" AND "THE"	I applied for a job as a nurse. The application form was really long.		30,1
DEFINITE AND ZERO ARTICLES FOR PLURALS	Accountants work very hard. The accountants in my office work long hours.		30.4, 30.5
DEPENDENT PREPOSITIONS	I worked with the head chef in a restaurant.	C	31.1, 31.6
RELATIVE CLAUSES	This is the product that I designed last year. I worked in a café, which was a lot of fun.		32.1, 32.5
THREE-WORD PHRASAL VERBS	It's important to get along with clients.		34.1
PHRASAL VERBS WITH PRONOUNS	Here's a form. Please can you fill it in?	0	34.6, 34.7
TALKING ABOUT POSSIBILITIES	We might have to recruit more staff. You will definitely be promoted.	ū	35.1, 35.6

36 Vocabulary

36.1 OFFICE AND PRESENTATION EQUIPMENT



computer



screen



keyboard



mouse



laptop



tablet



touch screen



cursor



power button



charger



power cable



low battery



USB drive / flash drive



hard drive



router



laminator



scanner

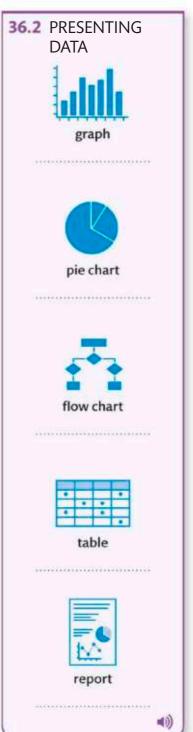


video camera



voice recorder



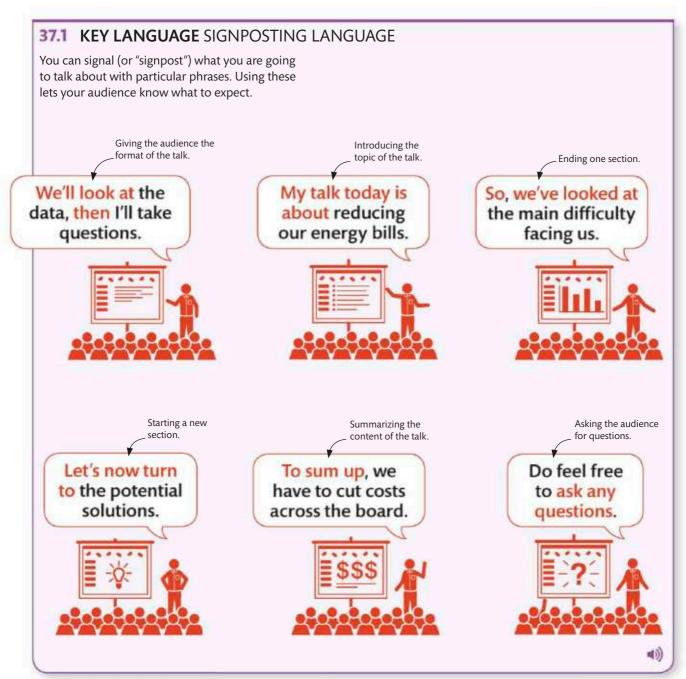


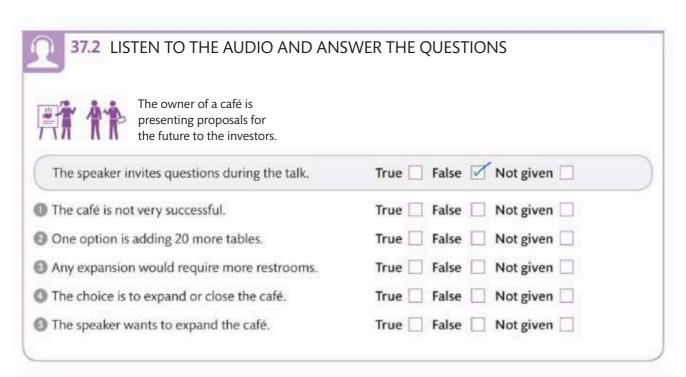
37 Structuring a presentation

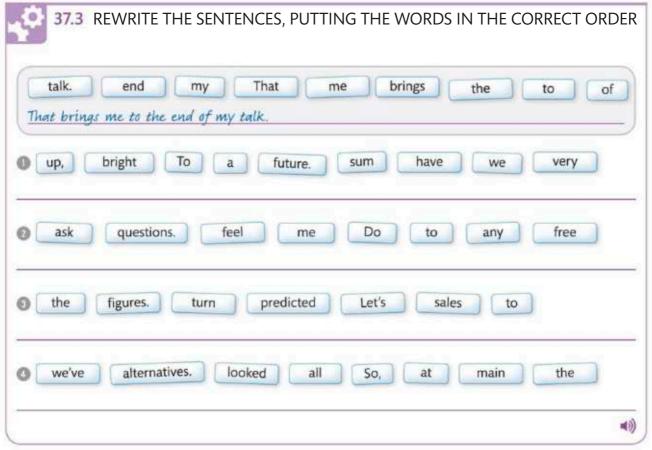
When you are presenting to an audience, it is important to structure your talk in a way that is clear and easy to understand. Certain set phrases can help you do this.

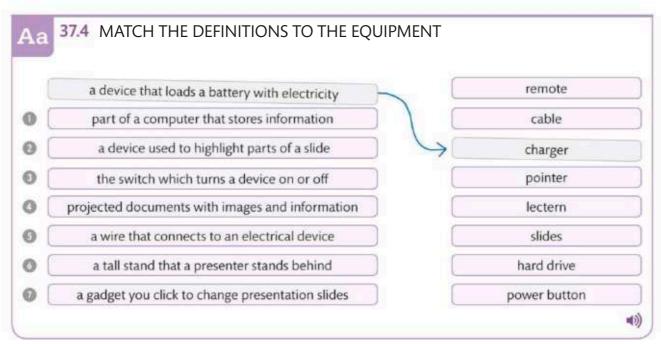
New language Signposting language
Aa Vocabulary Presentation equipment

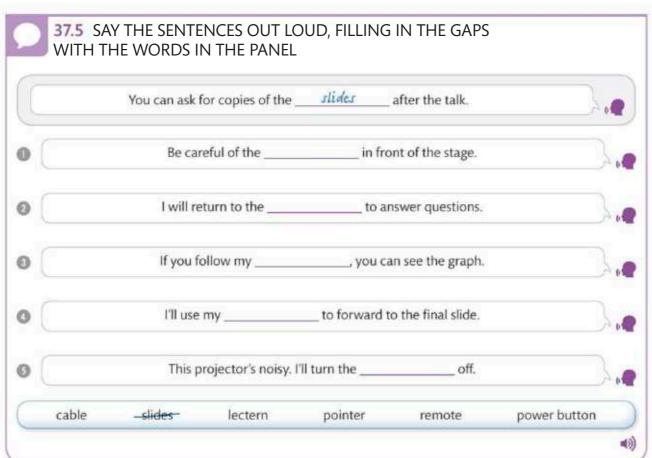
New skill Structuring a presentation











37.6 READ THE ARTICLE AND ANSWER THE QUESTIONS	PRESENTATIONS AND TALKS	
We often see similar pictures in presentations. True False Not given	Visual Aids: tips and tricl Make the most of the images you use in your presentations	(S
Images always make presentations exciting. True False Not given The writer often gives presentations himself. True False Not given Slides can add extra meaning to the presentation. True False Not given It can be better to use your own images. True False Not given It is better to have a lot of text on slides. True False Not given You must have slides to give a good presentation.	The internet contains millions of images and yet, when we sit through presentations, we often see the same old pictures of cogs and handshakes. These images add little value to any presentation. Here are some simple tips for using visual aids in presentations. First, use clear slides with simple image that add to the meaning of the presentation. Also, do forget that you can use your own photographs, rather than the impersonal images taken from the internet. Next, ensure that slides are not covered in lots of time text that is either difficult to read, or that you intend read out anyway. Finally, consider if you intend	on't r
True False Not given	all. If they don't add anything, you may be better off without them.	
True	UMBER THE SENTENCES	
True False Not given 37.7 LISTEN TO THE AUDIO, THEN NOTHER ORDER YOU HEAR THEM My talk today is about the advertising budget for	UMBER THE SENTENCES the next year.	
True False Not given 37.7 LISTEN TO THE AUDIO, THEN N IN THE ORDER YOU HEAR THEM My talk today is about the advertising budget for Let's now turn to the advertising plans for next ye	UMBER THE SENTENCES the next year.	
37.7 LISTEN TO THE AUDIO, THEN NIN THE ORDER YOU HEAR THEM My talk today is about the advertising budget for Let's now turn to the advertising plans for next yellow feel free to ask any questions or for more info	the next year.	
37.7 LISTEN TO THE AUDIO, THEN NIN THE ORDER YOU HEAR THEM My talk today is about the advertising budget for Let's now turn to the advertising plans for next yellow possessions or for more information. Thank you for coming to my presentations.	the next year. ar. rmation. entation this morning.	
37.7 LISTEN TO THE AUDIO, THEN NIN THE ORDER YOU HEAR THEM My talk today is about the advertising budget for Let's now turn to the advertising plans for next yellow the plans for next yellow from the plans for more information. Thank you for coming to my presence of the plans for the plans for my presence of the plans for my presenc	the next year. ar. rmation. entation this morning. es and failures.	
37.7 LISTEN TO THE AUDIO, THEN NIN THE ORDER YOU HEAR THEM My talk today is about the advertising budget for Let's now turn to the advertising plans for next yellow Do feel free to ask any questions or for more information. Thank you for coming to my presentations. Thank you for coming to my presentations.	the next year. ar. mation. entation this morning. es and failures. ess money.	

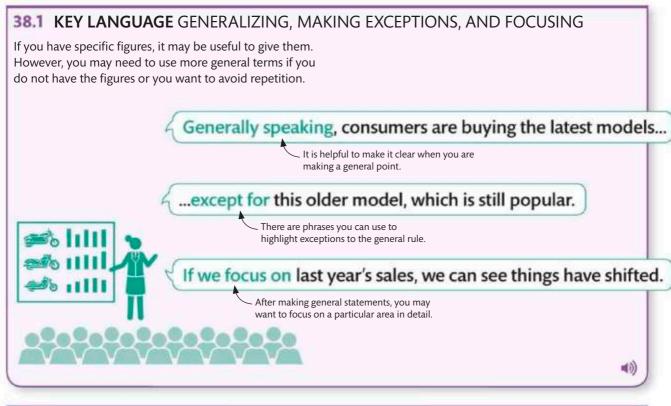
37 CHECKLIST		
💣 Signposting language 🗌	Aa Presentation equipment	👫 Structuring a presentation 🗌

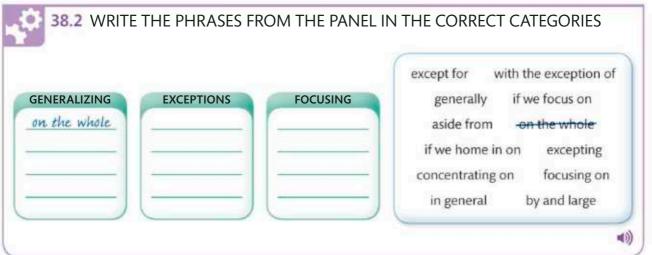
38 Developing an argument

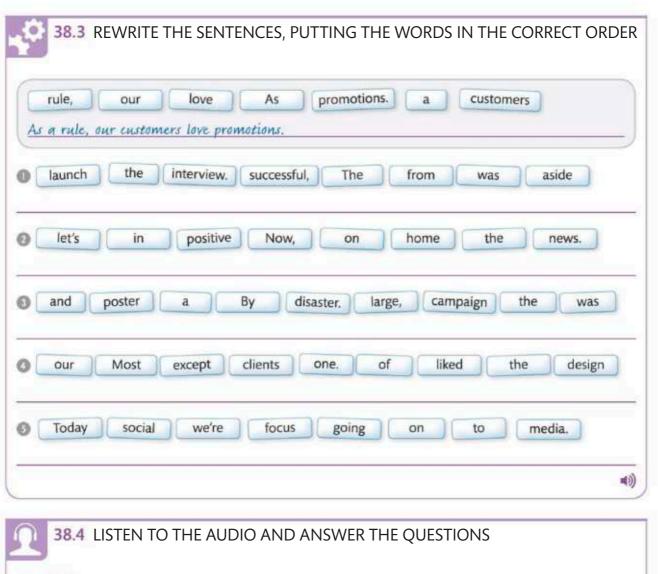
When you are giving a presentation, there are several key phrases you can use to develop your argument, and make your audience aware of what is coming.

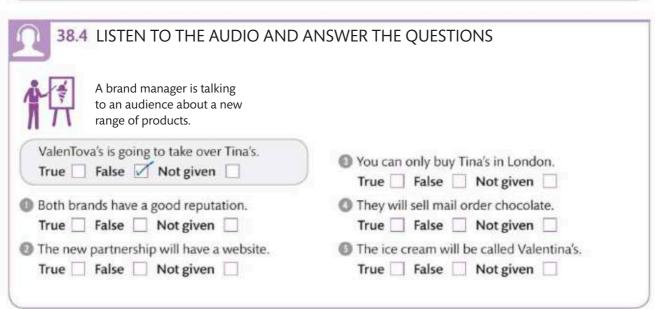
- New language Useful presentation language

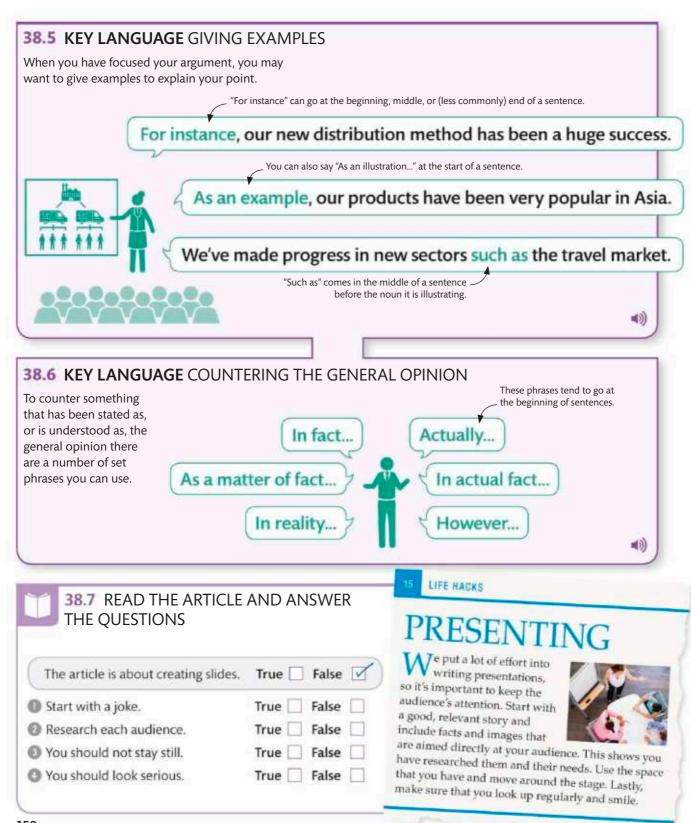
 Aa Vocabulary Presentations
- New skill Developing an argument











Ho	w do our c	ustomers spend th	neir free time?			
v		Our resear	ch shows that		as a rule	, they are very active.
						0.
So,	were all th	ne media campaigi	ns failures?			
		No		the post	ers, we can se	e they were very successfu
Did	d all the sto	res improve sales	last year?			
-				Yes,		our Madrid stor
						4
So,	it was yet	another poor year	for the comp	any.		
7						it was very successfu
						4
Wh	nere do yo	u think we should	open the next	store?	7	
		Cities		Seou	ul and Busan o	ould have successful store
						4
Hav	ve sales inc	creased after the la	aunch of our n	ew TV advert	?	
7	//	naven't yet.				see what the impact will b
		TOTAL COMMITTEE STATE OF THE ST				· · · · · · · · · · · · · · · · · · ·
If we	focus on	As a matter of fa	act Howeve	er as a rule	such as	with the exception of

39 Pitching a product

When describing a product to a potential client, it is useful to compare the product with competitors using comparative and superlative adjectives.

- New language Comparatives and superlatives **Aa Vocabulary** Product marketing
- New skill Comparing products

39.1 KEY LANGUAGE COMPARATIVE AND SUPERLATIVE ADJECTIVES

Regular comparative adjectives are formed by adding "-er" to the adjective. Regular adding "the" before and "-est" after the adjective.

superlatives are formed by



For some two-syllable adjectives, and all adjectives with more than two syllables, add "more" before the adjective to make the comparative, and "the most" to make the superlative.



This sports car is more stylish than anything else on the market, and the most beautiful car on sale today.



39.2 FURTHER EXAMPLES COMPARATIVE AND SUPERLATIVE ADJECTIVES

Our new widescreen TV is bigger than any other flatscreen TV.



We offer better customer service than any of our competitors.



These are the easiest tents to put up and take down.



Nevastick 3000 is, quite simply, the best frying pan I've ever used.







39.3 REWRITE THE SENTENCES, CORRECTING THE ERRORS

Our phones are much more reliabler than our competitors' phones.

Our phones are much more reliable than our competitors' phones.



Our new smartwatch is easyer to operate than the old one.



Our new designer jeans are stylish than last year's products.



Our tablet is cheapest on the market.



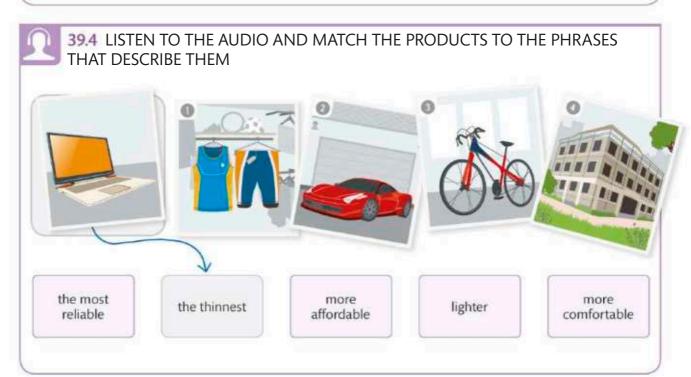
This is the more beautiful dress in our range.



This is the goodest laptop I have ever owned.



40)



39.5 KEY LANGUAGE "AS... AS" COMPARISONS

English uses "as... as" with an adjective to compare things that are similar.



Our laptops are as fast as our competitors' laptops, but are much cheaper.



39.6 FURTHER EXAMPLES "AS... AS" COMPARISONS

Use "just as... as" to emphasize the similarity between two things.

Our new watch is just as light as any other design on the market.



things that are different.

This drill is not as noisy as many existing brands.



Use "not as... as" to contrast

This sports drink is as healthy as the leading brand, but much cheaper.



Our washing machine is as quick as more expensive models.



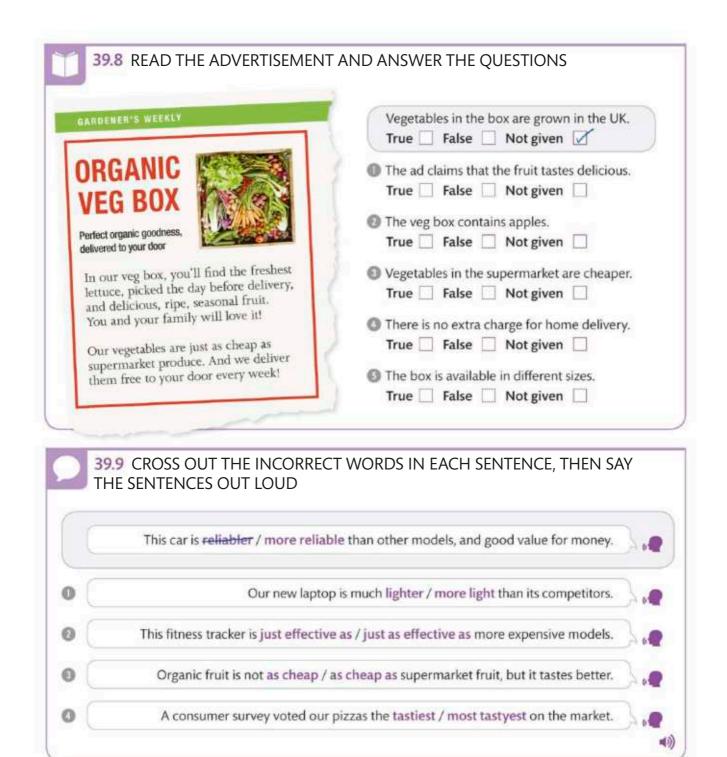
		- 1
	P A	v.a
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Len.	ч.	
	DIS.	
	- 10	
	- 40	
	_	

39.7 MARK THE SENTENCES THAT ARE CORRECT

These energy-efficient light bulbs are just as effective as the old ones. These energy-efficient light bulbs are as just effective as the old ones.

- Our new phone is cheap as existing models, but has a much wider range of features.
 Our new phone is as cheap as existing models, but has a much wider range of features.
- Our latest DVD is as more exciting as anything I've ever seen.
 Our latest DVD is as exciting as anything I've ever seen.
- Our chairs are excellent value, and just as comfortable as more expensive models.
 Our chairs are excellent value, and as just as comfortable as more expensive models.





39 CHECKLIST			
Comparatives and superlatives	Aa Product marketing	🏞 Comparing products 🗌	

40 Talking about facts and figures

When you are making a presentation or writing a report, it is important to describe changes and trends with precise language that sounds natural.

New language Collocations

Aa Vocabulary Business trends

New skill Describing facts and figures

40.1 KEY LANGUAGE DESCRIBING TRENDS WITH COLLOCATIONS

You can use a verb modified with an adverb to describe the speed or size of a change. Some of these pairings are collocations that sound "right" to fluent speakers.

VERB ADVERB Sales have declined considerably.

House prices are fluctuating wildly.



Public interest has fallen steadily.



The markets have rallied slightly.



Some collocations to describe trends are adjectives followed by a noun.

> **ADIECTIVE** NOUN

There was a steady increase last quarter.



We expect a considerable drop in the new year.



After the news, there was a dramatic spike in sales.



Collocations are often

formed of two words, but can contain more.

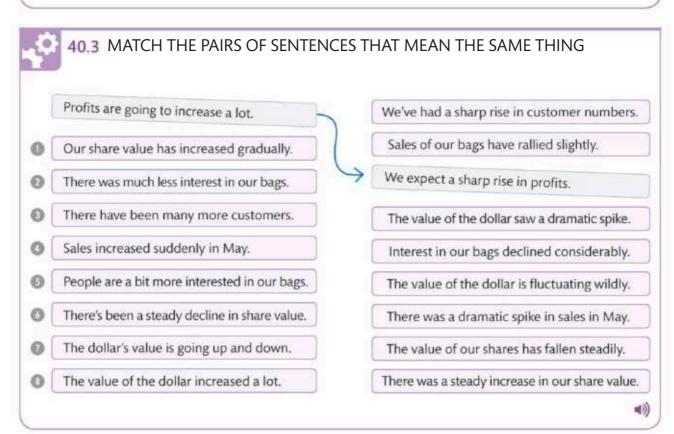
Using them will make you a more fluent English speaker.

There was a sharp rise in profits over the winter.

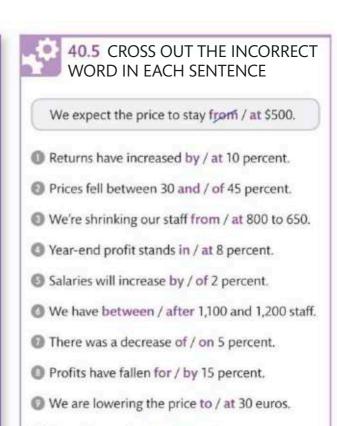








40.4 VOCABULARY DESCRIBING FIGURES USING PREPOSITIONS Between 25 and 30 percent of our stock is seasonal. Sales have fallen by 40 percent in the last quarter. There was an increase of 5 percent, with profits peaking at \$20 per unit. We are increasing our fleet from 20 cars to 35.





40.6 READ THE REPORT AND ANSWER THE QUESTIONS

6	The share price has fallen a lot.
	True 🗹 False 🗌 Not given 🗌
0	The share price was £22 when the markets closed.
	True False Not given
0	There was a small increase in share prices after 11am.
	True False Not given
0	RedJet's tickets are likely to become more expensive.
	True False Not given
0	RedJet's tickets are 10 percent cheaper than average.
	True False Not given

6 BUS

BUSINESS TODAY

The price peaked in / at £19.99.

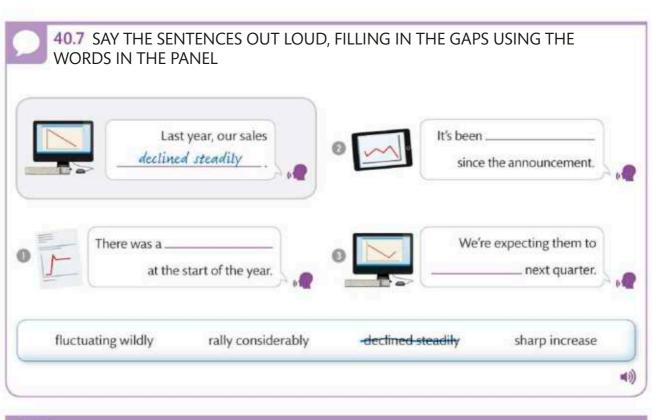
FLIGHT FRIGHT

hare prices in the aviation company Redjet plummeted overnight after news emerged that its home airport-Stanmore-will be tightening security further, making it difficult for the company to offer as many flights. The company's share price dropped by 27 percent to £22 when the markets opened. Confidence had returned slightly by 11am, when the price climbed slightly to £23.50.



(1)

Stanmore airport has also said that it will increase the landing fee it charges RedJet from £1,100 to £1,300 per plane. This means the low-budget airline will almost certainly have to increase ticket prices by between 5 and 10 percent.



40 O CHECKLIST		
Collocations	Aa Business trends	♣ Describing facts and figures ☐

REVIEW THE ENGLISH YOU HAVE LEARNED IN UNITS 36-40

NEW LANGUAGE	SAMPLE SENTENCE	V	UNIT
STRUCTURING A PRESENTATION	So, we've looked at the main difficulty facing us. Let's now turn to some solutions.		37.1
GENERALIZING, MAKING EXCEPTIONS, AND FOCUSING	Generally speaking, customers are buying the latest models, except for this older model.	П	38.1
GIVING EXAMPLES AND COUNTERING	For instance, our new distribution model has been a huge success.	П	38.5, 38.6
PITCHING A PRODUCT WITH COMPARATIVES AND SUPERLATIVES	Our competitors might offer cheaper broadband, but ours is the fastest.	D	39.1, 39.5
DESCRIBING TRENDS	Sales have declined considerably. There was a steady increase.	О	40.1
DESCRIBING FIGURES USING PREPOSITIONS	Between 25 and 30 percent of our stock is seasonal.		40.4

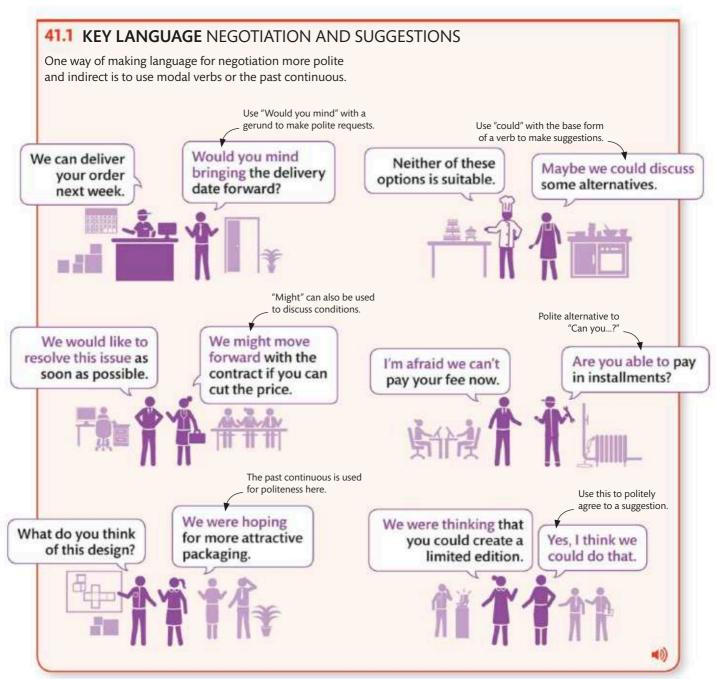
41 Plans and suggestions

English uses modal verbs to make suggestions, and indirect questions or the passive voice to politely request information or point out a mistake.

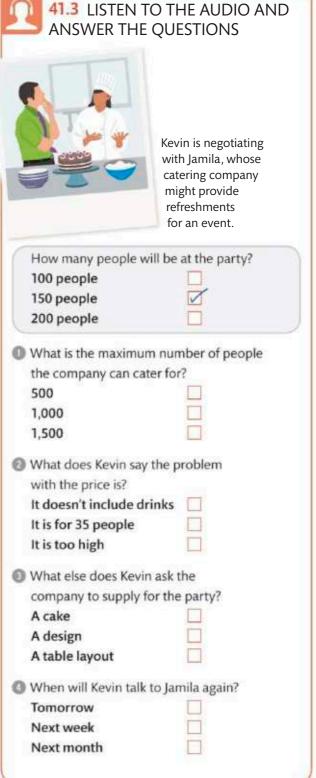
New language Indirect questions

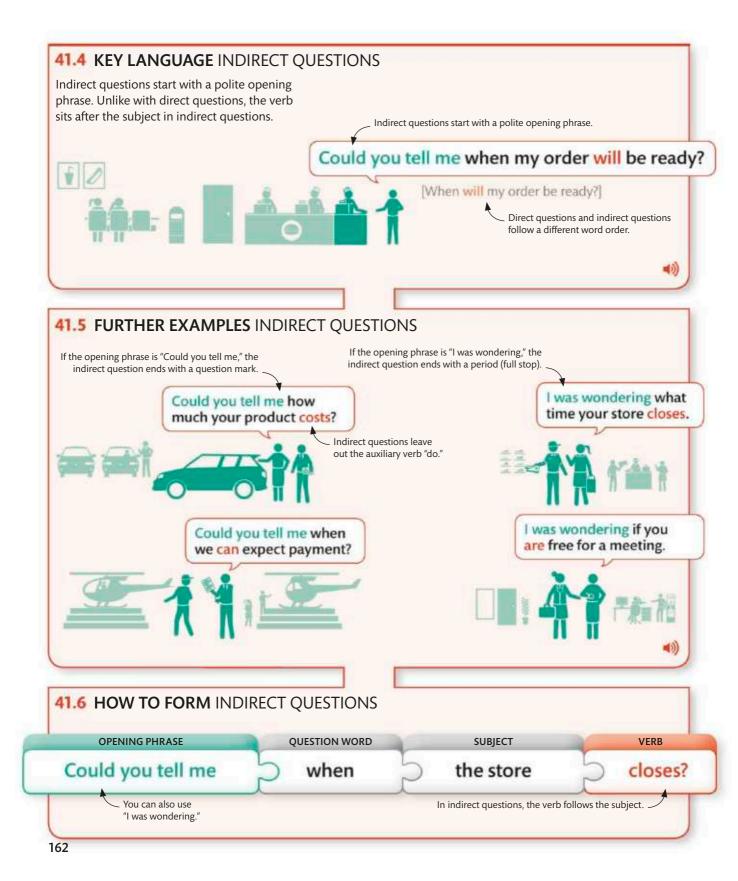
Aa Vocabulary Business negotiations

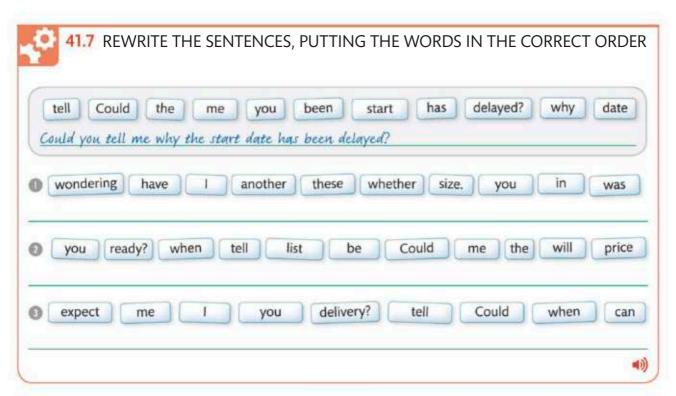
New skill Negotiating politely

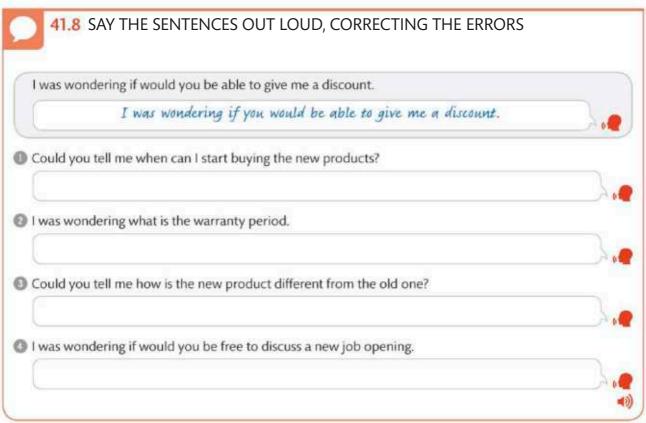












41.9 KEY LANGUAGE THE PASSIVE VOICE

In formal or written negotiations or complaints, you can use the passive voice to be polite and avoid sounding too critical.

It seems that a mistake has been made.

[You made a mistake.]

Complaints using the passive voice often start with a polite opening phrase.

I'm afraid the invoice was not paid on time.

[You didn't pay the invoice on time.]

It looks as if your staff are not very well trained.

[You don't train your staff very well.]











41.10 REWRITE THE SENTENCES USING THE PASSIVE VOICE

I'm afraid you delivered our order several days late.

I'm afraid our order was delivered several days late.



Could you tell me whether you have changed the delivery date?



I was wondering whether you have paid my invoice.



1 It seems that you sent the wrong product.



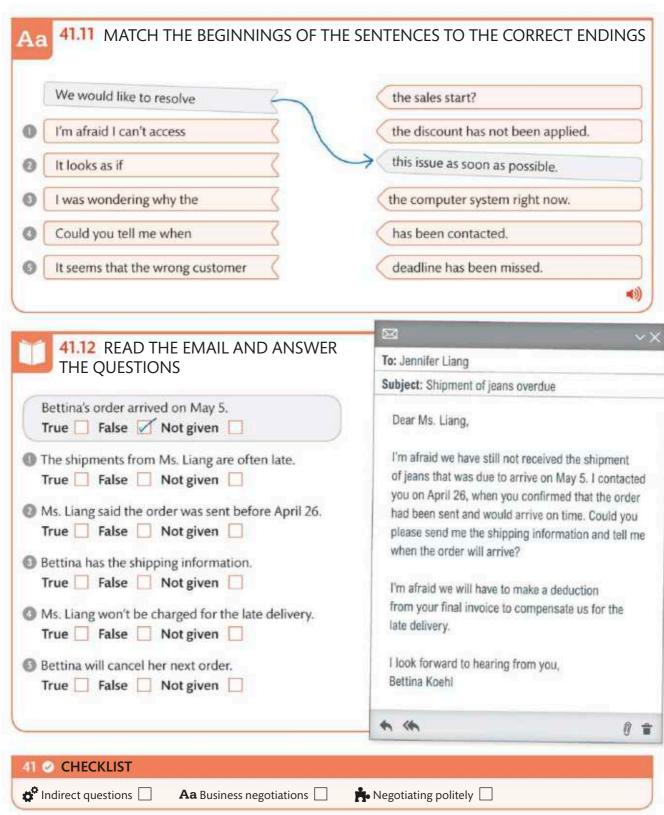
It looks as if that you did not fully understand my complaint.



It seems that you did not calculate the price correctly.







42 Emphasizing your opinion

There are many English phrases for politely emphasizing your point of view. These are useful when you are dealing with disagreement in the workplace.

- New language Discourse markers for emphasis Aa Vocabulary Workplace disagreement
- New skill Emphasizing your opinion

42.1 KEY LANGUAGE DISCOURSE MARKERS FOR EMPHASIS

There are a variety of words and phrases that you can use to make your position more emphatic without being rude.

Is there any reason why you can't sign the contract today?

What we need is an assurance from you about the future.

42.2 FURTHER EXAMPLES DISCOURSE MARKERS FOR EMPHASIS

Could we see some more options for the design tomorrow?

Actually, we are very shortstaffed at the moment. Would next week be OK?

I'm afraid your asking price is too high.

If you ask me, this is a good deal for you.







42.3 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE

What I'm needing / saying / telling is that we need to increase sales by at least five percent.

- If you ask I / me / us, we might be better to wait until the summer.
- Which / Who / What we need is proof that your business is profitable.
- Actually / Actual / Actionally, we'd like to reach an agreement by the end of the day.
- The main / most / minor thing is that we agree on a price that everyone is happy with.



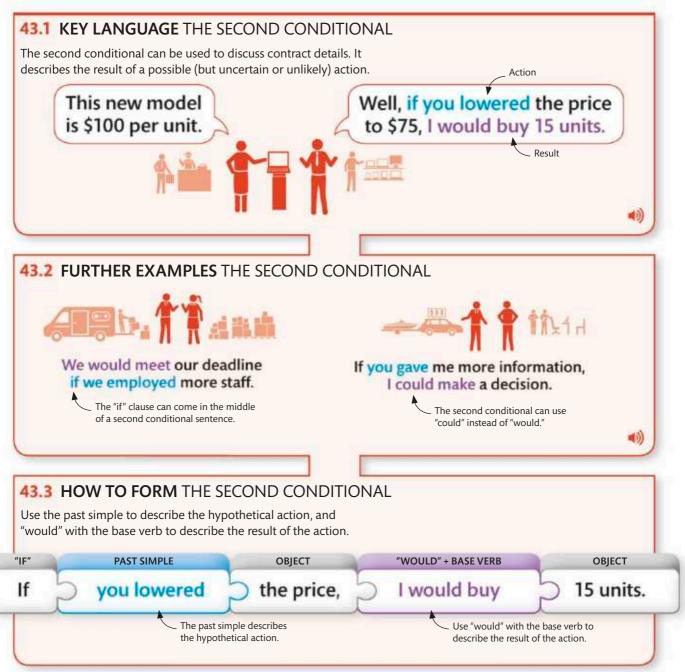
	me, these colors are quite bright already.	
We need	assurance that you can supply 1,000 umbrellas	a month.
Actually, v	we're worried about the colors.	
	thing is that our company logo should really sta	The state of the s
What I'm s	aying is I can send you samples in brighter colors n	next week.
48	RESPOND OUT LOUD TO THE AUDIO	, FILLING IN THE GAPS USING THE
W ORI	DS IN THE PANEL	
Is there	any chance you could reduce your asking price	
	I'm afraid not. If you ask	, you won't find a lower price.
		6
Are you	ı ready to sign the contract?	
16	Not quite.	some references from your customer
I'm afra	id I can't start on this job until December.	
-	That's OK. The	we find the right person to do the worl
Is it pos	ssible for you to offer free delivery?	
	(, our quote already includes free deliver
		4
		Actually main thing is that
What we	need are you ask me	

43 Discussing conditions

English often uses the first and second conditionals for negotiating with clients and co-workers, and the zero conditional to talk about general truths. New language Conditionals

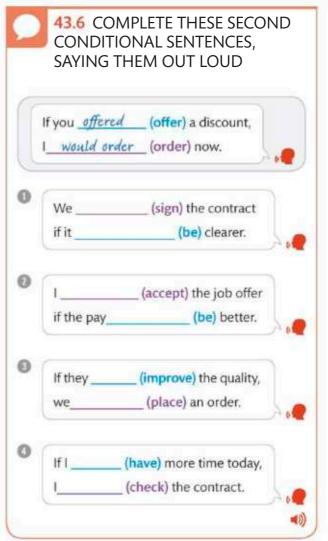
Aa Vocabulary Negotiating and bargaining

New skill Discussing possibilities

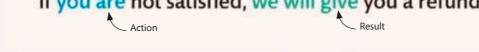


43.4 REWRITE THE SECOND CONDITIONAL SENTENCES, CORRECTING THE ERRORS If you give me a discount, I would book. If you gave me a discount, I would book. If you gave me a discount, I would book. I would placed an order if they delivered sooner. I work with them if they answered my questions. If your product is cheaper, we would buy it. If they would check their work, I would use them.

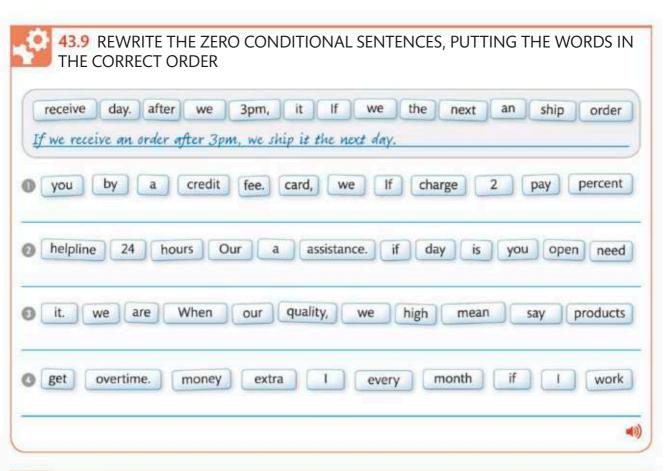


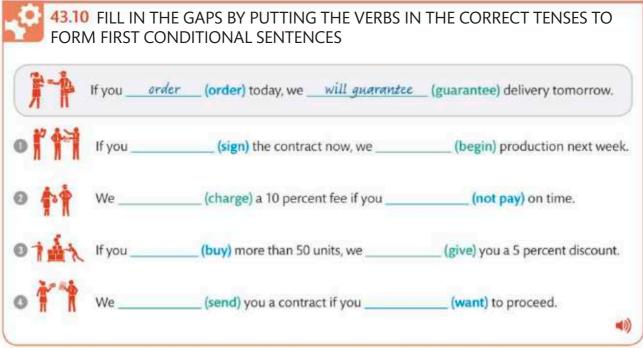












43.11 KEY LANGUAGE ZERO, FIRST, AND SECOND CONDITIONALS OVERVIEW

ZERO CONDITIONAL

Use the zero conditional to talk about general truths and things that always happen.



If employees are friendly to clients, they get better tips.

FIRST CONDITIONAL

Use the first conditional to talk about things that are likely to happen.



If Lisa's meeting goes well, she will get a raise.

SECOND CONDITIONAL

Use the second conditional to talk about things that are unlikely to happen, but are still possible.





If Ethan was more polite to clients, he would be promoted.



43.12 MATCH THE BEGINNINGS OF THE SENTENCES TO THE CORRECT ENDINGS If a customer makes a complaint, If you leave a message. If you leave a message. If our products were more popular there. We would open stores in the US We always take it seriously. If you need more training, If we had more staff. We would increase production If you return your product within 28 days. We will issue a full refund you can contact the HR department.



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



HOME | ENTRIES | ABOUT

EFFECTIVE NEGOTIATION

Many businesspeople are required to handle negotiations, but few receive any training in how to do it. Here are my top negotiating tips.

Before negotiating

- . Do your research. Find out about your business partner, if you understand the other party, you'll understand his or her strengths and weaknesses.
- · Before the meeting, decide what you can compromise on. For example, if your business partner offered you Deal A, would you accept it? If not, what would you accept?

During the negotiation

- . If you haven't met your business partner before, hold the meeting face to face. Research has shown that meetings in person help to build rapport, so the other party will be more likely to meet you halfway.
- . Don't talk more than is necessary. If you talk too much, you run the risk of revealing information that could be useful to the other party.
- Remember, if you keep the meeting professional and listen to each other, you'll reach the goal of any negotiation: finding common ground so that you can reach an agreement and close the deal.



43 O CHECKLIST			
Conditionals	Aa Negotiating and bargaining	h Discussing possibilities	j
			173

00

44 Discussing problems

English uses the third conditional to talk about an unreal past, or events that did not happen. This is useful for talking about workplace mistakes.

- New language Third conditional Aa Vocabulary Workplace mistakes
- New skill Talking about past mistakes





"IF" PAST PERFECT If

REST OF CLAUSE

"WOULD" + "HAVE" + PAST PARTICIPLE **SENTENCE**

you had paid

on time,

we would have sent

the goods.

44.3 FURTHER EXAMPLES THE THIRD CONDITIONAL

Third conditional sentences can start with the result.



I wouldn't have missed the meeting if I had left earlier.



If we had wanted a smaller model, we would have asked for one.

The third conditional can use the short form of "had."



If you'd checked your work, the clients wouldn't have complained.



If your staff hadn't been so rude, we would have signed the contract.





44.4 FILL IN THE GAPS BY PUTTING THE VERBS IN THE CORRECT FORMS TO

MAKE THIRD CONDITIONAL SENTENCES If you had spoken (speak) more calmly, people would have listened (listen) to you. _____ (use) the correct figures, his report ______ (not be) so out of date. The boss _______ (not shout) if you ______ (admit) your mistake earlier. If you ______ (run) a spell check, the report ______ (not contain) so many errors. We _______(not embarrass) ourselves if we _______(research) local customs before our trip. (work) late last night if I ______ (know) our deadline was so soon.















44.6 KEY LANGUAGE FIRST CONDITIONAL WITH "UNLESS" You can use "unless" instead of "if...not" in first conditional sentences. In sentences with "unless," the result only happens if the action does not take place.

We will cancel the contract

if you don't repair the copier tomorrow.

44.7 FURTHER EXAMPLES FIRST CONDITIONAL WITH "UNLESS"



We won't be able to offer you a discount unless you order more units.





Elena will get a verbal warning unless her work improves.



44.8 REWRITE THE SENTENCES USING "UNLESS"

If you don't place the order before 3pm, we won't be able to deliver tomorrow. Unless you place the order before 3pm, we won't be able to deliver tomorrow.



Tony is not going to meet the deadline if he doesn't work overtime.



If I don't get a good performance review, I won't get a raise this year.



1 I'm afraid we can't track your order if you can't give us your customer reference number.



If we can't offer a better price, we won't win the contract.





44.9 READ THE REPOR ANSWER THE QUESTIC Customer response to the product True False Not given Avatar has been a competitor for True False Not given It was known when Avatar would True False Not given Vivo knew how much Avatar's warrue False Not given True False Not given The Avatar watch is cheaper that True False Not given The new watch will be ready in same True False Not given	Six months ago we launche smartwatch, the Vivo. Sales disappointing and interest in WHY? Our main competitor, Avant smartwatch one week after this, we would have launch its product. Furthermore, they priced to than our product. We would lower if we had known about what NOW? Unless we reduce the price Avatar's watch, we won't make reduce the price to \$125	ar, launched ar, launched ar us. If we had our producted our producted our producted our their composition of our producted areas and safety and safety areas area	ery its new d known act later. atch \$50 lowe d our watch petitive price act to match ales. I sugges ore, we need
-	Diace mistakes Talking about past mistakes U HAVE LEARNED IN UNITS 41–44		
NEW LANGUAGE	SAMPLE SENTENCE	I	UNIT
INDIRECT QUESTIONS	Could you tell me when my order will be ready?		41.4
THE PASSIVE VOICE FOR POLITENESS	It seems that a mistake has been made.	O	41.9
EMPHASIZING YOUR OPINION	What we need is an assurance from you about the future.		42.1
SECOND CONDITIONAL	If you lowered the price, I would order more units.	0	43.1
THIRD CONDITIONAL	If you had paid on time, we would have delivered the goods.	п	44.1
FIRST CONDITIONAL WITH "UNLESS"	We will cancel the contract unless you repair the copier tomorrow.	0	44.6

Answers

01

1.2 40

- Mi, Katherine. I think I met you at the Market Max conference.
- I'm not sure whether you have met each other before.
- Yes, we met in Barcelona. It's great to see you again.
- You must be Gloria from the design team.
 Guvan told me about your great work.
- This is Brian from customer services.
 Brian, meet Tonya. She's joining our team.

1.3 40

- 1 Did we meet at a conference?
- Really good to see you again.
- Roula, meet Maria, our new assistant.
- I'd like to introduce you to Karl.
- Have you two met each other before?

1.4

- False True Not given
- O Not given O True

1.6

- M Shy
- Good ones
- Ex-colleagues
- Say sorry
- Unprofessional
- (1) Their eyes
- Your business card

1.7 40

- Hi James, I'm Vanisha. I don't think we've met before.
- Ashley, I'd like to introduce you to my colleague Neil.
- I am enjoying the presentations. Are you?
- Nice to meet you Bethany. How do you do?

1.8 40

- Mello Frank. Are you enjoying the conference?
- Wilfred, I'd like you to meet Roger, our new press officer.

- Serena, it's really great to see you again after so long.
- I usually enjoy workshops, but I am not finding this one interesting.

02

2.3 40

- They were beginning to sell more when the shop suddenly closed last year.
- I lost my job when the factory closed last December.
- I was delighted when I got promoted to senior manager in 2015.
- We moved here when my wife found a new job two years ago.
- I was training to be a chef when I was given this award.
- When I worked 90 hours a week, I felt exhausted all the time.
- When I was a photographer, I met a lot of famous people through my work.

2.5 =0

- I was looking for another job.
- I was wondering if you could help.
- Were you working as a waiter?
- They weren't employing young people.
- I didn't enjoy my last job.
- Did you work in a hotel?

2.8 =0

- He has taken 15 days off sick this year and it is only May!
- Julia has a lot of experience. She has managed this department for years.
- They have employed more than 300 people over the years.
- O John has trained lots of young employees across a few different teams.
- I'm so happy! I have finished my apprenticeship at last.
- My manager has approved my vacation days. I'm going to Italy in July.

2.9

- 1 True 1 False Not given
- True Not given

2.10 40

- I was driving taxis when I saw this job advertised.
- I have managed accounts for this company for seven years.
- I bought my first business in 2009.
- I was studying in college when I saw this job.
- They have invested in this company since 2010.
- In 2014, I sold the company to an investor.

04

4.3 40

- 1 used to travel to work by car.
- She's used to giving big presentations.
- I'll get used to my new job eventually.
- We didn't use to get paid a bonus.
- O Did he use to work in marketing?

4.4

@2 @1 @4 @3

4.5 40

- We used to finish at noon on Fridays.
- She didn't use to be so serious.
- I am used to working for a strict boss.
- Did you use to work in London?

4.6 40

- I got used to long hours in my first job.
- He didn't use to have a law degree.
- I am used to working long hours.
- You didn't use to work such long hours.
- Oid he use to work in a bank?

4.7

- True Not given False False
- True

4.8 40

- I'm not used to starting at 6am!
- Yes, what a disappointment!
- Yes, please. It looks delicious.
- That's a very short commute!
- Yes, I think it's going to rain.

- 4.9 40
- When I was young, I didn't use to like mushrooms.
- My grandfather used to walk four miles to school every morning.
- Are you used to your new job yet?
- 1 grew up in Florida, so I am used to the heat.
- We used to go to the south of France every year.

5.3 40

- We have got to ask for some support on this project.
- You must put the finished proposal on my desk tomorrow.
- We must not forget to look after this project while he's away.
- I have to help Sami produce a report about recycling.
- You don't have to complete it today.

5.4 40

- We need to increase sales to Europe.
- We can't reveal our new product yet.
- You don't have to work late.
- I will need the accounts by tomorrow.
- We have got to find a new IT manager.
- You need to produce a spreadsheet.
- We must reach our sales target.

5.5

- 1 True S False False False
- Not given

5.7 40

- Could you answer my phone?
- Would you call the supplier?
- We have to finish today.
- Would you book a meeting?
- @ Could you send this today?

5.8 40

- Could you deliver this letter for me, please?
- Would you show the new employee around the office?
- Jess, I need to leave early today. Could you let Philippe know?

5.9

- Not given True True
- O Not given O True

7.4 40

- We changed our logo because a lot of people had complained about it.
- Some of our goods had arrived broken, so we asked for a refund.
- There were problems in the warehouse because our manager had resigned.
- Sales of umbrellas were poor because we had had a dry summer.
- Our clients were not happy because we had missed our deadline.
- Yasmin's presentation had gone very well, so I gave her a promotion.
- Our sales increased because we had launched a new product range.

7.5



7.7 40

- The purpose of this report is to review our sales figures for the last quarter.
- Our principal recommendation is to complete the sale of the downtown store.
- The following report presents the results of extensive customer satisfaction research.
- Our main client stated that the recent changes were beneficial for his business.

7.8 40

- As can be seen in the table, the figures for this period were excellent.
- lt is clear from the research that there were a number of problems.
- A number of focus groups were

consulted for this report.

The purpose of this report is to present the findings of our survey.

7.9 40

- 1 The focus group clients had all used both the original and new products.
- The following chart compares the sales figures for the two periods.

- We asked the customers who had complained why they didn't like the change.
- The purpose of this report is to present the results of our online trial.
- We started this online trial after our store costs had risen by 10 percent.

- Yes, we'll give you a full refund.
- Pes, it's AMLGW14.
- OK. No problem.
- Our courier has been having difficulties.
- I'm very sorry to hear that, Mrs. Singh.
- Yes, we'll send you a new one tomorrow.

@3 @1 @6 @5 @2 @4

8.4 40

- We'll look into the problem for you.
- We'll give you a discount voucher.
- Oculd you hold the line a moment?
- Let's see what we can do.

8.8 40

- The customers have been waiting for us to contact them.
- Our engineers have been working on the line for two days.
- What have you been doing to solve the problem?
- I have been watching your program and I want to complain.
- We have been repairing the broken cables this morning.
- They have been updating my software and now it doesn't work.

8.9

- @ True
- Not given
- True
- False
- O Not given

10

10.2

Θ

10.3 40

- I just wanted to check that you will be able to make it to the meeting.
- Don't worry if you have any questions, Just let me know,
- I'm copying Maxine in on this as she may have some more information.
- O How about coming to the restaurant with us this evening?
- (3) I was wondering if you and Ana could come to the meeting tomorrow.
- Give me a call if you can't make the presentation at 10 o'clock

11

11.2

- 1 Present 2 Future
- 3 Future 4 Present

11.3 Model Answers

- The delivery van was involved in an accident yesterday.
- The company is receiving new stock tomorrow.
- She is hoping to confirm a new delivery date next week.
- She can cancel her order online.
- Yasmin should contact Janice if she has any questions.

11.4 40

- 10 to hesitate
- 1 to prefer
- 1 to obtain
- 1 to confirm
- 10 to inform
- to contact
- to request

11.6

- 1 am hoping
- We are currently waiting
- we are expecting
- I was wondering
- l assure you
- We will be doing
- @ please do not hesitate to contact me

11.7 40

- I was wondering if you would meet the clients at their factory.
- We are having difficulties with deliveries due to the weather.
- Will you be paying for the order by bank transfer or credit card?
- We are aiming to finish the redecorating by next Wednesday.

11.8 40

- We are still waiting to hear from our supplier.
- I was wondering if you could call me back.
- Will you be attending the progress meeting next week?

12

12.3 40

- I'll look into the problem now.
- The printer has run out of ink.
- 1 need to catch up with you.
- Sorry, I have to hang up now.
- Could you deal with this order?
- I'll look into Mr. Li's query.
- My client just hung up on me!

12.4

@6 @3 @5 @1 @2 @4

12.5 40

- n bring up
- nturn up
- chill out
- fill out
- figure out

12.8 40

- James, can you pass on the message to Zane?
- Welcome to Jo's. Please fill the visitor's form out.
- Can you stand at the exit and hand the leaflets out?
- Put a helmet on before entering the site.
- Sefore I update the software, back your files up.

12.9 40

- O Could you please pass the message on to Gary?
- I have an important meeting, so I put a suit on this morning.
- Howard, we should really fix a meeting up for this week.
- After a busy day in the office, I usually chill out at home.

14

14.2

- 🕕 True 🔞 False 🔞 False 🐧 Not given
- S False

14.3 40

- Over the last year, an exciting new line has been developed.
- This design was patented in 1938. Nobody has ever managed to make a better product!
- Their new line is being launched next Saturday. Everyone is talking about it.
- Our factory floor was cleaned before the CEO visited. He was happy things looked good!
- You don't need to worry about dinner.
 The food is cooked to order so that it is fresh.
- The first cars made in this factory were sold in the UK in 1972, and worldwide the next year.
- Our original designers were influenced by Japanese artists.
- To prepare for the launch, advertising posters are being put up around town as we speak.

14.6 40

- Their new products are being promoted on TV now.
- 80,000 packets are produced in the factory each week.
- A thousand new cars will be sold next week.
- Our latest gadget was invented by Ronnie Angel.
- ① The production line is stopped during the summer.
- Great advances in design have been made recently.

14.7 40

- All the cars are checked by someone before they leave the factory.
- The new photo app for professional artists was invented by Maxine.
- all Carl Osric's books were bought by customers on the publication date.
- All our vegetarian ingredients are bought from the market by Ron.
- All of the invoices are checked by Samantha before they are sent out.

14.8

03 01 06 02 07 08 04 05

14.10 40

- These flowers must have been bought today.
- They can't be marked down yet!
 They're new.
- This picture couldn't have been drawn by Sanjit.
- The price shouldn't have been accepted.
- These glasses must be packaged carefully.
- Faults in the product shouldn't be ignored.
- 1 The oven has been turned up.

14.11 40

- ① The chassis parts are placed on the assembly line.
- The engine and radiator are lifted by a robot as they are very heavy.
- The engine and radiator are secured to the chassis by an assembly worker.
- The bodywork is fully assembled and welded on a separate line.

- The assembled bodywork is inspected before being painted by a robot.
- The chassis and bodywork are joined together before the vehicle is checked.

15

15.3

OPINION: awesome, awful SIZE: enormous, tiny AGE: modern, out-dated COLOR: green, red NATIONALITY: Swiss, Indian MATERIAL: wooden, fabric

15.4 40

- Have you seen the ugly, plastic desks?
- We're launching the new, metallic range tomorrow.
- Would you prefer these tiny, diamond ones?

15.5

0 B 0 A 0 A 0 A 0 B

15.7 40

- I'm interested in that incredible modern device we saw at the sales fair.
- Our competitors are still selling those really ugly, large cotton shirts.
- The office has a **friendly**, old black cat that visits regularly.
- Frances, have you seen these Peruvian silver earnings that I brought back?
- Oid you get one of those new plastic business cards?
- A lot of customers have been asking for the **new** red version.
- My boss has asked me to design a small, paper package for the product.
- I have bought some new leather chairs for the boardroom.

15.8

- 1 True
- Not given
- False
- False
- False

15.9 40

- We offer great, delicious food that people can afford.
- Look at that enormous new billboard across the street.
- I love buying antique wooden furniture for the office.
- My boss drives a tiny green car to work. It's definitely easy to spot!
- We aim to offer awesome, friendly customer service at all times.

17

17.3 40

EXTREME: awful, fantastic, tiny, disgusting, enormous

ABSOLUTE:

unique, impossible, right, perfect, wrong CLASSIFYING:

organic, digital, industrial, electronic, chemical

17.4

- ① True
- True
- Not given
- O False
- False
- O Not given

17.7 40

- The new gadget is completely digital.
- This draft design is practically perfect.
- The client said it was totally fantastic.
- His decision to invest was entirely right.
- This area of town is largely industrial.

17.9

- mainly European
- pretty confident
- absolutely delicious

18.2 40

- Is the office big enough for us?
- The delivery times are too slow.
- Are these shelves strong enough?

18.3

0 B O A O A O A O B

18.4

- False
- True
- Not given
- True
- @ False

18.6 40

- 1 It's such a great product.
- The meeting was so boring.
- His news was such a surprise.
- My boss is so ambitious.
- Their phones are so cheap.
- Her company is so big!
- Our launch was such a surprise!

18.7 40

- The slogan is far too complicated. We need to simplify it.
- They have created such a brilliant poster campaign.
- We haven't done **enough** market research. We need to understand our
- Our supervisor is such a creative person. She designed our new logo.
- Marion is so persuasive when she delivers a sales pitch.

19

19.3 40

- You must tell your boss it will be late.
- You shouldn't start work so early.
- You shouldn't work such long shifts.
- You should take a walk outside right now.

19.4 40

- My wife said I could try yoga and relaxation techniques.
- You should stop working right away if you feel sick.
- You ought to take a break if you're really tired.
- You shouldn't feel exhausted at the beginning of the week.
- You must delegate some of your work to your assistant.

19.5 40

- You ought to relax more.
- You must stop taking work home every day.
- He could try to delegate more tasks.
- You shouldn't worry so much about work.
- She should talk to her colleagues.
- 1 He ought to quit his job if he hates it.

19.6

1 No 2 Yes 3 Yes 4 Yes

19.10 48

- 1. What about taking a break?
- 2. What about buying better equipment?
- 3. What about training new employees?
- 4. Why don't we take a break?
- 5. Why don't we buy better equipment?
- 6. Why don't we train new employees?

19.11

- Why don't we buy new chairs?
- Why don't we go for a walk outside?
- What about drinking less coffee?
- Why don't we provide free fruit?
- What about making a list of your tasks?
- What about delegating this to Jo?
- Why don't we ask Paul to help us?

19.12

- True
- False
- True
- False
- @ True
- False

21

21.3 40

- She doesn't like meeting new people.
 She can't work in the HR department.
- Shaun can work really well with new employees, so he should help run our training course.
- Have you seen her brilliant photographs?
 She can create our posters and flyers.
- Lydia failed her driving test, so, unfortunately, she can't drive the delivery van.

21.5 40

- Peter couldn't use the new coffee machine. He didn't know how it worked.
- Varinder couldn't write reports very well at first, but she can now that she's had more practice.
- No one in the office could read his handwriting. It was awful.
- Bill was the only person who couldn't figure out how to use the photocopier.

21.7 40

- Future
- Past
- Future
- 4 Past
- 5 Future

21.8

- @ True
- Not given
- True
- False
- False

21.9 40

- Igames's team was weak, but he's trained them well and now they can do anything.
- We think that you are really creative and would make a great addition to the PR team.
- 1 don't know what is wrong with me today. I can't get anything finished.
- My confidence is much better now. Before, I couldn't talk in public.

22.3 40

- Although I attended the training session, I'm not sure I learned very much.
- You got a high score for the IT test, and you've done equally well on the teambuilding course.
- Team A built a small boat out of plastic bottles, whereas Team B used wood to make theirs.
- The training day is a great way to learn new skills. It's also a good way to get to know people.

22.4

- Walked across bridges high in the air
- Overcome fear and help each other
- The tallest and the most scared
- Disagreed with each other
- Work more slowly and listen to their teammates

22.6 40

- The course taught us how to lead a team, As a consequence, I feel more confident.
- I'd never ridden a horse before. For this reason, I was quite scared during the training.
- Team Lion completed the challenge first. Consequently, they all received medals:

22.7 40

- Team A had to build a cardboard tower, while Team B had to bake a cake.
- Although I liked going to the beach,

I didn't enjoy swimming in the ocean.

- I love learning new things. As a result, I really enjoyed the training day.
- Team building is a good way to learn new skills and it's also a chance to relax.

22.8

- Not given True False
- O Not given True

22.9 40

Model Answers

- This course will teach you new skills. It will help you to get to know each other, too.
- Although Team B completed the task first, they had some major communication problems.

- By doing this task, we'll not only identify the team's weaknesses, but also its strengths.
- Team A worked together very well. Team B were equally cooperative.

23

23.4 40

- Mara has offered to organize the accommodation for our guests.
- I keep suggesting that our company should organize a golf day, but my boss disagrees.
- We like to offer our clients a wide range of food at our conferences.
- I enjoy helping out at company open days because I get to meet lots of people.
- Before I start planning, I usually make a list of all the customers I want to invite.
- I expect to stay late tonight to help Martina decorate the conference hall.

23.5

Model Answers

- The SmartTech Fair opened in 1987.
- 1 It is helping us to live healthier lives.
- They could shape the future of the car industry.
- You can register your interest online.
- You can buy tickets from the SmartTech website.

23.8 40

- We stopped holding breakfast meetings
- because few people attended them.
- We regret to announce that there will be some job losses.
- I'm sure Shona will remember to book the conference room.
- Sahib went on working until midnight in order to finish the report.

23.9

- Not given
- False
- Not given
- O True

23,10 40

- 1. I remember meeting him in Tokyo.
- 2. I was supposed to book a nice hotel room.
- I wanted to book a nice hotel room.
- She was supposed to book a nice hotel room.
- She wanted to book a nice hotel room.
- We remember meeting him in Tokyo.
- 7. We wanted to book a nice hotel room.
- 8. They remember meeting him in Tokyo.
- 9. They wanted to book a nice hotel room.

23.14 40

- My boss asked me to arrange a meeting with our clients.
- Our clients asked us to visit them in Paris.
- We expect all our staff to arrive on time.
- We invited all our clients to attend our end-of-year party.
- I expect my manager to give me a promotion soon.

23.15 40

- Our clients expect to receive excellent service.
- My boss invited me to attend a conference.
- My business degree allowed me to get this job.

25

25.4 40

- She said she paid the invoice.
- He said he would pay the invoice.
- He said he would arrange a meeting.
- Me said he was arranging a meeting.
- She said she had finished writing the report.
- She said she would finish writing the report.

25.5 40

- She said (that) she would interview the candidates.
- He said (that) he met the CEO on Monday. / He said (that) he'd met the CEO on Monday.
- He said (that) he could book the meeting room.

She said (that) she was writing a press release.

He said (that) he could use design software.

25.8

@2 @4 @5 @1 @3

25.10 40

She said that she didn't understand the email.

He said there was a problem with his computer.

She said we need to reply to those customers.

25.14 40

Sharon confirmed that the sales figures would be ready by 5pm.

Lilia promised that she would stay late to help me finish the report.

 Mr. Lee announced that we had beaten our sales target for the year.

Ben complained that the coffee from the machine tasted awful,

She suggested that I could ask my boss about a raise.

26.4 40

He asked me why I was late again.

Lara asked me where the meeting was.

She asked me why I had missed the interview.

He asked me who had taken the minutes.

26.5

1 True 1 False True 1 Not given

True Traise Not given

26.6

 Not given False True Not given @ False @ Not given

26.7 40

 The boss is angry with Max. He told him to do his work before he leaves.

Mr. Tan promised that I would get promoted to manager if I worked hard. Could you do me a favor? Could you make 20 copies of this, please?

Can I make a suggestion? Finish the proposal first, then work on the spreadsheet.

Paola said that she usually gets home from work at 6:30pm.

Paul said that he had an appointment with his boss, but he was really late.

26.9 40

Model Answers

She asked (me) what the consumer feedback was.

He asked (me) whether I had a strategy. / He asked (me) if I had a strategy.

She asked (me) who was getting promoted.

He asked (me) what the main points were.

She asked (me) if he was the new marketing manager. / She asked (me) whether he was the new marketing manager.

27.2 40

We'll have to reduce the price. Very few customers have bought our new jeans.

So few people pay by check these days that we no longer accept this form of payment.

 Unfortunately, we've had few inquiries about our new spa treatments.

27.4 40

Unfortunately, there is little chance of us winning this contract.

I have a few ideas that I really think could improve our brand image.

There is still a little time left before we need to submit the report.

Kelvin has little understanding of accountancy.

So few people have bought this TV that we're going to stop production.

27.6 40

 All you can do is apologize for your mistake.

 All I expect is for staff to complete their tasks.

- I'm sure all will be well in the interview.
- All I want is a raise.
- We have all the information we need.

27.7 49

- The only thing we need is a photo.
- We have some money.
- We have some time.
- Not many people like Mr. Jenkins.
- 8 Bertha is an expert in IT.
- Some people like Mr. Jenkins.
- We don't have much time.

Not given False True True

False False

28.4 40

- Who is the manager?
- What's in the report?
- Who answers the telephone?
- Who approves annual vacation?
- What is the deadline?
- Who wrote the ad?
- Who will take questions?
- What are the objectives?
- What's the complaint about?

28.5 40

What are our most popular products?

O Do you need to book the meeting?

Who answers customer emails?

O Did Savannah write this report?

What is our lowest price?

Is James on vacation next week?

28.8 40

You haven't read my proposal, have you?

Sean could give the presentation,

couldn't he?

O Zoe got promoted, didn't she?

We're not ready for the conference,

You work in marketing, don't you?

28.9 40

Alice would know the answer,

wouldn't she?

- I'm not dressed formally enough, am 1?
- You've worked in Berlin, haven't you?
- They could tell us before 6pm,

couldn't they?

- Kate's going to Bangkok, isn't she?
- I should double check the figures.

shouldn't 1?

Richard didn't get a raise, did he?

28.11

- Not given False False True True

28.12 40

- What was the name of the company? I didn't hear.
- Who is working on the project for the new office?
- You identified the mistake, didn't you?
- Could you repeat that, please? I didn't catch it.
- What is the theme of this year's conference?

30.2 40

- The deadline for applications is Friday.
- This job is based in the Berlin office.
- We are recruiting a new designer.
- I've got an interview for a new job.
- The application form for this job is long.
- Please complete the form on our website.
- The ideal candidate enjoys teamwork.
- There's an ad for an English teacher.

30.3

@2 @1 @4 @3 @5

30.6 40

- The jobs I'm really interested in are based in Los Angeles. They're in IT.
- The people who interviewed me for the job were really nice. They were the managers.
- Clients can be very demanding. The clients I met today had lots of complaints.

30.9 40

- I often travel to Hong Kong on business.
- Zenith Accounting has three job openings.
- 1 have a meeting with the company director.
- He works for the World Health Organization.
- I'm a strong candidate because ! speak Russian.

30.10

- Europe
- an opening
- Flight attendants
- The hours
- build a career

30.11 40

- Your meeting is with the HR manager.
- We're recruiting more staff in France.
- 1 m looking for a job as an education consultant.
- We need someone who can speak Italian.
- Omnitech is advertising several vacancies in its marketing department.
- I work in the sales department of a large company.

31.3 48

- In our department, we focus on sales and marketing.
- Katrina graduated from college with a degree in Biological Sciences.
- Our technicians are fully trained in all aspects of health and safety.
- I've applied for a job in the IT department of a big company in Los Angeles.

31.4

- Not given
- Not given
- True
- False
- @ True
- O True

31.5 40

- 1 to be responsible for something
- to look forward to something
- to amount to
- to apply for a job
- to be passionate about
- experience in something

31.8 40

- When can I expect to hear from you about the job?
- Unfortunately, there has been a rise in complaints from customers.
- I work for the CEO of a big IT company. I'm her assistant.
- 1 heard about the job through a friend who works at the company.
- Our profits went up last year. There was a rise of about five percent.

31.9

- nésumé
- @ reliable
- (i) team
- skills
- @ salary
- neferee ?

31.10

Dear Mr. Khan,

I am writing to apply for the position of head web designer with your company.

I have experience in managing large commercial websites. Last year, sales from the website that I designed for a major online store amounted to more than \$6 million.

I am eager to develop my skills and broaden my knowledge of other industries. I believe this job would be a fantastic opportunity for me, and I'd add a great deal to your company. I am enthusiastic and passionate about being at the cutting edge of web development. I'm also very reliable and I enjoy working in a team.

I have attached my résumé and details of my referees. I look forward to hearing from you.

Yours sincerely, Amy Quah

32.2 40

- The office that I work in is modern and open-plan.
- The customers who gave us feedback were all very positive.
- One thing that I don't like about my job is the long hours.
- The people who are on my team say they enjoy working with me.
- The product that we've just launched is already selling very well.

32.3 40

- The main thing that I hope to gain by working here is more experience.
- The area that I live in is very close to the bus routes into the business district.
- The tasks that I perform best usually involve customer relations.
- The exams that I passed last year mean that I am now fully qualified.
- The person who I have learned the most from is my college professor.
- The countries that order most of our umbrellas are in Europe.
- The achievement that I am most proud of is winning "employee of the year."

32.5 40

- I have completed all the training, which means you wouldn't need to train me.
- My boss, who is very talented, always encourages me not to work too late.
- IT development, which is my favorite part of the job, is very fast-paced.
- My co-workers, who are all older than me, have taught me a lot.
- I worked at the reception desk, which taught me how to deal with customers.
- I take my job very seriously, which means
 I always follow the company dress code.
- In my last job, which was in Paris, I learned to speak French fluently.

32.6

@3 @6 @5 @2 @1 @4

32.8 40

- The place where I can concentrate the best is at home.
- The person whose career inspires me the most is Muhammad Ali.
- Last year, when I was an intern, I learned how to give presentations.
- My parents, who are both doctors, inspired me to study medicine.

32.9 40

- My current salary, which is \$20,000 a year, is not very high.
- The thing that gets me excited about my job is seeing our products on sale.
- Yes. I always know who has the responsibility for getting a task done on my team.
- I can identify things that need to change, to make your business more efficient.
- My boss, who is quite flexible, would allow me to leave after six weeks' notice.

34

34.3 40

- to live up to something
- to look forward to something
- 1 to come across as something
- O to get away with something
- o to run out of something
- (1) to keep up with someone

34.4

- True Not given False
- Not given True True False

34.5 40

- Please could you come up with a proposal on how to improve punctuality?
- I can't keep up with Thom when he goes through the accounts. He's too quick.
- Liza comes across as very serious, but outside of work she's a lot of fun.
- The two interns don't get along with each other very well. They don't see eye to eye.
- I'm really looking forward to welcoming our new clients to London.

34.8 40

- Can you take it on?
- We're giving them away.
- Let's look it up on social media.
- I think we should call it off.
- Can we talk it over?

34.9

- Needs a modern image
- Advertise the event
- Increase awareness of the company
- Tariq volunteers to do it

34.10 40

- I need the report today. Please don't let me down.
- Josef complains a lot, I can't put up with it.
- I'm looking forward to finishing my training.
- If you have a problem, we can talk it over.
- Don't look down on Rachel. She's still new.
- Our company is giving away three cars.

35

35.3 40

- Tanya has used up all her leave.
- She won't go on vacation this year.
- Toby is great at managing people.
- He will be promoted to lead his team.
- Josef doesn't get along with his boss.

He might not stay here much longer.

- We have some meetings in Japan.
- You may have to go to Tokyo.

35.4 40

- We can't hire any staff at the moment, so you might not get an assistant until May.
- You're great with new staff, so we may ask you to become a mentor.
- It's been a bad year for the company, so you won't get a raise.
- This report needs to be finished by Friday. You might need to work overtime.
- If Lucinda's work doesn't improve, we may have to fire her.

35.5

0	True	0	False	0	True	0	False
0	True	0	False	0	True	0	False

35.7 40

- He definitely won't get the job.
- You probably won't need any training.
- We will probably hire some more staff soon.
- She will definitely get a raise.
- I definitely won't move to the head office.
- I probably won't go on vacation this year.

35.8 40

- We will probably get a thank-you gift.
- 1 definitely won't change jobs this year.
- You will definitely get a bonus.
- We probably won't invite him to the meeting.

35.9

- may happen
- might not happen
- probably won't happen
- definitely won't happen

37

37.2

- 37.3 40
- To sum up, we have a very bright future.
- O Do feel free to ask me any questions.
- Let's turn to the predicted sales figures.
- So, we've looked at all the main alternatives.
- 37.4 40
- nand drive
- n pointer
- power button
- slides
- @ cable
- (lectern
- nemote @

- 37.5 40
- Be careful of the cable in front of the stage.
- I will return to the lectern to answer questions.
- If you follow my pointer, you can see the graph.
- I'll use my remote to forward to the final slide.
- This projector's noisy. I'll turn the power button off.

37.6

- False Not given True True
- False False

37.7

- @2 @6 @8 @1 @5 @7 @4 @3

50

38.2 4

GENERALIZING: on the whole, generally, in general, by and large EXCEPTIONS: except for, with the exception of, aside from, excepting FOCUSING: if we focus on, if we home in on, concentrating on, focusing on

38.3 40

- The launch was successful, aside from the interview.
- Now, let's home in on the positive news.
- By and large, the poster campaign was a disaster.
- Most of our clients liked the design except one.
- Today we're going to focus on social media.

38.4

① True ② Not given ② False ③ Not given ⑤ True

38.7

False True True False

38.8 40

- No. If we focus on the posters, we can see they were very successful.
- Yes, with the exception of our Madrid store.
- As a matter of fact it was very successful.
- Cities such as Seoul and Busan could have successful stores.
- They haven't yet. However, it's too soon to see what the impact will be.

39

39.3 40

- Our new smartwatch is easier to operate than the old one.
- Our new designer jeans are more stylish than last year's products.
- Our tablet is the cheapest on the market.
- This is the most beautiful dress in our range.
- This is the best laptop I have ever owned.

39.4

- nore comfortable the most reliable
- 1 lighter more affordable

39.7 40

- Our new phone is as cheap as existing models, but has a much wider range of features.
- Our latest DVD is as exciting as anything I've ever seen.
- Our chairs are excellent value, and just as comfortable as more expensive models.

39.8

- True Not given False
- O True O Not given

39.9 40

- Our new laptop is much lighter than its competitors.
- This fitness tracker is just as effective as more expensive models.
- Organic fruit is not as cheap as supermarket fruit, but it tastes better.
- ① A consumer survey voted our pizzas the tastiest on the market.

40.2

@6 @1 @2 @7 @5 @8 @3 @4

40.3 40

- ① There was a steady increase in our share value.
- Interest in our bags declined considerably.
- We've had a sharp rise in customer numbers.
- There was a dramatic spike in sales in May.
- Sales of our bags have rallied slightly.
- The value of our shares has fallen steadily.
- The value of the dollar is fluctuating wildly.
- The value of the dollar saw a dramatic spike.

40.5 40

- Returns have increased by 10 percent.
- Prices fell between 30 and 45 percent.
- We're shrinking our staff from 800 to 650.
- Year-end profit stands at 8 percent.
- Salaries will increase by 2 percent.
- We have between 1,100 and 1,200 staff.
- There was a decrease of 5 percent.
- Profits have fallen by 15 percent.
- We are lowering the price to 30 euros.
- The price peaked at £19.99.

40.6

- True
- True
- Not given

40.7 40

- There was a sharp increase at the start of the year.
- It's been fluctuating wildly since the announcement.
- We're expecting them to rally considerably next quarter.

41

41.2 40

- 1 Yes, I think we could do that.
- We might move forward if we can agree on a delivery date.
- Maybe we could consider different colors.
- Would you mind waiting until next month for payment?
- We were hoping it would be more innovative.

41.3

- **1,000**
- 1 It is too high
- A cake
- Next week

41.7 40

- I was wondering whether you have these in another size.
- Could you tell me when the price list will be ready?
- Could you tell me when I can expect delivery?

41.8 40

- Ould you tell me when I can start buying the new products?
- I was wondering what the warranty period is.
- Could you tell me how the new product is different from the old one?
- I was wondering if you would be free to discuss a new job opening.

41.10 40

Could you tell me whether the delivery

date has been changed?

- I was wondering whether my invoice has been paid.
- It seems that the wrong product was sent.
- It looks as if my complaint was not fully understood.
- It seems that the price was not calculated correctly.

41.11 40

- I'm afraid I can't access the computer system right now.
- It looks as if the discount has not been applied.
- I was wondering why the deadline has been missed.
- Could you tell me when the sales start?
- It seems that the wrong customer has been contacted.

41.12

- Not given
- @ True
- False
- False
- Not given

42

42.3 40

- f you ask me, we might be better to wait until the summer.
- What we need is proof that your business is profitable.
- Actually, we'd like to reach an agreement by the end of the day.
- The main thing is that we agree on a price that everyone is happy with.

42.4

- @2
- @ 4
- @1
- @3
- @ 5

42.5 40

- Not quite. What we need are some references from your customers.
- That's OK. The main thing is that we find the right person to do the work.
- Actually, our quote already includes free delivery.

43.4 40

- I would place an order if they delivered sooner.
- If your product was cheaper, we would buy it.
- If you moved the deadline, we could meet it.
- I would work with them if they answered my questions.
- If they checked their work, I would use them.

43.5

- ♠ True
- Not given
- True
- False
- Not given

43.6 40

- We would sign the contract if it was clearer.
- I would accept the job offer if the pay was better.
- If they improved the quality, we would place an order.
- If I had more time today, I would check the contract.

43.9 40

- If you pay by credit card, we charge a 2 percent fee.
- Our helpline is open 24 hours a day if you need assistance.
- When we say our products are high quality, we mean it.
- I get extra money every month if I work overtime.

43.10 40

Note: All answers can also use the short form of the future with "will."

- If you sign the contract now, we will begin production next week.
- We will charge a 10 percent fee if you don't pay / do not pay on time.
- If you buy more than 50 units, we will give you a 5 percent discount.
- We will send you a contract if you want to proceed.

43.12 40

- We will return your call ASAP if you leave a message.
- We would open stores in the US if our products were more popular there.
- If you need more training, you can contact the HR department.
- We would increase production if we had more staff.
- We will issue a full refund if you return your product within 28 days.

43.13 Model Answers

- You will understand his or her strengths and weaknesses.
- You should decide what you can compromise on.
- They help to build rapport if you don't know your business partner.
- If you talk too much, you run the risk of revealing useful information.
- To find a common ground so that you can reach an agreement.

44

44.4 40

Note: All answers can also be written in contracted form.

- If he had used the correct figures, his report would not have been so out of date.
- The boss would not have shouted if you had admitted your mistake earlier.
- If you had run a spell check, the report would not have contained so many errors.
- We would not have embarrassed ourselves if we had researched local customs before our trip.
- I would have worked late last night if I had known our deadline was so soon.

44.5

- O A
- Ø A
- @ B
- OA.

44.8 40

- Tony is not going to meet the deadline unless he works overtime.
- Unless I get a good performance review, I won't get a raise this year.
- I'm afraid we can't track your order unless you can give us your customer reference number.
- Unless we can offer a better price, we won't win the contract.

44.9

- Not given False False
- O True O Not given

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