

# Real Business English B1

Workbook

by

Hazel Grünewald

Anette Bradbury



# Real Business English B1

Workbook

by  
Hazel Grünewald  
Anette Bradbury

1. Edition 1<sup>543</sup> | 2023 22 21

All print runs of this edition are unchanged and can be used side by side.

The last number indicates the year of print. Copyright applies to the work and all its parts. Any use other than that intended by the publisher requires written consent.

Delta Publishing, 2017  
[www.deltapublishing.co.uk](http://www.deltapublishing.co.uk)  
© Ernst Klett Sprachen GmbH, Rotebühlstraße 77, 70178 Stuttgart 2017.  
All rights reserved.  
Website: [www.klett-sprachen.de](http://www.klett-sprachen.de)

Original edition: Global English Training GET, © PONS, Stuttgart 2004

**Editors:** Ines Haelbig, Herne; Mary Ann Poerner  
**Content Consultants:** Rebecca Rubel, Karlsruhe; Cornelius Carey, Stuttgart  
**Layout:** Britta Petermeyer, SNOW, München  
**Production:** Anastasia Raftaki  
**Printing and binding:** Elanders GmbH, Waiblingen

ISBN 978-3-12-**501671**-2



9 783125 016712

# Contents

<b>1 Company Structures</b>	<b>4</b>	<b>10 Working Together</b>	<b>40</b>
Present Tenses		Have something done	
Questions with the 5 W's		Reported Speech	
Adjectives and Adverbs		Reported Questions	
Talking about your company		Past Perfect	
		Participating in meetings	
<b>2 Communicating</b>	<b>8</b>	<b>11 Visitors</b>	<b>44</b>
Future		Prepositions of place: at, in, on	
Some and any		It and there	
Present Perfect		How long does it take ...?	
Being polite		Making small talk	
<b>3 Online</b>	<b>12</b>	<b>12 Business Trips</b>	<b>48</b>
Comparisons		Articles: the	
Transitions		For, while, during	
Online vocabulary		Travel vocabulary	
<b>4 Career</b>	<b>16</b>	<b>13 Trade Fairs</b>	<b>52</b>
Past Continuous		Adverbs of frequency	
Contrasting		Present Continuous Passive	
Prepositions of time: at, in, on		Future Continuous	
Future with going to		Reflexives	
Talking about your education		Going to a trade fair	
<b>5 Good Job!</b>	<b>20</b>	<b>14 Building Teams</b>	<b>56</b>
Used to		Relative clauses	
Gerunds		-ing clauses	
Career vocabulary		Talking about teamwork	
<b>6 Processes</b>	<b>24</b>	<b>15 Working Flexibly</b>	<b>60</b>
Passives		Passive with get	
Describing purpose		Present Perfect Passive	
Explaining processes		Have got to	
<b>7 Persuading and Selling</b>	<b>28</b>	Talking about budgets and teleworking	
Modal Verbs		<b>16 Managing Change</b>	<b>64</b>
Needn't and don't have to		Past Conditional	
Conditionals		If only	
Sales and marketing vocabulary		Unless and even if	
<b>8 Buying</b>	<b>32</b>	Describing change	
Have and have got		<b>Appendix</b>	<b>68</b>
Until and by		<b>Grammar</b>	
Future Perfect		<b>Keys</b>	
Future Passive			
Negotiating			
<b>9 Market Performance</b>	<b>36</b>		
Future Simple			
Future Continuous			
Present Perfect Continuous			
Talking about trends			

# 1 Company Structures

## 1 Grammar

### Present Tenses

We use the **present simple** tense for things that happen every day or to describe how often we do something.

*John plays tennis every Saturday.*

We use the **present continuous** tense for actions happening at the moment. We often use it when the action is temporary.

*John's playing tennis today.*

### A Fill in the blanks with the correct form of the verbs below.

run | work | stay | be | take | organize | be | get

1. Caitlin started a new job last week. She ..... the train every day now.
2. I usually ..... to work at 9:00, but I'll be late today because the train ..... late.
3. John is ambitious. He ..... until 8:00 p.m. every day.
4. Mary ..... at a conference this week. She ..... at the Sea Inn.
5. Susan ..... responsible for new employees, but this week she ..... the job fair while Kerri is on vacation.

### Questions and the 5 W's

Questions are formed with *do*, *does*, a form of *be*, a *modal* verb and/or one of the 5 "W's": *Who*, *What*, *Where*, *When*, *Why*.

There's more than one way to ask about someone's job.

When asked a direct question, we answer with more than *yes* or *no*.

*Where do you work?*

*Are you responsible for contacting customers?*

*Do you like your job?*

*"What do you do?" – "I'm a ..."*

*"What's your job?" – "I work at ..."*

*"Does Mary manage this project?"*

*"Yes, she does."*

### B Rearrange the following words to questions and answers.

1. do / do / you / what / ?

Accounting / in / the / Department / work / I

2. new / write / Cole / does / software / ?

doesn't. / No, / he / Accounting / works / in / He

3. you / do / your / job / like / ?

interesting / yes, / very / it's

4. she / is / responsible / clients / new / for / ?

is / yes, / she



## Adjectives and Adverbs

We use **adjectives** to describe nouns.

It is common for adjectives which end in *-ed* to describe a feeling while adjectives ending in *-ing* often tell us more about a person or thing.

**Adverbs** tell us about a verb. They usually tell us how somebody does something.

Adverbs usually end in *-ly*, but some adjectives end in *-ly* (*friendly, lively, elderly, lonely, silly*).

*Ben is a patient person.*

*Kate is bored at work.* (feeling)

vs.

*Kate has a boring job.* (description of job)

*Ben waited patiently for me.*

*Sally filed the reports carefully.*

*He's a friendly person.*

### C Choose the correct form of the word.

1. Paige spoke **slow** / **slowly** about the problem in the Legal Department.
2. I think Ray performs his work very **good** / **well**.
3. Cole is **excited** / **exciting** about the new ad campaign.
4. Stan has some **excited** / **exciting** news on how to save money.
5. Ray received an **unusual** / **unusually** email the other day.
6. Peter gave a **professional** / **professionally** presentation at the meeting.

### D Complete with the words below.

logically | great | wonderful | professionally | well | fast

1. Computers are ..... tools – if you know how to use them!
2. Anne studied to become an administrative assistant. She types .....
3. Bob has been a salesman for 20 years, so he knows how to sell .....
4. Karen is a manager at a bank and dresses .....
5. Suzanne is an ideal employee and is ..... to work with.
6. Jake is a fantastic planner. He thinks .....

### E Read what Cole thinks about his job. Complete with some of the words below.

satisfied | interested | exhausting | satisfying | boring |  
surprising | excited | surprised | bored

I don't think you'll be ..... (1) to hear that in my job I never have a ..... (2) moment. I freelance in the Marketing Department. I am really ..... (3) when I finish a project. When I get people ..... (4) about a product, it is exciting and ..... (5) for me. It can be an ..... (6) job, but it is what I am ..... (7) in.



## 2 Vocabulary

**A** Read about the difference between *vacation* and *holiday*.

### Vacation *or* Holiday?

These two words might seem to mean the same thing, but they are actually quite different, depending on who you are speaking with. In the United States and Canada, a **holiday** is a special day like Christmas or Easter. In Great Britain and Ireland people call them **bank holidays**. And when the British go on their **holidays**, they might travel to a different country. North Americans call this **vacation**. In countries outside of Europe, regular employees often have less holiday time: five to fifteen days is common in America, China, India, Malaysia and Mexico, while fifteen to 20 is normal in Australia, Canada and Brazil. If a bank holiday falls on a Saturday or Sunday, the previous Friday or following Monday is considered a "day off". You do not "lose" the day



off as in some countries, for example Germany. It is unusual in most Anglo-Saxon countries to take **unpaid leave** (holiday without pay). An exception to this is Australia, where young people often **take time out** (or **time off**) to travel in Europe. This is not a common practice in the United States, but some older people might take a **sabbatical**.

**B** Write the words in the correct category.

vacation | freelance | temporary | salary | holiday | part-time | full-time | bank holiday | wages | commission | bonus | time off

**leisure time**

.....

.....

.....

.....

**type of worker**

.....

.....

.....

.....

**money**

.....

.....

.....

.....

**C** Match the definitions to the words

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> 1. job fairs | a. a business which provides employees for a short time |
| <input type="checkbox"/> 2. currently            | b. right now  |
| <input type="checkbox"/> 3. temp agency          | c. job or duty  |
| <input type="checkbox"/> 4. filing               | d. putting things in order                              |
| <input type="checkbox"/> 5. college              | e. another word for university                          |
| <input type="checkbox"/> 6. want/classified ads  | f. extras in addition to your regular pay               |
| <input type="checkbox"/> 7. benefits             | g. job announcements in newspapers or online            |
| <input type="checkbox"/> 8. economics            | h. where companies present themselves                   |
| <input type="checkbox"/> 9. assignment           | i. study of money                                       |

**D Find fourteen words from this unit. They may be placed horizontally, vertically, or diagonally.**

U	S	U	A	L	L	Y	T	Y	J	X	F	B	P	E
R	F	F	R	E	E	L	A	N	C	E	V	T	R	D
E	F	N	E	T	W	O	R	K	V	E	C	X	O	R
S	A	D	V	E	R	T	I	S	E	I	X	J	M	I
P	C	K	P	A	R	T	-	T	I	M	E	X	O	T
O	E	O	R	W	K	S	Q	G	O	U	G	R	T	V
N	I	J	M	U	W	C	A	J	H	P	W	D	E	N
S	J	R	R	M	Q	A	Z	L	I	S	M	Q	A	S
I	R	T	O	U	I	E	G	M	A	L	X	F	B	B
B	U	E	O	W	P	S	T	E	P	R	V	X	M	O
L	G	M	T	C	S	H	S	K	S	J	Y	L	C	N
E	M	P	Y	T	M	F	V	I	P	J	O	W	G	U
N	L	O	Q	K	N	L	B	H	O	Q	Y	T	E	S
L	V	A	C	A	T	I	O	N	D	N	P	X	S	Z
X	P	B	L	B	X	Z	D	M	D	V	S	Q	N	D
H	O	L	I	D	A	Y	V	D	Z	B	F	H	X	Q

**E Cross out the word that does not fit.**

- |                  |            |             |                    |
|------------------|------------|-------------|--------------------|
| 1. hardware      | contract   | software    | network            |
| 2. university    | college    | school      | office             |
| 3. campaign      | marketing  | advertising | R&D                |
| 4. pay structure | benefits   | HR          | interview          |
| 5. monitor       | save money | cut costs   | financial troubles |

**F Choose four words from "E" and write sentences about yourself.**

1. ....
2. ....
3. ....
4. ....

**G Put the letters in order to form words.**

- |                    |                    |
|--------------------|--------------------|
| 1. tlfie-ulm ..... | 5. remievot .....  |
| 2. ylasra .....    | 6. awsge .....     |
| 3. emexlitfi ..... | 7. ematorpy .....  |
| 4. nebsosu .....   | 8. nfleerace ..... |

# 2 Communicating

## 1 Grammar

### Future

We use the **present continuous** tense to refer to the future when we talk about plans that have already been made.

*Mary is flying to Windhoek next week.  
Jeff and Maureen are getting married in June.*

We use the **present simple** tense when we talk about schedules (for events, meetings, etc.) and timetables (for trains, planes and buses).

*The meeting starts at 9:00 a.m. tomorrow.  
The plane departs from Frankfurt at 1:20 p.m.*

### A Complete the sentences with the correct form of the verb.

move | meet | do | work | leave | ~~fly~~ | open

1. Barbara is flying to Mexico City next Tuesday.
2. Ron ..... Pedro next week.
3. What ..... you ..... tomorrow morning?
4. The New York train ..... from Track 4.
5. We ..... to our new offices next month.
6. This year's International Auto Show ..... on January 25 in Detroit.
7. Can we meet on Monday? I ..... not ..... tomorrow.

### some and any

We use *some* in positive sentences and *any* in negative sentences.

*I have some more work to do.  
I don't have any more work to do.*

We use *any* in questions.

*Do you have any appointments this week?*

Exception: We usually use *some* when we offer things or ask for things.

*Would you like some coffee?*

*Can I have some water, please?*

We can add *some* or *any* to other words and use them in the same way: *someone, somebody, something, somewhere, anyone, anybody, anything, anywhere.*

*Is there anybody in the office?*

*Yes, there is somebody in the office.*

*No, there isn't anybody in the office.*

### B Circle the correct word.

1. I have to make **some** / **any** phone calls this afternoon.
2. There's **someone** / **anyone** on the phone for you.
3. Is there **something** / **anything** else you would like to order, sir?
4. Do you have **some** / **any** questions concerning our products or services?
5. I haven't said **something** / **anything** to **someone** / **anyone**.
6. I guess I left my mobile phone **somewhere** / **anywhere** in her office.



### Present Perfect

To make the **present perfect** tense, we use:  
*have/has* + the **past participle** of a verb.

We use the **present perfect** for actions or situations that began in the past and continue to the present.

We often use the **present perfect** with *today, this week/month/year, never, ever, just, already, yet, recently, since, and for*.

Compare: We use the **simple past** with actions that are definitely finished: *yesterday, ... ago, in 2010, last week/month/year*.

*I have seen the movie twice.*

*I have worked here since September.  
They have been married for four years.  
She has been to Australia many times.*

*I haven't seen Martin today.  
Have you ever been to Australia?  
I've just spoken to Bob on the phone.*

*I saw Martin yesterday.  
I went to Sydney two years ago.*

### C Complete the table with the simple past and past participle forms of the verbs.

infinitive	simple past	past participle
1. take	<i>took</i>	<i>taken</i>
2. write		
3. meet		
4. send		
5. have		
6. discuss		
7. speak		
8. sell		

infinitive	simple past	past participle
9. choose		
10. give		
11. think		
12. buy		
13. find		
14. pay		
15. cost		
16. tell		

### D Complete with the verbs on the right.

- |   |              |
|---|--------------|
| 1. I have already ..... their inquiry.            | a. lived     |
| 2. James hasn't ..... me back yet.                | b. travelled |
| 3. Have you ever ..... in North America?          | c. answered  |
| 4. We've ..... out many emails this week.         | d. sent      |
| 5. He's ..... all over the world for his company. | e. driven    |
| 6. Have you ..... your new company car yet?       | f. called    |

### E Write negative sentences or questions with yet. Use the present perfect.

- |                                 |   |
|---------------------------------|---|
| 1. meet our new colleague       | <i>I haven't met our new colleague yet.</i> |
| 2. finish the project           | .....                                       |
| 3. ask Pedro about the contract | .....                                       |
| 4. have a vacation              | .....                                       |
| 5. speak to Ms Lee              | .....                                       |

## 2 Vocabulary

### A Read about polite expressions in English.

# You're welcome!

We often use **Please**, **Thank you**, **You're welcome** and **Excuse me** to show politeness.

1. You can use **Please** at the end of a question, but you can also put it in the middle:  
*May I speak to Liz, please?*  
*May I please speak to Liz?*



2. **Please** is never used as a response to **Thank you**. When someone thanks you for something, say **You're welcome**. You can also say **No problem**, **Sure**, and **No worries** (informal) or **Not at all**, **Don't mention it**, **My pleasure** (formal): *Thanks, John. – No problem.*
3. In Britain, people often say **Cheers** instead of **Thank you**: *I'll do that for you. – Oh, cheers!*
4. When you have a question and want to get somebody's attention, say **Excuse me**: *Excuse me, can I ask you something?*
5. If you are not sure what somebody said, you can say **I'm sorry?**, **Excuse me?** or **Pardon me?** to get them to repeat it. **What?** is informal and not appropriate in some business contexts.

### B What would you say in these situations?

- |  |  |
|--|--|
| <input type="checkbox"/> 1. You want to sit down somewhere.              | a. Excuse me, can you tell me where the exit is? |
| <input type="checkbox"/> 2. You do not know the way out of a building.   | b. I'm sorry?                                    |
| <input type="checkbox"/> 3. Somebody says: "Thank you for your help."    | c. Could you help me, please?                    |
| <input type="checkbox"/> 4. You did not hear what the other person said. | d. Excuse me, is this seat taken?                |
| <input type="checkbox"/> 5. You want someone to do something for you.    | e. My pleasure.                                  |

### C On the phone: Circle the correct word.

1. Can I **make** / **leave** / **let** a message?
2. I'll **recall** / **call back** / **talk back** later today.
3. **Hang** / **Keep** / **Hold** the line, please.
4. I'm afraid the line's **full** / **busy** / **taken**.
5. I'll **pass on** / **hand out** / **give up** your message.
6. I **dialed** / **typed** / **put** 25 66 466.
7. Just a moment. I'll **push** / **take** / **put** you through.
8. I'm sorry. There's no one here **in** / **by** / **at** that name.



**D First, complete the questions with the phrases below. Then write a response.**

free this afternoon | a time for a meeting | 10:30 tomorrow morning | doing the day after tomorrow |  
meet at noon | going out for drinks after work

1. Can we find .....

Response: .....

2. Do you feel like .....

Response: .....

3. How about .....

Response: .....

4. Are you .....

Response: .....

5. Could we .....

Response: .....

6. What are you .....

Response: .....

**E Put the letters in order to form words.**

1. v a r i e r ..... 5. i r c e e v e .....

2. o a b e v ..... 6. a p o e g i z o l .....

3. a r g r e n g d i ..... 7. o n i n c e v e n i c e n .....

4. f o r i n m ..... 8. e l d v i r y e .....

**F Complete the email with the words from "E".**

send

To: k.preston@email.com

Subject: Your Order No 79332

Dear Ms Preston

I am pleased to ..... (1) you that we have heard from our  
supplier ..... (2) the ..... (3) order.

We will..... (4) the shipment on Wednesday, 12 March, and will  
send your package by express ..... (5) immediately. It should  
..... (6) by Friday, 14 March, at the very latest.

I ..... (7) once again for any ..... (8)  
this delay has caused.

Yours sincerely

Theresa Erich

Sales Assistant



# 3 Online

## 1 Grammar

### Comparisons I

**Adjectives** and **adverbs** give us more information about **nouns** and **verbs**.

We use **comparatives** + *than* to compare one person or thing with another. To form comparatives, we normally add *-er* to adjectives with one syllable. We use *more* with longer adjectives and adverbs.

We use **superlatives** to talk about extremes. To form superlatives, we add *-est* or use *most*. We normally use *the* before superlatives.

There are some exceptions to the rules:

1. We double the consonant after a vowel.
2. If adjectives end in *-y*, we normally change the *-y* to *-i* and add *-er/est*.
3. Some comparatives and superlatives are completely irregular.

Kevin is tall.

Paul drives carefully.

Kevin is taller than Paul.

Your car is more expensive than mine.

Paul drives more carefully than Kevin.

Kevin is the tallest guy I know.

This is the most expensive car I've ever seen.

*big – bigger – the biggest*

*easy – easier – the easiest*

*good – better – the best*

*bad – worse – the worst*

### A Complete the table.

	adjective	comparative	superlative
1.	difficult		
2.		faster	
3.		more interesting	
4.			the cheapest
5.	happy		
6.		worse	
7.	important		
8.			the most successful

### B Complete the sentences with the words below. Some words do not fit.

boring | the most expensive | cold | more comfortable | faster | the most stressful | more interesting | the hottest | more experienced | easy

1. Business class is ..... than economy class.
2. Last year was ..... summer in 25 years.
3. Our team meeting this morning was ..... than usual.
4. This app is well designed and very ..... to use.
5. Theresa has worked here for fifteen years. She's ..... than Matt.
6. Poor Martin! He has ..... job in the company.



## Comparisons II

We often use words like *a lot, much, a little, a bit, slightly, etc.* to modify comparatives.

We also use *as ... as* or *not as ... as* for comparisons.

You can use *(not) as ... as* with modifiers such as *just, nearly, almost, quite, etc.*

*Sales in May were much higher than in April.  
Kevin is slightly taller than Paul, isn't he?*

*Mary's ideas are as important as Mike's.  
Paul is not as tall as Kevin.*

*Mary's ideas are just as important as Mike's.  
Paul is not quite as tall as Kevin.*

### C Complete the sentences with one of the words below plus a comparative.

a bit | a little | a lot | much | slightly

1. This design isn't very nice. The other one is a lot nicer.
2. The first offer wasn't very good. The second one is .....
3. The Plaza Hotel is not expensive. The Airport Hotel is .....
4. I haven't been here very long. You have been here .....
5. The situation is not bad. It could be .....

### D Rewrite the sentences. Use *not as ... as*.

1. Annie earns more money than Bob.

Bob doesn't earn as much money as Annie.

2. Cole's presentation was better than Ray's.

.....

3. Our store in Berlin is bigger than our store in Dublin.

.....

4. Our standards are higher than theirs.

.....

5. Your homepage is more user-friendly than ours.

.....

## Transitions

Transition words help us to present our ideas in a logical way: *First, Firstly, First off, To begin with, To start, Before, Then, Second, Secondly, Next, Later, After, Afterwards, After that, Later, Third, Thirdly, Finally, Last, and Lastly.*

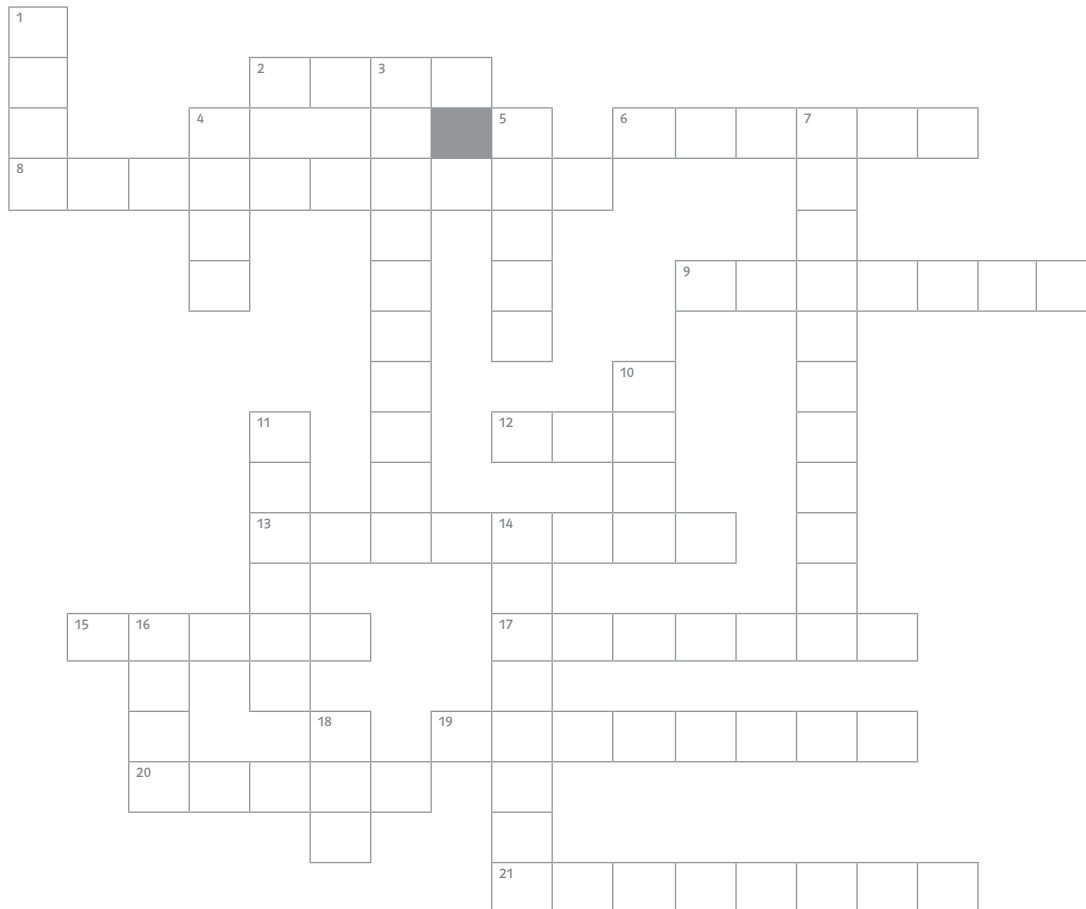
*First I checked my emails. Then I had a meeting with a client. After that ...*

### E Write a short text describing how something works. Choose one of the following:

- How to use your office coffee maker
- How to fix a paper jam in your printer
- How to order something online
- Your own idea

## 2 Vocabulary

### A Complete the crossword puzzle.



#### Across

2. What can I do to make the website ... faster?
6. What's your standard search ...?
8. The ... is very user-friendly.
9. Which Internet ... should I use?
12. What's a good ... word to search for?
13. The ... connection is slow today.
15. ... on the search button.
17. Do you spend a lot of time ... the Internet?
19. Enter your ... to log in.
20. What's your ... address?
21. Who designed your new ...?

#### Down

1. We need to narrow ... the results.
3. I can't open the email ...
4. Most hotels have free ... access.
5. Press the left ... button.
7. FYI is short for "For Your ..."
10. First, ... in your username.
11. ... off your computer at the end of the day.
14. I did some ... on the Internet.
16. The subject ... should be short and simple.
18. "..." is another word for "result."

### B What do these abbreviations stand for? Circle the correct word or phrase.

- |        |  |
|--------|--|
| 1. BTW | business-to-business / by the way / be back tomorrow |
| 2. B/C | blind copy to / before / because                     |
| 3. IMO | in other words / in my opinion / in my point of view |
| 4. THX | thanks / talk to you soon / text message             |
| 5. FWD | forward / for your information / from a friend       |
| 6. PLS | person will call back / personal message / please    |

**C Read the information about expressing appreciation in English.**

## I appreciate that!

The word **appreciate** is very common in English. **Grateful** has a similar meaning. We use the words in different ways:

1. Thanking someone:  
Thank you, Mr Jones. **I appreciate** your help.  
Thank you, Mr Jones. **I am grateful** for your help.
2. Politely asking for something:  
**I would appreciate it** if you could send me your catalogue.  
**I would be grateful** if you could send me your catalogue.
3. Saying that someone thinks highly of another person or thing:  
I think **your boss appreciates** your hard work.  
I think **your boss is grateful for** your hard work.



We also use other expressions to say that we appreciate something; for example **That's great!** Instead of great, you will also hear **marvelous, brilliant, wonderful, fantastic, terrific, awesome, etc.**

**D Rewrite the sentences. Use expressions from "C".**

1. Thanks for your support, Judy.

.....

2. You've already fixed my computer? That's cool!

.....

3. Could you please send me some information on your products?

.....

**E Put the phrases in bold in the correct order (1 = nothing, 4 = a lot).**

1. absolutely no .....

I have **very little** information on this.

2. ....

I have **a great deal** of information on this.

3. ....

I have **absolutely no** information on this.

4. ....

I have **some** information on this.

1. ....

We **don't have any** products like that.

2. ....

We have **hardly any** products for that.

3. ....

We have **several** products for that.

4. ....

We have **many** products for that.

# 4 Career

## 1 Grammar

### Past Continuous

We often use the **past continuous** tense to describe what we were doing around a particular time or to say what we were doing when something else happened.

*At 9 o'clock, we were watching TV.  
I was writing an email when you called.*

### A What were these people doing at 10 o'clock this morning? Write sentences.

talk to her colleague | ~~study for an exam~~ | teach a class | wait for the bus



Jennifer



Natalie



Dan



Joseph

1. *Jennifer was studying for an exam.*
2. Natalie .....
3. Dan .....
4. Joseph .....
5. And you? What were you doing? .....

### Contrasting

We use different **conjunctions** to express contrast. The easiest one is *but*.  
You can also use *however* or *yet* instead of *but*.

Additionally, you can use the following:  
*although, even though* (+ subject and verb)  
*despite, in spite of* (+ noun or pronoun).

*Ian worked very hard, but he didn't get the promotion.*  
*Ian worked very hard. However, he didn't get the promotion.*

*Although Ian worked very hard, he didn't get the promotion.*  
*Despite his hard work, Ian didn't get the promotion.*

### B Circle the correct word.

1. Joe works in the music business **although** / **despite** he has a degree in physics.
2. **In spite of** / **However** the bad weather, I really enjoyed my graduation party.
3. I got good grades on my exams **even though** / **despite** I didn't have time to study.
4. John passed all his exams. **However**, / **Despite** he never finished his degree.
5. Leanne runs her own business **in spite of** / **even though** she's only 24 years old.

BE  
marks

AE  
grades

### Prepositions of time: at, in, on

We use *at* for specific times: *at 10 o'clock, at noon, at dinnertime, at the moment*. We also say *at night, at the weekend, at Christmas*.

We use *on* for days and dates: *on Monday, on Sunday morning, on Christmas Day, on 9 May*.

We use *in* for months, years, centuries, seasons and long periods of time: *in June, in 2008, in the 20th century, in (the) summer, in the past*. We also say *in the evening, in the morning, in the afternoon*.

We do not use *in, at, on* before *this, last, every, next*.

*We had lunch at noon.*  
*I don't mind working at night.*  
*What are you doing at the weekend?*

*Beth was born on 21 June.*  
*The shops are closed on Christmas Day.*

*Amy graduated from college in May.*  
*I started my own business in 2010.*

*We went to the Bahamas last summer.*

### C Write the words in the correct category.

9:15 a.m. | my birthday | the evening | midnight |  
the future | Easter Sunday | lunchtime | the spring |  
the 18th century | Thursday | the moment | October |  
Friday afternoon | April 1 | night

BE

at the weekend  
at Christmas

AE

on the weekend  
on Christmas

at

in

on



### Future with going to

There are different ways to talk about the **future** in English. We use *am/is/are + going to* if we have planned something or intend to do something.

We also use *going to* to make predictions or forecasts.

*I'm going to take a vacation in August.*  
*Are you going to start your job next month?*  
*He isn't going to quit his job.*

*Look at the clouds. It's going to snow.*

### D Complete with *going to* plus one of the verbs below. Some verbs do not fit.

see | work | speak | take | have | live | invite | happen | spend

- I'm ..... a Spanish course in March.
- Did you know? Freddy is ..... here as a full-time employee.
- My daughter is ..... a year of her graduate studies abroad.
- I think we are ..... a good sales year.
- Are you ..... Laura to the party?
- I'm ..... Vanessa at the conference in Glasgow.

## 2 Vocabulary

### A Find fifteen words related to education.

V	E	H	I	D	I	P	L	O	M	A	X	T	I	C	S	V	M
B	P	I	C	H	E	L	O	R	B	C	Y	D	E	R	C	O	Z
K	R	G	E	G	R	A	D	U	A	T	I	O	N	E	O	T	P
A	E	N	E	V	E	R	T	N	L	E	T	C	J	M	M	S	B
J	S	C	K	X	T	Y	O	I	P	H	B	T	X	O	P	P	M
P	C	E	O	R	A	K	R	V	G	S	Y	O	R	T	U	T	V
X	H	S	J	M	U	M	I	E	V	T	P	R	D	E	L	B	C
G	O	C	N	U	R	Q	A	R	L	I	M	A	T	H	S	F	W
E	O	H	E	M	I	S	N	S	S	A	L	T	F	B	O	U	N
U	L	U	C	O	W	S	C	I	E	N	C	E	X	M	R	P	T
V	E	Y	M	O	L	S	H	T	S	E	J	O	N	D	Y	H	K
T	M	A	S	T	L	L	F	Y	I	P	L	O	E	L	S	T	T
W	P	U	B	L	K	L	E	L	A	S	S	A	P	H	E	G	E
P	S	T	U	D	Y	T	E	R	I	N	G	P	W	S	C	J	J
X	O	P	T	O	N	A	T	G	M	D	E	G	R	E	E	W	C
A	H	I	S	T	O	R	Y	V	E	Z	B	O	L	Y	K	M	X

### B Cross out the word that does not fit.

- |                      |               |                 |                |
|----------------------|---------------|-----------------|----------------|
| 1. elementary school | middle school | graduate school | high school    |
| 2. MBA               | PhD           | GCSE            | BA             |
| 3. scientist         | mathematics   | psychology      | law            |
| 4. secondary school  | A-levels      | nursery school  | primary school |
| 5. degree            | earn          | receive         | graduate       |

### C Put the words in the correct order.

1. graduated / five / from / years / university / ago / I

.....

2. is / Maria / majoring / Biology / in

.....

3. working toward / I'm / Master's / Mathematics / a / in

.....

4. was accepted / I / the University of Chicago / at / graduate program / into the

.....

.....

**D Complete the text with the words below.**

intention | qualifications | communication | goals | courses

**Lifelong learning**

In today's competitive world, it is very important to keep up to date with the latest **innovations** and to expand your **marketability**.

New ..... (1) and knowledge make it easier for you to keep your present job or to get a new job.

Many companies have set high ..... (2) to train their employees in specific areas to make them more productive. This makes the company more productive and competitive, too.

For firms with global contacts, **language training** is a high priority. English especially has become the international language in business. So companies invest a lot of money to increase their employees' abilities to communicate effectively in English. Many employers and employees also invest time and money in professional training ..... (3) in such fields as **computers, management** and **technical skills**.

Also, training in soft skills has become very popular. **Soft skills** deal with effective ..... (4), whether in your own language or a foreign one. The ..... (5) is to build lasting business relationships through understanding.

A major factor in this is **emotional intelligence**. This is a phrase which many researchers use to describe a form of social intelligence. It involves the ability to understand feelings and emotions and to use this to guide you in all areas of business.

**E Put the letters in order to form words.**

- |                      |                            |
|----------------------|----------------------------|
| 1. o g l a .....     | 5. b v e c t e i j o ..... |
| 2. g a t r e t ..... | 6. n i e n t i o n t ..... |
| 3. i m a .....       | 7. o n a m b i t i .....   |
| 4. p a n l .....     | 8. s h i w .....           |

**F Complete the sentences with the phrases below.**

set a goal | on target | intends to | financial plan | achieve our goals | our company's aim

- We're ..... to finish this project before Christmas.
- I ..... for myself to save \$3,000 this year.
- It's ..... to get a bigger market share.
- We presented the ..... to the investors.
- The company ..... offer additional training courses.
- We worked hard to .....

# 5 Good Job!

## 1 Grammar

### used to

We use *used to* to describe things that were true in the past but aren't anymore.

*Used to* also describes things that happened regularly in the past but don't occur now.

In questions with *did*, you can write *use to* or *used to*.

*I used to live in Chicago. Now I live in London.*

*We used to have weekly meetings. Now we don't.*

*Where did you use/used to work?*

### A Match the sentences that go together.

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> 1. Lars used to work overseas.  | a. "Yes, but now I'm head of production."     |
| <input type="checkbox"/> 2. Theresa used to temp in sales.          | b. Now I work at headquarters.                |
| <input type="checkbox"/> 3. Kevin used to operate the machine.      | c. Now a robot does it.                       |
| <input type="checkbox"/> 4. They used to work in personnel.         | d. "Yes, and now she's a personal assistant." |
| <input type="checkbox"/> 5. I used to manage a branch office.       | e. Now he's back in this country.             |
| <input type="checkbox"/> 6. "Didn't Lucy use to be a receptionist?" | f. Now she's a full-time employee.            |
| <input type="checkbox"/> 7. "Didn't you use to work in logistics?"  | g. Now they're head hunters.                  |

### B Write three sentences about yourself. Start with *I used to*.

1. ....
2. ....
3. ....

### Gerunds I

A **gerund** is a verb ending in *-ing* that functions as a noun. Here is a list of verbs that are generally followed by a gerund: *like, enjoy, hate, mind, suggest, imagine, consider, stop, finish, practice, risk, avoid, admit, delay*.

Some verbs can be followed by the **gerund** or the **infinitive**: *like, love, prefer, hate, begin, start*.

*I like meeting new people.*  
*She considered accepting the job offer.*  
*He doesn't want to risk losing his job.*  
*I don't mind working on Sundays.*

*I like travelling.*  
*I like to travel.*

### C Complete with the verbs on the right.

- |   |              |
|---|--------------|
| 1. She avoided ..... the question.            | a. raining   |
| 2. It finally stopped .....                   | b. working   |
| 3. We don't want to risk ..... all our money. | c. opening   |
| 4. I really enjoy ..... with him.             | d. answering |
| 5. We will delay ..... the new office.        | e. losing    |



**D Finish the sentences.**

1. I can't imagine .....
2. I really enjoy .....
3. I don't mind .....
4. I don't like .....
5. I hate .....

**Gerunds II**

Look at this structure: *We* (subject) *spoke* (verb) *about* (preposition) *the problem* (object).

If the **object** is another **verb**, this verb must take the *-ing* ending.

Common verbs that are followed by a gerund are:  
*approve (of), decide (against), dream (of), feel (like), insist (on), look forward (to), succeed (in), think (of).*

Please note: These verbs can also take a "normal" object.

*We spoke about fixing the problem.*

*I look forward to meeting you.*

*We decided against offering him the job.*

*We decided against this candidate.*

**E Complete with the verbs below. Some verbs do not fit.**

making | dreaming | taking | moving | changing | inviting |  
 applying | calling | living

1. I'm thinking of ..... jobs.
2. He thanked me for ..... him back.
3. I feel like ..... a break.
4. She decided against ..... to California.
5. I thought about ..... for the job.
6. Mark insisted on ..... her to the party.

**F Put the words in the correct order.**

1. you / forward / I / from / to / hearing / soon / look

.....

2. Thank / for / interview / to / coming / the / you

.....

3. feel / I / like / don't / today / working

.....

4. our / thinking / We're / own / starting / of / business

.....

5. dream / quitting / my / never / I'd / of / job

.....

## 2 Vocabulary

### A Complete the job ad with the words below. Some words do not fit.

responsibilities | based | leader | development | managing | location | skills | search | looking

#### Sales and Marketing Director for a leading international filter company

This successful organization, with a turnover of £ 300 million, is the European leader in air filter technology.

The company is ..... (1) for a Sales Director who will be in charge of strategy and business planning. The position is ..... (2) in Manchester, UK.

Main ..... (3) include:

- leading the company's sales and marketing activities
- ..... (4) the sales and marketing teams
- leading a creative and innovative programme of new product ..... (5)
- guaranteeing growth in all markets

We are looking for a natural team ..... (6) with excellent communication ..... (7). Candidates must speak English and at least one other European language, preferably German, French or Polish.

### B Which of the following should you do at job interviews? Tick the boxes.

- ☐ turn off your mobile phone
- ☐ say negative things about your former boss
- ☐ dress appropriately
- ☐ thank the interviewer for his or her time
- ☐ answer questions with only one word
- ☐ tell the truth about your background
- ☐ bring a friend or relative with you
- ☐ emphasize positive things about yourself



### C Complete the sentences with the phrases below.

I am a link between | I have five years' experience | I studied Business Administration |  
I received a lot of | I have experience with different

1. .... at the University of London.
2. .... web development tools.
3. .... my company and our customers.
4. .... on-the-job training.
5. .... in marketing.

**D Read the text and find words that are opposite in meaning.**

- |                     |                    |
|---------------------|--------------------|
| 1. unfriendly ..... | 4. lazy .....      |
| 2. chaotic .....    | 5. impatient ..... |
| 3. worried .....    | 6. negative .....  |



## How to be positive

How would you describe yourself? This could be a question someone asks you in a job interview. The following vocabulary will help you describe yourself in a **positive** way.

If you want to emphasize that you are a **friendly** person, you can say you are **open** (easy to talk to) or **approachable**: *I believe I am a very approachable person. People generally have no problems talking to me.*

Motivation is also a positive quality to have. If you are **motivated**, you are also **diligent, energetic, hard-working** and **meticulous**: *I make sure to get all the facts when I write a report. I'm very meticulous.*

Being **well organized** is another great quality to have. If you are well organized, you are probably also **methodical** and **logical**: *I think I work very logically.*

If you take time with things and don't let time bother you, you are **patient** or **calm**: *I usually remain calm when I have a deadline.*

**E Choose the best word for each gap.**

patient | impatient | hard-working | worried | lazy

- Liz is very ..... She always stays calm and never becomes annoyed.
- Keith is so ..... I don't know where he gets his motivation.
- Do you get ..... when the Internet connection is slow?
- I should have updated my résumé last weekend, but I was feeling .....
- Mark is always ..... about money.

**F Cross out the word that does not fit.**

- |              |                |           |                 |
|--------------|----------------|-----------|-----------------|
| 1. résumé    | marketing      | interview | cover letter    |
| 2. organize  | coordinate     | create    | meeting         |
| 3. doctor    | electrician    | plumber   | mechanic        |
| 4. diligent  | motivated      | impatient | energetic       |
| 5. education | special skills | candidate | work experience |

# 6 Processes

## 1 Grammar

### Passives I

We use **active** verbs to say what someone or something does (or did).

We use **passive** verbs to say what is (or was) done without mentioning the person who is or was doing it.

To make the **passive**, we use a form of the verb *to be* + the **past participle**.

The **passive** can also be used to ask questions.

If we want to say who or what did something, we use *by*.

Emma cleans the windows every Friday.

Emma cleaned the windows last Friday.

The windows are cleaned every Friday.

The windows were cleaned last Friday.

All our bicycles are made in the UK.

Jonathan was born in 1986.

Where are the bicycles made?

The article was written by Gwen Burton.

### A Are the sentences passive or active? Tick the boxes.

	passive	active
1. The paper is delivered every Friday.	<input type="checkbox"/>	<input type="checkbox"/>
2. The factory wasn't destroyed by a fire.	<input type="checkbox"/>	<input type="checkbox"/>
3. We opened our first shop in Munich in 1995.	<input type="checkbox"/>	<input type="checkbox"/>
4. The airline cancelled the afternoon flight to Helsinki.	<input type="checkbox"/>	<input type="checkbox"/>
5. The company was founded in 1967.	<input type="checkbox"/>	<input type="checkbox"/>
6. Some of the car parts are manufactured in India.	<input type="checkbox"/>	<input type="checkbox"/>
7. The final decision was made by the CEO.	<input type="checkbox"/>	<input type="checkbox"/>

BE  
cancelled  
travelled

AE  
canceled  
traveled

### B Write sentences in the passive. Use the words below.

#### Present Passive

- these phones / produce / in Korea ..... *These phones are produced in Korea.*
- this room / use / for staff meetings .....
- these fruits / grow / in tropical areas .....
- breakfast / include / in the price .....
- their products / sell / at the farmers' market .....

#### Past Passive

- these tomatoes / import / from Spain ..... *These tomatoes were imported from Spain.*
- the office building / sell / last year .....
- we / invite / to the Christmas party .....
- the cruise ship / build / in Germany .....
- the boxes / deliver / last week .....

**C Put the words in order to form questions.**

1. samples / these / were / When / delivered

.....

2. the / Where / manufactured / product / was

.....

3. methods / were / What / used

.....

4. paid / were / workers / the / When

.....

5. meeting / was / Why / cancelled / the

.....

**Passives II**

We also use **modal verbs** with the **passive**: *must, can, should, etc.* Notice the infinitive form of the verb *to be* in each of the examples.

*The text should be translated into English.*  
*Your computer can be repaired.*  
*The project must be finished by Monday.*

**D Complete with the phrases below.**

will be informed | must be used | will be opened | should be turned off | may be delayed

1. The new logo ..... on all correspondence.

2. The lights ..... at the end of the day.

3. The employees ..... next week.

4. The flight ..... because of the thunderstorm.

5. The new store ..... next month.

**Describing purpose**

We can use **infinitives** or **gerunds** to describe what something is used for.

*For* can also be followed by a **noun**.

We say *can be used to/for* to describe what different things can do.

*I use this USB stick to store photos.*  
*This box is used for storing old documents.*

*This car is used for work only.*

*A USB stick can be used to store digital files.*  
*Your phone can be used for making payments.*

**E Finish the sentences. You can use the ideas below or your own ideas.**

make calls | take photos | text | play music | play games | find restaurants

1. I use my mobile phone for .....,

..... and .....

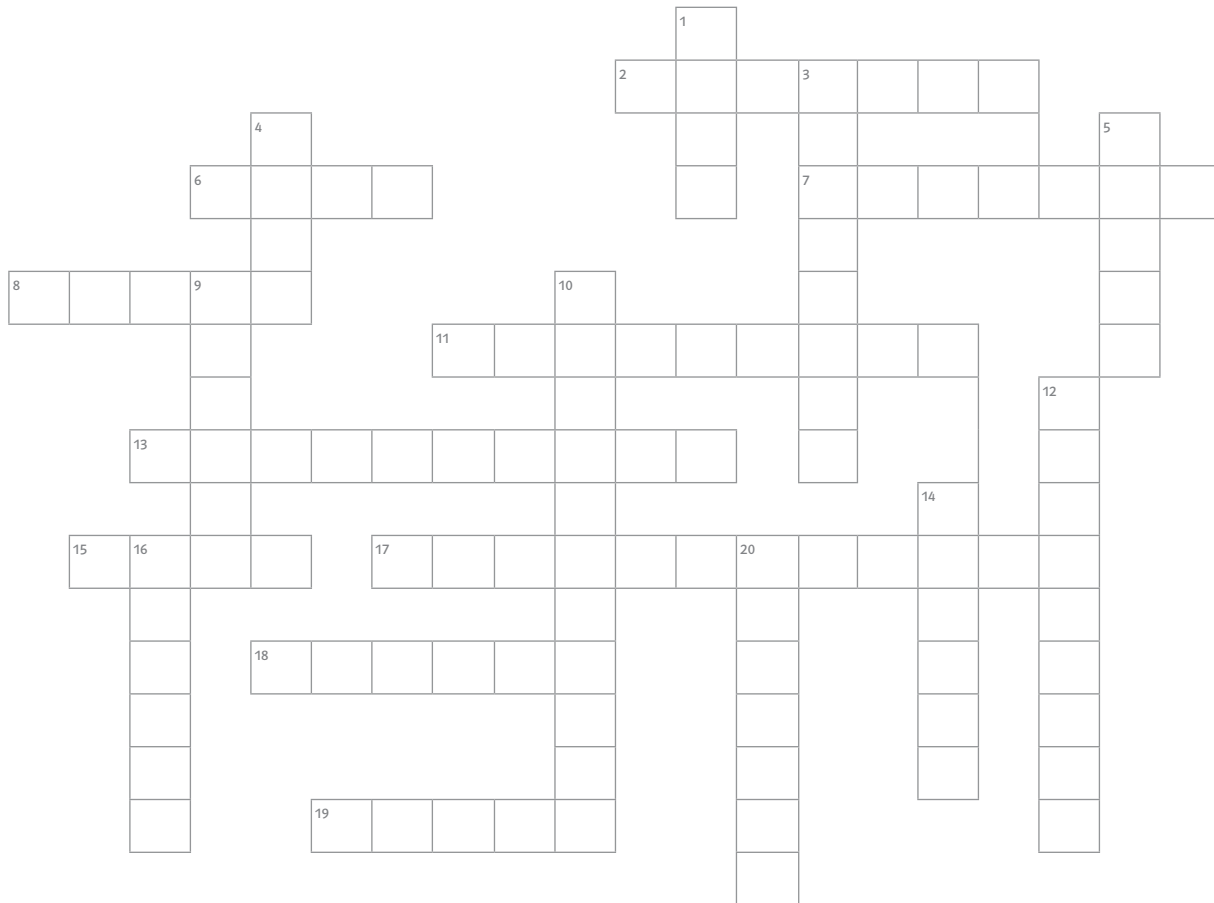
2. I never use it to .....

**BE**  
mobile phone

**AE**  
cell phone

## 2 Vocabulary

### A Complete the crossword puzzle.



#### Across

2. A file ... is a piece of office furniture.
6. The words "big" and "small" describe the ... of an object.
7. The power cable must be ... in.
8. ... the power button to turn the printer on.
11. The printer must be ... to the computer.
13. You use a ... to solve math problems.
15. This sponge is ... for cleaning.
17. This product was ... in the UK.
18. ... the CD and follow the on-screen instructions.
19. Bananas are ... in Central America.

#### Down

1. It's not black, it's ... gray.
3. Where is this wine ... from?
4. A USB stick is very small. It ... into your pocket.
5. This box is ... I can't carry it by myself.
9. Sticky notes are ..., not round.
10. Read the ... manual before use.
12. These boxes are made of ...
14. You can use an ... to remove pencil marks.
16. The picture frame is available in black, white and ...
20. It's used for ... paper into long, thin pieces.

### B Cross out the word that does not fit.

- |               |              |              |            |
|---------------|--------------|--------------|------------|
| 1. made       | produced     | manufactured | recruited  |
| 2. round      | shiny        | rectangular  | square     |
| 3. stapler    | projector    | printer      | computer   |
| 4. last       | firstly      | properly     | then       |
| 5. candidates | applications | instructions | interviews |

**C Write the phrases in the correct category.**

can be downloaded | should be cleaned every day | can be disconnected |  
 needs to be updated | must be written | can be redecorated | can be connected |  
 should be answered | needs to be furnished

a phone	an office	software
.....	.....	.....
.....	.....	.....
.....	.....	.....
.....	.....	.....

**D Complete the instructions.**

write the text | double-click on | enter the address | ~~press the power button~~ | shut down | click on |  
 log onto | close | enter the subject | click on

**10 EASY STEPS** to follow when you want to write an email.

1. First press the power button ..... to turn the computer on.
2. Next ..... the network.
3. Then ..... the email program icon.
4. After that ..... "New".
5. Then ..... of the email recipient.
6. Next ..... on the subject line.
7. Then ..... of your email.
8. After that ..... "Send".
9. And then ..... the email program.
10. Finally ..... the computer.

send

To:

Su

**E Circle the correct word.**

1. Peanuts are **built** / **grown** / **assembled** in the United States.
2. The printer's power cable must be **switched on** / **entered** / **plugged in**.
3. The workshop will be **offered** / **taken place** / **proceeded** twice this year.
4. The new airport hotel was designed **from** / **by** / **of** a British architect.
5. The company was **founded** / **based** / **caused** in 1975.
6. Read the **instructor** / **instruct** / **instruction** manual before use.
7. These containers are made **by** / **of** / **off** plastic.
8. John was **fired** / **unemployed** / **deleted** from his position as security guard.
9. A projector is used **for** / **to** / **in** showing images on a wall or a big screen.



# 7 Persuading and Selling

## 1 Grammar

### Modal Verbs

We can use **modal verbs** like *may, can, could* and *would* to say things more politely or less directly.

We often use **modal verbs** to ask for or give permission. *May* and *could* are more polite than *can*.

**Modal verbs** are also used for asking polite questions. *Could* and *would* are more polite than *can* and *will*.

*Help me!*

Could you help me, please?

May I use your pen?

You may go home early today.

Could you translate this text for me, please?

Would you carry this box for me?

### A Put the words in order to form polite questions.

1. me / a / Would / do / favor / you .....
2. like / you / help / Would / with / some / that .....
3. I / see / May / passport / your .....
4. how / works / you / me / Could / show / this .....
5. you / introduce / May / to / I / other / each .....
6. today / can / you / Do / it / think / you / finish .....

### needn't and don't have to

We use *needn't* (BE) or *don't have to* (AE) to say that something is not necessary. Instead of *needn't* you can also say *don't need to*.

You needn't finish the translation today.

You don't have to finish the translation today.

You don't need to call Dave back today.

### B Complete with *needn't/don't have to* and some of the verbs below.

tell | get | happen | work | accept | ~~move~~ | pick | wait | invite | send | forget | take

1. You don't have to move ..... the car. You won't get a ticket if you park here.
2. You ..... her about the problem. She already knows about it.
3. You ..... an umbrella with you. It's not going to rain.
4. You ..... late today. You can go home and relax.
5. You ..... me the document. I can download it from the server.
6. You ..... me up from the airport. I'll just take a taxi.
7. You ..... up early tomorrow. The meeting doesn't start until eleven.
8. You ..... him to the party if you dislike him.
9. You ..... the job offer if you don't like it.
10. You ..... for me. Go ahead and start!



## Conditionals

We use the **first conditional** to talk about real possibilities: *if + present simple + will + infinitive*.

*If it rains, we will take a taxi.*

We use the **second conditional** to talk about things that are impossible or very unlikely: *if + past simple + would + infinitive*.

*If I had a million dollars, I would quit my job.*

Instead of *will* or *would*, other **modal verbs** can be used.

*If it is sunny, we can sit outside.*

*If* may be in the beginning or in the middle of a conditional sentence. When the sentence starts with *if*, we put a **comma** after the first part.

*If I have time, I'll go to the meeting.  
I'll go to the meeting if I have time.*

### C Circle the correct word.

1. If I needed money, I **will** / **would** sell my house.
2. You **will** / **would** not be happy if you had to do my job.
3. I **will** / **would** call Gwen if I don't see her tomorrow.
4. If I were you, I **will** / **would** look for a new job.
5. If I see John, I **will** / **would** tell him you said hello.
6. If they offered you the job, **will** / **would** you take it?



### D Add a comma if necessary.

1. You should go home if you're tired.
2. If you don't have time I'll help you.
3. If I were her I would ask for a higher salary.
4. I wouldn't go to work if I had the flu.
5. If you tell him the truth he may get angry.
6. We would buy it if we had the money.

### E Complete the sentences with the words below.

would | spent | sold | purchase | gave | were

1. We would be more successful if we ..... more money on training.
2. If I ..... you, I'd speak to my boss about the problem.
3. If we ..... more products, we would make more money.
4. Would you buy more if they ..... you a bigger discount?
5. If I lost my job, I ..... not be able to pay the bills.
6. If you ..... two, we will give you a third one for free.

### F Write three sentences about yourself.

1. If I have time, I will .....
2. If I had a million dollars, I would .....
3. If I .....

## 2 Vocabulary

### A Read the text about sales and marketing.



Make me  
*an offer!*

Effective mailing campaigns can attract new customers. To make the first connection, **sales and marketing** departments often buy lists of company addresses. Then they can send out **mailings** with **enclosures** such as **brochures**, **letters of introduction** or **free samples**.

The goal is to get an **appointment** with potential customers. A face-to-face meeting gives you the opportunity to **present your products or services** in detail and to find out more about your customer's needs and expectations.

If the customer is interested in your products or services, you **make an offer** (also called "quote"). This contains the **prices**, **services** and **conditions**. Hopefully, the customer accepts the offer and you can **close the sale**.

After making a sale, you want to convince your customers to come back and do more business with you in the future. That's why it is important to follow up with them. You can either do this on the phone or with **follow-up** mails.

### B Find twelve words from the text above.

C	S	S	R	L	C	O	N	D	I	T	I	O	N	S	W	I	L	M	O	E
A	F	X	O	M	X	F	B	I	B	L	N	Z	H	D	H	Y	D	O	R	N
P	O	S	T	A	F	J	F	P	O	E	B	Q	S	T	C	L	H	F	E	C
P	B	A	E	I	B	E	N	J	G	A	Z	R	T	E	O	Z	E	F	C	L
O	W	M	S	L	U	R	Q	B	Z	P	Q	J	X	W	R	B	A	E	Y	O
I	J	P	Q	I	S	Y	M	R	G	T	U	F	Q	P	P	V	J	R	O	S
N	K	L	M	N	T	J	F	O	L	L	O	W	U	P	O	L	I	A	T	U
T	R	E	W	G	X	E	Z	C	I	F	T	L	O	M	R	Y	E	C	G	R
M	J	S	U	O	J	T	E	H	H	Y	E	F	P	N	S	I	T	A	E	E
E	U	V	O	J	X	B	O	U	P	S	T	G	A	Q	Y	E	C	O	J	S
N	J	D	L	A	F	Z	K	R	C	Y	I	A	R	S	H	V	M	E	Y	L
T	R	A	P	K	D	V	P	E	K	S	O	L	I	A	N	E	S	T	S	N
R	P	R	O	D	U	C	T	S	U	R	N	S	O	L	N	L	Q	B	O	P
Y	A	P	R	I	Q	S	E	R	I	O	L	D	A	E	U	M	E	A	L	A

**C Put the following actions in the correct order.**

- |  |   |  |
|--|---|--|
| <input type="checkbox"/> make an offer | <input type="checkbox"/> meet with the customer | <input type="checkbox"/> organize a mailing campaign |
| <input type="checkbox"/> follow up     | <input type="checkbox"/> close the sale         |  |

**D Writing offers: Match the phrases to make sentences.**

- |  |                                   |
|--|-----------------------------------|
| <input checked="" type="checkbox"/> 1. Let me know if  | a. please contact me.             |
| <input type="checkbox"/> 2. Thank you for your         | b. you have any questions.        |
| <input type="checkbox"/> 3. I just wanted to           | c. the offer you requested.       |
| <input type="checkbox"/> 4. Could you please           | d. give me more details?          |
| <input type="checkbox"/> 5. What exactly do            | e. call next week.                |
| <input type="checkbox"/> 6. I'll give you a            | f. interest in our services.      |
| <input type="checkbox"/> 7. If you have any questions, | g. in touch next week.            |
| <input type="checkbox"/> 8. I'll contact               | h. ask if you have any questions. |
| <input type="checkbox"/> 9. Enclosed please find       | i. you next week.                 |
| <input type="checkbox"/> 10. I'll be                   | j. you need to know?              |

**E Which of the two sentences is less direct (and more polite): a or b?**

- ☐ a. If I could just ask you one more question ...  
☐ b. Can I ask you one more question?
- ☐ a. I was wondering if we could meet on Monday.  
☐ b. Let's meet on Monday. When's a good time?
- ☐ a. Do you know Gwen Burton?  
☐ b. May I ask if you know Gwen Burton?
- ☐ a. I'm sorry, but you are wrong.  
☐ b. I'm sorry, but I don't quite agree.
- ☐ a. Sorry, but I want to say something.  
☐ b. Excuse me, can I just say something?

**F Rewrite the sentences. Use *Do you mind if ...?***

- Can I close the door? Do you mind if I close the door?
- Can I go home now? .....
- Can I eat the last cookie? .....
- Can I join you? .....

**G Someone says: "Do you mind if I smoke?" Which response is correct?**

- ☐ No, not at all. Go ahead.      ☐ Yes, of course. Go ahead.      ☐ I really do. Go ahead.

# 8 Buying

## 1 Grammar

### have and have got

We can say *have* or *have got*, *has* or *has got*.  
*Have got* is more common in British English;  
Americans usually say *have*.

The negative form is *don't have* or *haven't got*,  
*doesn't have* or *hasn't got*.

You can also use *have* and *have got* in questions.

When we speak about the past or the future,  
we do not use *got*.

*I have a car.* = *I've got a car.*  
*He has a car.* = *He's got a car.*

*I don't have a car.* = *I haven't got a car.*  
*He doesn't have a car.* = *He hasn't got a car.*

*Do you have a car?* = *Have you got a car?*  
*Does he have a car?* = *Has he got a car?*

*He had a company car at his last job.*

### A Put the words in order to form sentences.

1. haven't / We / to buy / enough / got / money / a house

2. a company car / has / a nice office / got / Simon / and

3. an important meeting / got / I / this afternoon / 've

### until and by

We use *until* to say that something will  
continue up to a certain time.

*By* means no later than. We often use *by* to  
speak about deadlines: *by four o'clock*, *by the  
end of the week*, *by Friday*, *by tomorrow*, etc.

You can also say *by the time* ...

*We have to work until five o'clock.*

*I have to finish the project by Tuesday.*

*I hope to be retired by the time I'm 60.*

### B Complete the sentences with *by* or *until*.

1. I was on vacation ..... the end of September.
2. My sister lived in Belgium ..... 2014.
3. We'll be back ..... Thursday afternoon.
4. I'm going to stay in Boston ..... New Year's Day.
5. Could you send us an offer ..... May 31?
6. Let's wait ..... Theresa gets here.
7. Hurry up! We have to be at the airport ..... ten o'clock.
8. The shop will be closed ..... the time I get there.



### Future Perfect

We use the **future perfect** to say that something will be completed by a certain time in the future.

To make the **future perfect** tense, we use: **will have** + the **past participle** of a verb.

*We will have completed the project by the end of the year.*

*Our daughter will have finished school by the end of June.*

### C Complete the sentences with **will have** and some of the words below.

made | thought | left | graduated | spent | arrived | paid | translated | been

1. By this time next year my son will have graduated from college.
2. By this time tomorrow they ..... a decision.
3. Carole thinks she ..... the text by noon.
4. By this time next week, you ..... in South Africa.
5. We're late. Richard ..... by the time we get to his office.
6. By this time next year, they ..... married for ten years.

### Future Passive

We use the **future passive** to say what will be done in the future.

To make the **future passive**, we use: **will be** + the **past participle** of a verb.

Instead of **will**, we can also use other modal verbs such as **must**, **should**, **can** or **may**.

*The cars will be delivered next week.*

*The flyers will be printed on Friday.*

*The contract must be signed by Monday.  
I can be contacted by email or phone.*

### D Write sentences from the words below. Use **will be** + the past participle of the verb.

1. the employees / inform / on Monday The employees will be informed on Monday.
2. the invoice / pay / by the end of April .....
3. the USB sticks / give away / for free .....
4. your order / ship / tomorrow .....
5. the customer / contact / soon .....
6. smaller items / send / by mail .....

### E Circle the correct option.

1. Payments **will have made** / **can be made** by check or cash.
2. I think we **will have reached** / **will be reached** our sales goal by the end of October.
3. The company's logo **will have printed** / **should be printed** on the boxes.
4. Mark thinks he **will have moved** / **will be moved** back to Boston by February.
5. The new team leader **will have introduced** / **will be introduced** at the meeting.
6. The order **will have placed** / **should be placed** before noon.

## 2 Vocabulary

### A Match the questions and answers.

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> 1. Have any of you got a ticket? | a. I've got some. Let's see ... I've got five euros.          |
| <input type="checkbox"/> 2. Who has too much work?                   | b. Yes, I do. Well, actually, it's used, not new.             |
| <input type="checkbox"/> 3. Who's got time to help me?               | c. I do. Let's go to the new restaurant down the street.      |
| <input type="checkbox"/> 4. Has anyone got an idea?                  | d. I've got one. I booked it online.                          |
| <input type="checkbox"/> 5. Who's got my pen?                        | e. I've got some time. What can I do for you?                 |
| <input type="checkbox"/> 6. Who's got some change?                   | f. I do. I think I need an assistant.                         |
| <input type="checkbox"/> 7. Do you have a new car?                   | g. I've got one. Let me explain it to you.                    |
| <input type="checkbox"/> 8. Who has time for lunch?                  | h. I've got it. Sorry, I just needed to write something down. |

### B Which of the following expressions can you use to give reasons? Tick the boxes.

- |                                    |                                      |                                  |  |
|------------------------------------|--------------------------------------|----------------------------------|--|
| <input type="checkbox"/> so        | <input type="checkbox"/> however     | <input type="checkbox"/> even if | <input type="checkbox"/> because of      |
| <input type="checkbox"/> although  | <input type="checkbox"/> that's why  | <input type="checkbox"/> despite | <input type="checkbox"/> for that reason |
| <input type="checkbox"/> therefore | <input type="checkbox"/> for example | <input type="checkbox"/> because | <input type="checkbox"/> also            |

### C Circle the correct option. In some cases two options are correct.

- Their office was closed **because of** / **although** / **because** the national holiday on July 4.
- They sell top-quality products. **So** / **That's why** / **Although** we like doing business with them.
- Mike didn't come to the party **because** / **for that reason** / **so** he had a headache.
- Thank you for your offer. **Therefore** / **However** / **So**, we have decided to go with another supplier.
- She has years of experience. **For that reason** / **Because** / **Therefore** she got the promotion.

### D Offers and orders: Complete with the words below.

cancellation | references | rejected | contract | terminate | business | supplier | binding

- The company has been in business for five years.
- They have ten years' experience and good .....
- The contract is ..... for one year.
- They have a two-month ..... policy.
- They offered us a two-month .....
- We have decided to .....  
our contract with them.
- We ..... the offer because the  
price was too high.
- We're looking for a new .....  
of office equipment.

**BEST SELLER**

**BEST OFFER**

**BEST PRICE**



**E Who do you think would say the following: a *supplier* or a *buyer*?**

	supplier	buyer
1. We can offer you a discount if you place a larger order.	<input type="checkbox"/>	<input type="checkbox"/>
2. Would it be possible to deliver the goods by June 15?	<input type="checkbox"/>	<input type="checkbox"/>
3. Our policy is to pay after receipt of the products.	<input type="checkbox"/>	<input type="checkbox"/>
4. Orders placed before noon will be delivered the following day.	<input type="checkbox"/>	<input type="checkbox"/>
5. We accept payment by credit card, check or bank transfer.	<input type="checkbox"/>	<input type="checkbox"/>
6. I'm afraid your discount of 2% is a bit low.	<input type="checkbox"/>	<input type="checkbox"/>
7. As soon as we receive the money, we will ship the products.	<input type="checkbox"/>	<input type="checkbox"/>
8. Thank you for offering free shipment.	<input type="checkbox"/>	<input type="checkbox"/>
9. The prices are fine. However, the delivery times are a bit long.	<input type="checkbox"/>	<input type="checkbox"/>
10. Payment must be made prior to shipment of the product.	<input type="checkbox"/>	<input type="checkbox"/>

**F Read the text.**

## NEGOTIATING

Anyone who has ever been to a flea market or bazaar knows that you never pay the full price. You have to **negotiate** a lower price. This is expected. The same is true in the business world. Salespeople and buyers always try to get the best price for their companies. **Negotiations** are really clear and thought-out discussions. The result should be that both *parties* – or *sides* – are happy.



**Bargaining** is another word for negotiating: *He was bargaining with the seller about the price of the car.*

**Haggling** usually deals with money and is another, more informal word for negotiating: *We need to haggle a bit more on the price.*

When you finish negotiating and both sides are happy, you say you **reached consensus**: *We reached consensus after negotiating the terms and conditions of the contract.*

**G Complete with words from the text. There is more than one possibility.**

- I bought this at the flea market, but I think I paid too much. I'm not good at .....
- In this workshop, you will learn to ..... successfully in business.
- ..... always want to pay less, and sellers want to be paid more.
- After difficult negotiations, we finally reached .....
- Negotiating is about finding a solution that both ..... are happy with.
- I enjoy ..... over prices and have become quite good at it.
- ..... are important in business and personal relationships.

# 9 Market Performance

## 1 Grammar

### Future Simple

We often use the **future simple** tense for predictions or forecasts.

To make the **future simple**, we use: *will* + the **infinitive**. The negative form is *will not* or *won't*.

In spoken English, we usually use contractions.

*I think Matt will get the promotion.*

*The weather will be nice all week.*

*The positive trend will continue.*

*The positive trend won't continue.*

*I'm sure you'll get the job.*

### A Complete the sentences with *will* and the verbs below.

improve | do | ~~need~~ | lose | see | find | be

1. I think you will need a lawyer for this.
2. Ray thinks the company ..... well in the future.
3. I hope Vanessa ..... a new job soon.
4. This time next month I ..... in New York.
5. I suppose we ..... John at the meeting tomorrow.
6. Do you think the situation ..... in the near future?
7. I doubt that we ..... money in the coming year.



### Future Continuous

We use the **future continuous** (also called **progressive**) tense to describe something that will be going on at a particular time in the future.

To make the **future continuous**, we use: *will be* + the *ing-form* of the verb.

*I will be waiting for you when you arrive.*

*We 'll be lying on the beach tomorrow afternoon.*

*I will be working.*

*I won't be working.*

### B Match the phrases to make sentences.

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> 1. John will be flying | a. new employees any time soon.          |
| <input type="checkbox"/> 2. At noon, I'll be having        | b. by cash, check or credit card?        |
| <input type="checkbox"/> 3. Will you be working            | c. lunch with an important client.       |
| <input type="checkbox"/> 4. They won't be hiring           | d. at the Airport Hotel.                 |
| <input type="checkbox"/> 5. I'll be taking                 | e. to Moscow on Friday.                  |
| <input type="checkbox"/> 6. We will be increasing          | f. all day on Saturday?                  |
| <input type="checkbox"/> 7. I'll be staying                | g. a short trip to Paris over Christmas. |
| <input type="checkbox"/> 8. Will you be paying             | h. the football game tonight.            |
| <input type="checkbox"/> 9. He'll be watching              | i. production by 10%.                    |



**C What will these people be doing at six o'clock tomorrow? Write sentences.**

travel to South America | write a report | ~~work at the coffee shop~~ | make dinner



Ellen



Phil



Charlotte



Vince

1. Ellen will be working at the coffee shop.
2. Phil .....
3. Charlotte .....
4. Vince .....

**Present Perfect Continuous**

When we describe trends or developments which began in the past but continue until the present, we often use the **present perfect continuous** tense.

To make the **present perfect continuous**, we use: *have/has been* + the *ing*-form of the verb.

*The numbers have been climbing steadily since January.*

*I've been looking for a job for a long time.*

*I have been working hard.*

*He has been learning English for four years.*

**D Write sentences from the words below. Use the present perfect continuous.**

1. Exports / increase / since March Exports have been increasing since March.
2. Profits / drop steadily .....
3. He / wait / for half an hour .....
4. It / rain / all day .....
5. I / work here / for six years .....
6. We / live here / since 2014 .....

**E Write questions for the answers.**

1. How long have you been working in marketing?  
I've been working in marketing since September.
2. How long .....
- I've been studying Spanish for three years.
3. ....  
He's been travelling for six months now.
4. ....  
She's been talking to Ron for more than an hour.



## 2 Vocabulary

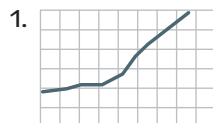
**A** Find fourteen words that can be used to describe trends.

G	O	S	J	L	G	E	S	B	I	D	O	W	B	S	R	I	C	D	R
I	F	Q	E	H	R	F	B	K	K	A	M	P	E	Y	I	F	L	D	A
P	N	K	I	L	O	S	S	P	Y	E	B	Q	U	P	S	W	I	N	G
C	B	C	E	I	W	E	N	J	G	R	Z	R	D	E	E	B	M	I	N
X	C	M	R	L	O	S	I	F	M	P	O	Y	S	I	O	S	B	E	G
P	E	P	I	E	S	Y	M	R	D	T	H	C	V	P	S	T	U	E	O
N	A	D	M	N	A	J	F	O	O	L	O	W	K	E	R	I	F	X	L
D	R	O	P	G	X	S	V	S	W	F	T	L	O	E	P	E	C	P	E
J	R	W	W	O	J	T	E	H	N	Y	F	A	L	N	T	Z	D	A	O
E	X	N	I	S	T	E	A	D	S	S	T	G	A	Q	Y	E	C	N	J
C	L	T	M	E	F	Z	K	R	W	U	C	D	E	C	R	E	A	S	E
T	E	U	P	K	D	E	C	L	I	N	E	J	I	D	A	Y	U	I	K
R	G	R	U	S	L	O	E	S	N	K	E	R	L	E	E	R	E	O	S
D	O	N	G	R	A	D	E	R	G	W	E	F	A	L	L	N	H	N	E

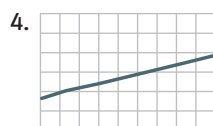
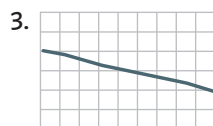
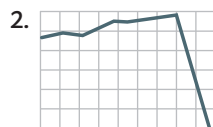
**B** Cross out the word that does not fit.

- |              |          |           |             |
|--------------|----------|-----------|-------------|
| 1. climb     | decline  | rise      | increase    |
| 2. slight    | major    | dramatic  | significant |
| 3. downswing | loss     | downturn  | expansion   |
| 4. sudden    | gradual  | steady    | slow        |
| 5. go down   | decrease | skyrocket | drop        |

**C** Write one sentence for each chart below. Use words from "B".



*Sales skyrocketed.*



**D Complete the sentences using some of the words below.**

taking | helping | looking | training | assisting | living | making |  
working | talking | learning

1. He's been ..... out a colleague for two weeks.
2. I've been ..... courses in the evening.
3. She's been ..... for a new job since April.
4. She's been ..... on the translation for an hour.
5. He's been ..... Chinese for six months.
6. They've been ..... to each other for hours.
7. I have been ..... in a company apartment.

**E Circle the correct option.**

1. I am sure the positive trend will continue **over the next few** / **in the near** weeks.
2. Production costs will decrease slightly **within the coming** / **by next** months.
3. I believe the company will have some financial problems **for** / **in** the future.
4. I hope the situation will improve **very soon** / **on time**.
5. I think the numbers will go up **in the near** / **during the next** future.

**F Put the letters in order to form verbs that you can use to express your opinion.**

- |                        |                        |
|------------------------|------------------------|
| 1. e i v e l b e ..... | 4. e s u g s .....     |
| 2. p o s s e p u ..... | 5. e c s p u s t ..... |
| 3. b o d u t .....     | 6. p x e t c e .....   |

**G Read the statements and complete the responses.**

sure about that | agree with you more | totally disagree | afraid I disagree | you're right

1. We need to hire more employees. – I'm sorry but I .....
2. We'll need at least a year to repay the loan. – I'm not .....
3. Customer numbers will go up in July. – I think .....
4. There's no way to reduce costs this year. – I'm .....
5. We need to save money. – Yes. I couldn't .....

**H Rank the responses in "G" from strong disagreement (1) to strong agreement (5).**

1. ....
2. ....
3. ....
4. ....
5. ....



# 10 Working Together

## 1 Grammar

### have something done

We use *have something done* to talk about something that another person does for us.

You can also say *get something done* instead of *have something done*. This has the same meaning, but is more informal.

*I have my hair cut every month.*

*We had the windows cleaned yesterday.*

*You should get your computer fixed.*

*Where did you get your hair cut?*

### A Which answer fits the question best? Tick the box.

1. When did you have the office repainted?

- ☐ a. We repainted it last month.  
☐ b. We had it repainted last month.  
☐ c. We had repainted it last month.

2. Did you take this picture yourself?

- ☐ a. No, I had it taken.  
☐ b. No, I have taken it.  
☐ c. No, I had taken it.

3. Where did you get the flyers printed?

- ☐ a. I got them printed at the copy shop.  
☐ b. I printed them at the copy shop.  
☐ c. I get them printed at the copy shop.

4. Why did Bob take his coat to the dry cleaner?

- ☐ a. To clean it.  
☐ b. To have cleaned it.  
☐ c. To have it cleaned.

### B Answer the questions as in the example.

1. Did you translate the text yourself?

*No, I had it translated.*

2. Did you install the program yourself?

.....

3. Did Martin wash the car himself?

.....

4. Did they clean the meeting room themselves?

.....

5. Did Gwen repair the bicycle herself?

.....

### Reported Speech

When we want to tell someone what another person said, we often use **reported speech**. We can also use **direct speech**.

In **reported speech**, verbs usually change to the past: *have/has* becomes *had*, *am/is* becomes *was*, *are* becomes *were*, *will* becomes *would*, *can* becomes *could*, etc.

Sometimes it is not necessary to change the verb. Sentences in the **simple past** can stay the same in **reported speech**. You can also change them to the **past perfect**.

*Mark said: "I like the idea." (direct)*

*Mark said (that) he liked the idea. (reported)*

*Jill said: "I have a headache."*

*Jill said (that) she had a headache.*

*Zoe said: "I moved to Paris last month."*

*Zoe said (that) she moved to Paris last month.*

*Zoe said (that) she had moved to Paris last month.*

**C What did Alyssa say? Rewrite the sentences as in the example.**

1. "I'll call Barbara on Friday."

*Alyssa said (that) she would call Barbara on Friday.*

2. "I can't come to the meeting on Tuesday."

.....  
.....

3. "I have already read the minutes."

.....

4. "I'll see John at the conference in Glasgow."

.....  
.....**Reported Questions**

We can use *if* or *whether* in **reported questions**.  
There is no difference in meaning.

*He asked: "Will you be there?"*  
*He asked if/whether I would be there.*

We can also use question words. Remember the five "**W's**": *Who, What, Where, When, Why*.

*She asked: "What is your name?"*  
*She asked me what my name was.*

**D Put the words in the correct order.**

1. I / what / She / was writing / asked me

.....

2. borrow / my / She / could / she / phone / asked me / if

.....

3. the / were / asked me / He / where / papers

.....

**Past Perfect**

We use the **past perfect** tense to describe an event in the past that *had happened* before another one.

*Paul was no longer in his office when I arrived.*  
*He had left.*

To make the **past perfect**, we use *had* + the **past participle**.

*He told me that he had changed the agenda.*

**E Complete the sentences with the words on the right.**

- She asked whether I had ..... to Bob.
- Paul said that he had ..... the email on Monday.
- We asked whether our package had .....
- Lynn said she had ..... to Anchorage in March.
- They said that they had just ..... breakfast.

- relocated
- spoken
- had
- sent
- arrived

## 2 Vocabulary

### A What are they to do? Write sentences as in the example.

1. Gwen: organize the meeting

*Gwen is to organize the meeting.*

2. Ethan: chair the meeting

.....

3. Alyssa: take notes

.....

4. Yumi: make a list by Thursday

.....

5. Phil: write the report

.....



### B Complete the text with the words below.

participants | exceptions | purpose | receive | confusing | chairperson | agenda | effective | important | topics

## EFFECTIVE MEETINGS

1. Every meeting is to have a clear .....
2. Meetings are to have an ..... that informs people of the purpose of the meeting. The agenda is to include the main ..... that need to be discussed.
3. Participants are to ..... the agenda at least two days before the meeting.
4. A time limit is to be set at the beginning of the meeting. You can make some ..... for important points, but if you set a time limit, it helps ..... plan their days better.
5. The ..... is to guide the meeting.
6. Only one person is to speak at a time. When too many people are speaking, the meeting becomes .....
7. Meetings are to have a “parking lot.” If ..... issues that are not on the agenda are mentioned, they are to be “parked” and discussed at the end of the meeting.
8. Give feedback to participants. Positive feedback will make the meeting more .....

**C Write the activities in the correct category.**

send minutes to participants | write an agenda | write the minutes | keep discussion focused |  
find a time and place | take notes | invite participants | review your notes | start on time

before the meeting	during the meeting	after the meeting
.....	.....	.....
.....	.....	.....
.....	.....	.....
.....	.....	.....

**D Chairing a meeting: match the phrases to form sentences.**

- |   |                                     |
|---|-------------------------------------|
| <input checked="" type="checkbox"/> 1. I think everybody's here, so | a. how the project is coming along? |
| <input type="checkbox"/> 2. Have you all received                   | b. all items on the agenda.         |
| <input type="checkbox"/> 3. Liz can't attend. She sends             | c. let's get started.               |
| <input type="checkbox"/> 4. Phil, would you mind                    | d. her apologies.                   |
| <input type="checkbox"/> 5. Gwen, can you tell us                   | e. other business?                  |
| <input type="checkbox"/> 6. I think we've covered                   | f. for attending.                   |
| <input type="checkbox"/> 7. Is there any                            | g. a copy of the agenda?            |
| <input type="checkbox"/> 8. Thank you all                           | h. taking notes today?              |

**E Circle the correct word.**

- Let's **brainstorm** / **think** some ideas first.
- Thank you all for **attendance** / **participating**.
- David **proposed** / **postponed** a different strategy.
- We need an hour to **cover** / **wrap** all the points.
- Let's **place** / **set** a time for our next meeting.
- Is there **another** / **any other** business?
- Excuse me, I'd like to **say** / **comment** something.
- Are we all in **favour** / **agree**?

**F Are the people asking for information (A) or giving information (G)?**

- |   |                      |
|---|----------------------|
| 1. I'd like to <b>inform</b> you about our new marketing strategy.  | ..... <u>G</u> ..... |
| 2. Martina <b>reported</b> that she found two new staff members.    | .....                |
| 3. Ray <b>enquired</b> whether Paul had finished the project.       | .....                |
| 4. Theresa <b>stated</b> that the numbers had not changed.          | .....                |
| 5. I'd like to <b>raise a question</b> about pricing.               | .....                |
| 6. Tom <b>requested</b> some additional information from the hotel. | .....                |



# 11 Visitors

## 1 Grammar

### Prepositions of place: at, in, on

In general, we use *at* to describe a specific point:  
*at the airport, at the door, at the stop sign.*  
We also say *at work, at a conference, and at home.*

We use *in* to talk about places inside larger places  
such as countries, cities, rooms or containers.  
We also say: *in bed, in a picture, in a book, and in a car* (but *on a bus/train/plane/ship*).

In some cases it is possible to use *in* or *at*: *in/at a hotel.*

If something is *on* something else, it is usually touching it: *on the table, on the wall.* We also say *on the coast, on the floor, on the left/right, on a street, and on the page.*

*Alyssa is waiting for you at the front door.*  
*Simon is not at work today.*

*David is at a conference in Singapore.*  
*The documents are in the box.*

*They stayed in/at a luxury hotel.*

*Her calendar is on the wall.*  
*The papers are on your desk.*  
*My office is on the second floor.*

### A Complete the table and discuss in class.

a concert | a taxi | the traffic light | the right |  
the entrance | the newspaper | the train station |  
the photo | the plate | the bag | the website |  
the end of the road | the ground floor |  
the suitcase | the ceiling

**BE** I live in Main Street.      **AE** I live on Main Street.

at	in	on
.....	.....	.....
.....	.....	.....
.....	.....	.....
.....	.....	.....
.....	.....	.....

### B Complete the sentences with the correct preposition: *in, at, on*.

1. The restrooms? They're upstairs, ..... the second floor.
2. The bus doesn't stop ..... the Convention Centre.
3. I grew up ..... a small town ..... the East Coast.
4. I'm afraid your name is not ..... the list.
5. Mr Logan's office? It's this way, the first door ..... your left.
6. The Thai restaurant is ..... the end of the street.
7. There's a large table ..... the middle of the meeting room.
8. We should get there early. There's always a line ..... the ticket office.





**it and there**

We use *it* to talk about the weather, distances, times and dates.

We also say: *It's nice/difficult/easy/etc. to ...*

We use *there* to say that something exists or is located in a particular place.

*It's snowing.*

*It's two miles from the hotel to the airport.*

*It's nice to see you again.*

*There are two hotels near the airport.*

*There's a restaurant across the street.*

**C Use *it* or *there* to complete the sentences below.**

- ..... was a traffic jam on Central Avenue this morning.
- Is ..... a fast train between London and Cardiff?
- ..... doesn't rain a lot in this area, does it?
- ..... are two meeting rooms on the third floor.
- .....'s supposed to be warm and sunny all week.
- .....'s still a lot of snow on the ground.

**How long does it take ...?**

We say *How long does it take ...?* when we want to find out how much time we need to do something.

You can also personalize the question:  
*How long does it take you ...?*

You can also use *How long ...?* to ask questions in the past tense.

*How long does it take to get to the airport? – It takes 35 minutes by train.*

*How long does it take you to get to work? – It takes me about 20 minutes.*

*How long did it take you to get here? – It took me two hours.*

**D Mix and match to form questions. There are several possibilities.**

How long does it take (you)  
How long did it take (you)

to walk  
to write  
to get  
to fly

to the city centre?  
from London to Frankfurt?  
the book?  
from the office to the hotel?

BE	AE
centre	center
city centre	downtown

- How long* .....
- .....
- .....

**E Answer the questions below.**

- How long does it take to walk from your home to the nearest bus stop?  
.....
- How long does it take you to get to work?  
.....
- How long does it take to fly from your home town to London?  
.....

## 2 Vocabulary

### A Complete the text with the sentences below.

Keep up with the daily news. | End the conversation politely. | Remember names. | Ask questions. | Pay attention to your body language. | Share some information about yourself.

### Small Talk

Making small talk is not always easy. Studies show that as much as 80% of us are uncomfortable when we have to talk to people we don't know well. However, small talk (in the US we sometimes use the word schmoozing) is important because it helps build and maintain relationships.



Here are six tips to help your schmoozing:

1. *Remember names.* Most people love hearing their own name.  
When you call them by their name, they feel appreciated and respected.
2. .... Eye contact and smile will go a long way!
3. .... The current news headlines are great conversation starters.
4. .... You can, for example, talk about your hobbies, your family or your professional background.
5. .... Most people like to talk about themselves. Try asking about your partner's favourite food or their vacation plans. You may find you have more in common than you thought.
6. .... We often use words like "anyway" or "okay" to let the other person know that we are ready to finish the conversation. Before we move on, we usually say: "It's been nice talking to you".

### B Things to talk about: write the sentences in the correct category.

I enjoy watching football. | I used to work in advertising. | I used to play the saxophone. |  
I worked in France for ten years. | I go to the cinema a lot. | I studied architecture. |  
I'm interested in art history. | I hope to get a promotion soon. | I took a course in accounting. |  
I do yoga twice a week.

Personal	Professional
.....	.....
.....	.....
.....	.....
.....	.....
.....	.....

**C Complete the mini dialogues with the sentences below.**

Actually, I don't eat meat. | Is there a good place to grab a bite to eat? |

I'd like to get some exercise before I go back to the hotel. | I thought we could just go out for drinks.

A: .....

B: That sounds great. I've heard the local wines are terrific.

A: .....

B: Yes, there's an excellent restaurant across the street.

A: .....

B: That's no problem. We've got a great vegetarian restaurant downtown.

A: .....

B: Why don't you come with me to the gym? I can take a friend for free.

**D Put the letters in order to form words about food and restaurants.**

- |                    |                   |
|--------------------|-------------------|
| 1. paizepetr ..... | 5. sertdes .....  |
| 2. osodeaf .....   | 6. eunm .....     |
| 3. eshotss .....   | 7. blosetr .....  |
| 4. leav .....      | 8. issdrnge ..... |

**E Who do you think would say the following: the guest or the server?**

- |   | guest                    | server                   |
|---|--------------------------|--------------------------|
| 1. Could I have chips instead of mashed potatoes? | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. How would you like your steak?                 | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Can I have the check, please?                  | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. I'll have the same.                            | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. May I show you to a table?                     | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Excuse me, but this isn't what I ordered.      | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. I can recommend the jumbo shrimp.              | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. May I see the wine list?                       | <input type="checkbox"/> | <input type="checkbox"/> |

**BE**  
chips  
bill

**AE**  
french fries  
check/bill

**F Match the phrases to make sentences.**

- |   |                                    |
|---|------------------------------------|
| <input type="checkbox"/> 1. The quickest way is to                  | a. second street on your left.     |
| <input type="checkbox"/> 2. The Indian restaurant is on the corner  | b. down here. You can't miss it.   |
| <input type="checkbox"/> 3. Cross the street and go through         | c. take Washington Avenue.         |
| <input type="checkbox"/> 4. Go past the traffic lights and take the | d. square and turn right.          |
| <input type="checkbox"/> 5. The bus stop is straight                | e. of Elm Street and First Avenue. |
| <input type="checkbox"/> 6. Go across the                           | f. the park. Then turn right.      |

# 12 Business Trips

## 1 Grammar

### Articles I: the

When we speak about a whole group of people from a particular country, we usually use *the*: *the Japanese, the British, the Germans, etc.*

*The Japanese are famous for their long working hours.*  
*The British are known for their afternoon tea.*

### A What do you call the people from these countries?

country	the people
1. France	<i>the French</i>
2. Vietnam	
3. Greece	
4. the Netherlands	
5. Egypt	

country	the people
6. China	
7. Hungary	
8. Switzerland	
9. Portugal	
10. Canada	

### Articles II: the

We generally do not use *the* when referring to names of countries, cities, mountains, lakes and streets. However, we do use *the* before:

- plural names: *the Netherlands, the Bahamas*;
- names that include words like *Kingdom, States, or Republic*;
- oceans, rivers and canals: *the Pacific, the Nile*;
- mountain ranges: *the Alps, the Rockies*.

We usually use *the* with names of hotels and restaurants. However, we do not use *the* if the first word is the name of a person or has an 's.

We say *at the airport*, but we do not normally use *the* with names of airports.

*She was born in the Netherlands but moved to Canada when she was young.*  
*I've never been to the Czech Republic.*  
*The Pacific is the world's largest ocean.*  
*Telluride is a town in the Rocky Mountains.*

*We stayed at the Southport Hotel.*  
*I had lunch at the Noodle Palace.*  
*Let's eat at Joe's Bar & Grill.*

*We had to change planes at Vancouver International Airport.*

### B Add *the* where necessary.

1. I travel a lot on business and stay at ..... Melrose Hotel most of the time.
2. We flew from ..... Dubai International Airport to ..... London Heathrow.
3. Adam lived in ..... Norway before he moved to ..... Czech Republic.
4. We rented a car and took the ferry across ..... English Channel to Dover.
5. Why don't we meet for breakfast at ..... Ernie's Café?
6. The captain announced some turbulence over ..... Atlantic.
7. Unfortunately, there are no cheap flights to ..... Canary Islands at this time of year.
8. Colorado is one of the best areas in ..... Rocky Mountains for winter sports.

**for, while, during**

We use *for* to say how long something takes.  
*For* is usually followed by a **noun** or **pronoun**.

*I waited for two hours.*

We use *while* to talk about two things that are happening at the same time. *While* is usually followed by a **subject** and a **verb**.

*Martin called while we were driving to the airport.*

You can also use *-ing* after *while*.

*It is illegal to use your cell phone while driving.*

We use *during* to say when something happens.  
*During* is followed by a **noun**.

*I didn't sleep during the flight.*

**C Circle the correct word.**

- Someone stole my bag **during** / **while** I was waiting for my flight.
- Traffic is really bad **during** / **for** rush hour.
- There are four weekly flights **during** / **while** the summer season.
- I worked at the Blue Mountain Hotel **during** / **for** three years.
- I saw Ray **during** / **while** I was waiting in line at the check-in counter.
- We don't get a lot of rain here **during** / **while** this time of year.
- We stayed in Washington **during** / **for** a week.
- Martin learned some Greek **during** / **while** working in Athens.

**D Complete the sentences with *for*, *while* or *during*.**

- I'd like a single room ..... two nights, please.
- All electronic devices must be turned off ..... takeoff and landing.
- I must have lost my credit card ..... I was in the store.
- Evening classes are great for people who don't have a lot of time ..... the day.
- I met Adil Azizi ..... I was in Philadelphia.

**E Combine the phrases to make sentences. There are several possibilities.**

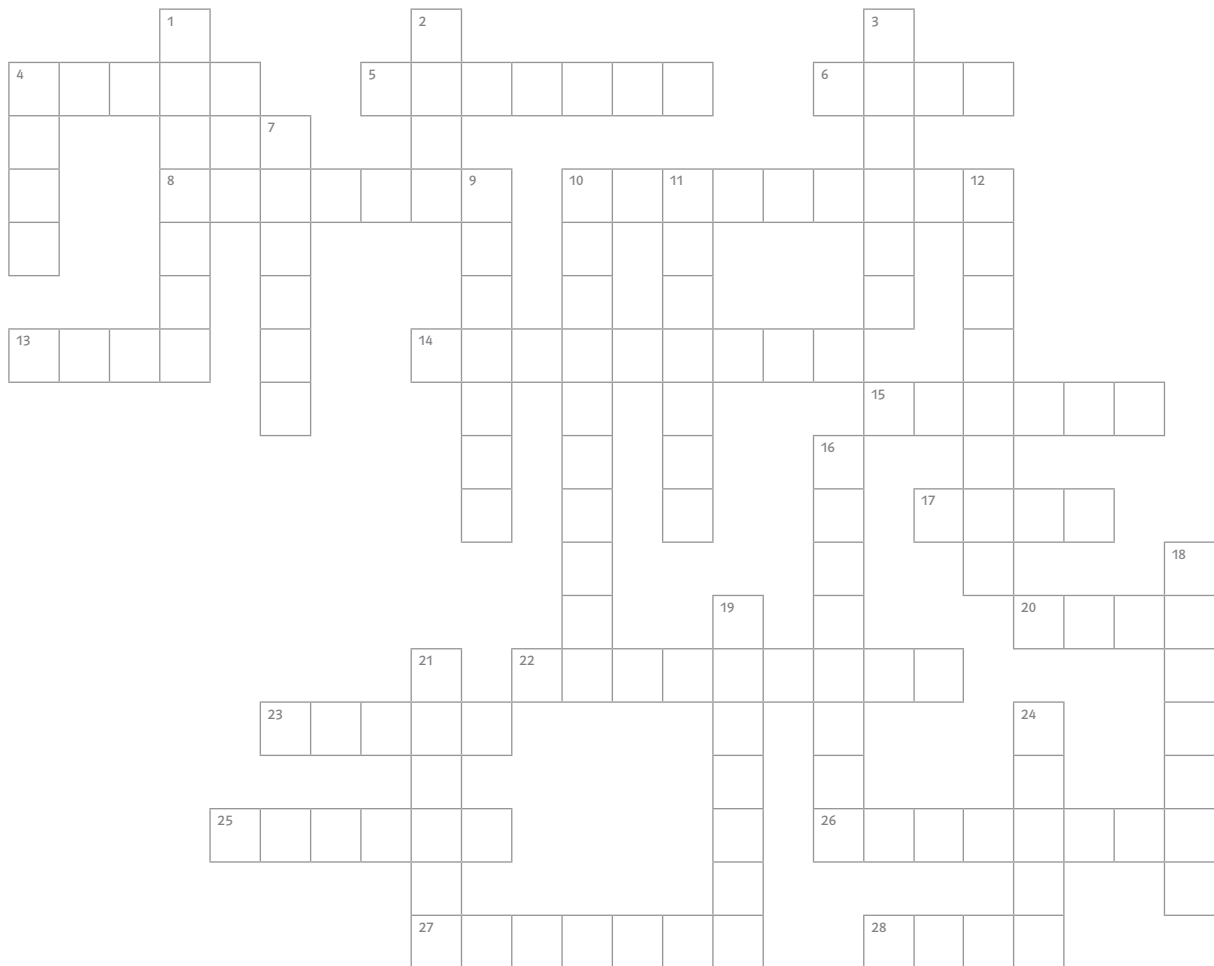
I write travel blogs. It's a good way to make money  
 She fell asleep  
 What do you do to pass the time  
 I think it's rude to talk loudly on your phone  
 He met her  
 What is the best way to relax

while waiting in line  
 while watching a movie  
 while travelling  
 while driving  
 while working in Argentina  
 while sitting in traffic

- I write travel blogs. It's a good way to make money while travelling.*
- .....
- .....
- .....
- .....

## 2 Vocabulary

### A Complete the crossword puzzle.



#### Across

4. Your room is on the tenth ...
5. We had a two-hour ... in London.
6. I'd like to ... a flight to Miami.
8. There's a ... bus to and from the airport.
10. I'm sorry. There are no seats ... on that flight.
13. Have a safe ... home!
14. The rental price includes ... mileage.
15. Do you have to change ... in Chicago?
17. Please fill out this ...
20. Where can I ... a car?
22. The scheduled ... time is 11:45.
23. What is the latest I can ... out?
25. I'd like to book a round-trip ... to Milan.
26. A ... flight is a flight within the same country.
27. You'll be ... in room 254.
28. How long does it ... to get to the hotel?

#### Down

1. There's a ... flight to New York at 9:20.
2. What time would you like your wake-up ...?
3. Would you like a single room or a ... room?
4. We offer ... parking for all our guests.
7. May I have your credit card ...?
9. Would you like a seat in business class or ...?
10. Thank you very much for your ...
11. The flight ... at JFK at 6:05 p.m.
12. Take the ... to the tenth floor and turn right.
16. Is breakfast ... in the price?
18. We offer room ... until midnight.
19. May I see your ... licence?
21. We offer free Internet ... in all rooms.
24. Would you like an ... seat or a window seat?

**B Find word pairs.**

<del>double</del>	round-trip
one-way	check out
business	arrival
compact	economy
credit card	<del>single</del>
aisle	window
check in	full-size
departure	cash



1. *double – single* .....
2. ....
3. ....
4. ....
5. ....
6. ....
7. ....
8. ....

**C Put the words in the correct order.**

1. you / staying / How / will / be / long  
.....
2. form / the / Please / registration / fill out  
.....
3. front desk / call / you / extra towels / Just / the / if / any / need  
.....
4. like / help / your / Would / luggage / you / any / with  
.....
5. is / and / Breakfast / 7:00 a.m. / between / served / 10:30 a.m.  
.....

**BE**  
fill in

**AE**  
fill out

**D Match the phrases to form questions.**

- |   |                         |
|---|-------------------------|
| <input type="checkbox"/> 1. Are you ready to      | a. paying for this?     |
| <input type="checkbox"/> 2. What room             | b. from the minibar?    |
| <input type="checkbox"/> 3. Did you have anything | c. taxi to the airport? |
| <input type="checkbox"/> 4. How will you be       | d. your stay?           |
| <input type="checkbox"/> 5. Did you enjoy         | e. check out?           |
| <input type="checkbox"/> 6. Do you need a         | f. were you in?         |

**E Put the letters in order to form words related to phone numbers.**

1. g t i d i .....
2. r e z o .....
3. a l d i .....
4. a e a r o d c e .....
5. l t l o - r e f e .....
6. u r n c y o t d e c o .....

# 13 Trade Fairs

## 1 Grammar

### Adverbs of frequency

We use **adverbs of frequency** to say how often we do something: *never, sometimes, frequently, often, usually, always, occasionally*, etc.

**Adverbs of frequency** usually come before the main verb.

You can also use **modal verbs** with **adverbs of frequency**: *may, can, should*, etc.

*Do you sometimes go to trade fairs?*  
*I usually stay at the Melrose Hotel.*

*We frequently buy wholesale.*

*You should always wear your name tag.*  
*We may never close the deal.*

### A Put the adverbs of frequency in the correct order.

occasionally | ~~always~~ | never | frequently | hardly ever

100%	75%	50%	25%	0%
<i>always</i>				

### B Put the words in the correct order.

1. on / rarely / Miranda / travels / business

.....

2. contracts / trade fairs / hardly ever / I / finalize / at

.....

3. badly / You / about / never / should / talk / competitors / your

.....

4. make / at / I / new contacts / frequently / trade fairs

.....

BE  
finalise  
nought

AE  
finalize  
zero

### Present Continuous Passive

We can use the **present continuous** tense in the **passive** to speak about current activities.

To make the **present continuous** in the passive, we use a form of the verb *to be* + *being* + the **past participle**.

*These products are being redesigned at the moment.*

*Our annual report is being written right now.*  
*The rooms are being painted this week.*

### C Complete the sentences with the phrases on the right.

- The room ..... right now.
- The furniture ..... at a lower price.
- The cars ..... in Japan.
- Our newest products ..... at the fair.

- are being manufactured
- is being cleaned
- are being displayed
- is being sold



### Future Continuous

As you know from Unit 9, we use the **future continuous** tense to talk about something that will be going on at a particular time in the future.

Instead of *will*, you can also use a **modal verb**. We often use this form to talk about possible future plans.

*I will be waiting for you when you arrive.  
I will be flying to Rome on Thursday.*

*I may be flying to Rome on Thursday.  
We should be increasing production soon.*

#### D Rewrite the sentences as in the example. Use the future continuous.

1. I might go to the furniture fair in Milan next year.

*I might be going to the furniture fair in Milan next year.*

2. We may offer a two-year guarantee.

.....

3. We really should do business with them.

.....

4. We may open a store in Copenhagen soon.

.....

5. We should sell high-quality products online.

.....

6. We will manufacture the products in Europe.

.....



### Reflexives

The **reflexive pronouns** are:

Singular: *myself, yourself, himself, herself, itself*

Plural: *ourselves, yourselves, themselves*

In general, we use **reflexive pronouns** when the subject and object are the same.

We use **reflexive pronouns** with the **preposition** *by* when we want to say that someone did something alone.

*Look! Bob's talking to himself again.  
We had a great time. We really enjoyed ourselves.*

*Did the company pay for you? –  
No, I paid for myself.*

*Mark and Katie set up the stand  
by themselves.*

#### E Complete the sentences with some of the reflexive pronouns below.

myself | yourself | himself | herself | itself | ourselves | yourselves | themselves

- Wendy designed the website by .....
- We've never asked ..... that question.
- Are you sure they did all the work by .....?
- Here you go, sir. Try it out for .....
- The problem might just solve .....
- Robert likes to work by .....



## 2 Vocabulary

### A Find eleven words related to trade fairs.

A	O	L	M	F	I	N	S	I	D	Y	O	L	S	O	M	I	T	E	C
D	E	V	I	S	I	T	O	R	K	E	C	A	E	D	E	E	P	X	O
R	B	U	I	N	E	S	S	H	O	L	A	Z	U	P	X	R	B	Y	M
F	E	X	E	N	W	H	O	L	E	S	A	L	E	O	Y	T	Q	I	P
X	C	T	N	A	M	P	L	T	A	Y	O	O	S	A	S	A	O	C	E
P	E	P	A	E	S	Y	T	G	D	T	P	C	B	P	B	Y	U	E	T
Y	C	R	M	I	A	J	R	F	O	E	L	W	K	O	I	L	F	X	I
F	U	O	P	G	L	S	A	L	W	X	A	L	D	E	O	E	C	P	T
A	S	F	M	O	J	T	D	E	N	H	T	O	U	X	T	T	D	A	O
I	T	E	A	S	T	E	E	Y	D	I	S	P	L	A	Y	E	H	N	R
Y	O	S	N	E	F	Z	S	R	W	B	C	Z	E	C	R	E	A	S	N
T	M	U	I	K	D	E	H	L	I	I	E	S	T	A	N	D	U	I	E
H	E	K	Z	E	X	P	O	Z	N	T	G	U	L	I	R	A	R	S	I
N	R	E	B	E	F	O	W	V	P	L	O	M	O	T	I	S	E	Y	U

### B Write the missing words in the boxes.

Activity	Person
1. to buy	<i>buyer</i>
2.	exhibitor
3. to visit	
4. to travel	
5.	representative
6. to distribute	
7.	supplier
8. to manufacture	
9. to sell	



### C Circle the correct word.

- Are you **informed** / **familiar** / **introduced** with our new products?
- We have different partners **throughout** / **during** / **inside** the world.
- The book fair takes place at the **convenient** / **convention** / **convent** center downtown.
- How many times have you **participated** / **presented** / **attended** this trade fair?
- The trade fair is open to the general **people** / **public** / **person** on Saturday and Sunday only.
- I'll **get** / **speak** / **call** back to you after I've spoken to my colleagues.

**D Complete the phrases with some of the verbs below.**

let | pass | get | be | take | do | stop | put | close

1. to put ..... on the market
2. to ..... a deal
3. to ..... a feel for the market
4. to ..... your name on to someone
5. to ..... proud of something
6. to ..... a look
7. to ..... by the booth

**E Match the questions and answers.**

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> 1. Do you mind if I try it out? | a. Actually, I do. We went to school together.     |
| <input type="checkbox"/> 2. What type of business are you in?       | b. Sure. Here you go.                              |
| <input type="checkbox"/> 3. Have you received one of our free bags? | c. Yes, I have. You have an excellent reputation.  |
| <input type="checkbox"/> 4. May I have your card, please?           | d. No, thanks. I'm in a bit of a rush.             |
| <input type="checkbox"/> 5. Would you like to see our new products? | e. It's great! I love coming here.                 |
| <input type="checkbox"/> 6. How can I help you?                     | f. Certainly. Just give me call. Here's my number. |
| <input type="checkbox"/> 7. Do you know Tim Pfeiffer?               | g. Not at all. Go right ahead.                     |
| <input type="checkbox"/> 8. Have you heard of us before?            | h. I work in advertising.                          |
| <input type="checkbox"/> 9. How do you like the fair?               | i. I'd like to see your new product range.         |
| <input type="checkbox"/> 10. Would you be available next week?      | j. No, not yet. May I have one?                    |

**F Put Theresa's follow-up letter in order.**
☐ a. where you can find information about our entire product range: [www.furnishcorp.ca](http://www.furnishcorp.ca). I will be giving you a call within the next few days to

☐ b. and I am a member of the sales team at Furnishcorp. You and my colleague, Wendy Goldberg,

☐ c. and would like more information about our products. I have enclosed a few brochures which I believe you will like. I would also like to invite you to visit our website,

☐ d. to arrange an appointment. I think you should get to know each other. I look forward to speaking with you soon. Kind regards, Theresa Erich

☐ e. Dear Mr Pfeiffer, I would like to take this opportunity to introduce myself. My name is Theresa Erich,

☐ f. answer any questions you might have concerning our products. As well, I will be contacting our partner in Germany, Frank Melzer,

☐ g. spoke with each other last week at the Furniture Futures fair. Ms Goldberg has informed me that you are looking to modernize your office

# 14 Building Teams

## 1 Grammar

### Relative Clauses I

We use **relative pronouns** to introduce **relative clauses**: *who, whose, which, that, where*.

We use *who* for people and *which* for things.  
*That* can be used for people or things.

We use *whose* to show possession.

We use *where* to talk about places.

*We need someone who is motivated and well organized.*

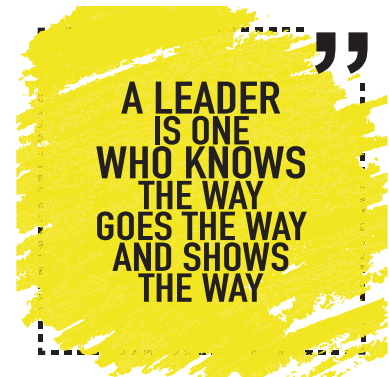
*This is the woman who/that helped me.  
I work for a company which/that sells cars.*

*Is this the man whose car was stolen?*

*This is the town where I grew up.*

### A Circle the correct word.

1. I have a colleague **who** / **which** speaks eight languages.
2. I spoke to Jim Larson, **which** / **whose** wife works for our company.
3. Could you proofread the article **who** / **that** I wrote this morning?
4. Do you know the man **which** / **who** is talking to Ray?
5. I like people **who** / **which** are good listeners.
6. I work in Lancaster, **that** / **where** the production plant is located.
7. This is Theresa Erich, **who** / **whose** work we all know.
8. Has anyone seen the envelope **where** / **that** was on my desk?



### B Complete the sentences with the words below.

whose | who | which | where | who

1. The store ..... I buy my computer supplies is going out of business; now I'll have to order everything online.
2. The people ..... attended the workshop learned a lot.
3. Companies ..... employees are satisfied are usually more successful.
4. The meeting ..... we postponed last week will take place tomorrow.
5. Excuse me, I'm looking for someone ..... can help me.

### C Combine the two sentences using an appropriate relative pronoun.

1. I have a friend. She lives in Alaska.

*I have a friend who lives in Alaska.*

2. We organized a team-building day. It was a real success.

3. I have a colleague. Her husband is Australian.

## Relative clauses II

In some cases, you can leave out the **relative pronoun** in a **relative clause**. This is only possible if the pronoun is the object of the verb.

*The room (that) we met in was very small.  
This is the man (who) I met at the trade fair.*

### D Complete the sentences with the phrases on the right.

- |  |                    |
|--|--------------------|
| 1. The money ..... should be spent wisely. | a. we invited      |
| 2. The people ..... are all experts.       | b. I bought        |
| 3. The hotel ..... was wonderful.          | c. we invest       |
| 4. The car ..... was in good condition.    | d. you recommended |

### -ing clauses

When two actions happen at the same time, we can use an **-ing clause** to describe one of them.

*She was walking down the street listening to music.*

We can also use **-ing clauses** to explain why something happened.

*Having nothing to do, I went home.  
(= I went home because I had nothing to do.)*

When you want to make clear that one action happened before another one, you can use **having + the past participle**.

*Having worked here for many years,  
I know a lot about the company.*

We can use **-ing clauses** in a similar way as **relative clauses**.

*The man talking to Liz is my boss.  
(= The man who is talking to Liz is my boss.)*

### E Complete the sentences with the words below.

talking | wanting | ~~feeling~~ | knowing | being | reading

- Matthew came home feeling ..... ill.
- She was standing in front of the building ..... on her mobile.
- Cole was sitting at his desk ..... a report.
- ..... some French, Miranda was asked to translate letter.
- ..... a dedicated employee, Theresa was asked to join the team.
- Not ..... to say anything stupid, I kept my mouth shut.

### F Make one sentence from two. Start with *Having* ...

- I have worked with him for many years. I know how talented he is.

Having worked with him for many years, I know how talented he is.

- Cole finished the project. He went on holiday.

- I've lived here all my life. I know the area well.

## 2 Vocabulary

### A Complete the table with the missing words.

Noun	Adjective
1. fairness	<i>fair</i>
2.	tolerant
3. optimism	
4. confidence	
5.	honest
6. politeness	

Noun	Adjective
7.	respectful
8. creativity	
9.	motivated
10.	patient
11. flexibility	
12.	charismatic

### B Complete the sentences with words from "A". There are several possibilities.

- A good team leader should be ..... and .....
- I think ..... is one of the most important qualities a team player should have.
- I enjoy working with people who are ..... and .....
- The purpose of the team-building event is to increase .....
- He's not an easy person to get along with. He really should be more .....
- ..... is something we expect from our employers.
- Grace is a wonderful person to work with. She's always ..... and treats everyone with respect.
- I've never worked with anyone who is more ..... than Dave.

### C Complete the idioms with the phrases below.

a cool head | your sleeves | outside the box | the extra mile |  
somebody's toes | the ball rolling

- to think .....
- to go .....
- to get .....
- to keep .....
- to roll up .....
- to step on .....



### D Cross out the word that does not fit.

- What can our company do to **cooperate** / **improve** / **encourage** teamwork?
- A team-building day can help **develop** / **join** / **build** trust between team members.
- I'm sorry, but I think team-building **activities** / **events** / **plays** are a waste of time.
- What **characters** / **qualities** / **skills** should the new team leader have?
- We're looking for someone who has good **writing** / **communication** / **charisma** skills.

**E Unscramble the words on the right and complete the sentences.**

- |   |                     |
|---|---------------------|
| 1. Alyssa has a positive <u>attitude</u> towards work.  | t i a t d e t u     |
| 2. Paul is a ..... employee. We can trust him.          | e d c a t d e d i   |
| 3. Jessica is disorganized and likes to .....           | s i g p o s         |
| 4. I don't know Jim personally, but he has a good ..... | t a p u t i r e n o |
| 5. I think David would be a good ..... to the team.     | d i t i a d o n     |

**F Complete Cole's report with the phrases below. Two phrases do not fit.**

manage multiple deadlines  
easy to get along with  
strong organizational skills

when being asked  
has a large network  
the one being trained

when others lose motivation  
his ability to think outside the box  
who now works in Marketing

The employees selected for the project are all proven experts in the areas required. The colleagues chosen are:

**Theresa Erich:** Theresa, trained in Sales, is to be given the task of interviewing customers. She has excellent communication skills and is very ..... (1). She's a woman to be trusted.

**Wendy Goldberg:** Having worked for the company for many years, Wendy knows our products very well. Plus, she has ..... (2). She can effectively prioritize tasks and ..... (3).

**Mark Miller:** Mark has only been here a short time, but he has impressed everyone with ..... (4). He always comes up with unique ideas that no one else has thought of.

**Steve Hanson:** Steve is a man proven to be a good team player. He has a positive attitude and can hold a team together well, even ..... (5).

**Vanessa Vanderveer:** Vanessa is the team member least known to me personally, but has a good reputation. The youngest on the team, she's ..... (6) for bigger projects in the future. This will be good experience for her.

**Charles Wilcox:** The presentations that Charles gave last month were excellent. The subject he was asked to talk about wasn't easy, but he handled it well and showed great flexibility ..... (7) difficult questions by the audience. Our first meeting scheduled takes place on April 22.

*Cole Touhey*



# 15 Working Flexibly

## 1 Grammar

### Passive with get

In informal English, we sometimes use *get* instead of *be* to form the **passive**.

We often use *get* to describe something that happens unexpectedly or to talk about changes.

*Get* is also used in idiomatic expressions: *get married, get divorced, get lost, get dressed, etc.*

*Cole got promoted. (= Cole was promoted.)*

*The flight got cancelled because of the snow.  
Is it true that our boss got fired?*

*We got lost on our way to the hotel.*

### A Complete the sentences with the phrases below.

get divorced | got stolen | get hurt | got shut down | got stopped | get invited |  
~~get offered~~ | got paid

1. Mike doesn't work here anymore. He got offered a better job and left the company.
2. Did you ..... to the company picnic?
3. David and Hannah are not together anymore? When did they .....?
4. My bicycle ..... in front of the office yesterday.
5. Is it true that the project ..... for budget reasons?
6. The system isn't working. It was damaged by a virus and .....
7. Wendy had a car accident last night, but luckily, she didn't .....
8. The contractors ..... last week.

### Present Perfect Passive

We use the **present perfect** tense to speak about events that began in the past and still have influence now: *I've worked here for two years.*  
We can also use this tense in the **passive**.

To make the **present perfect passive**, we use *have/has been* + the **past participle**.

*I've never been asked to work overtime.  
He's never been fired in his life.  
Have you been invited to the meeting?*

*The office has been cleaned.  
The new employees have not been trained yet.*

### B Put the words in the correct order to form sentences.

- |  |  |
|--|--|
| 1. meeting / the / cancelled / been / has<br>.....   | 4. fired / boss / hasn't / been / our<br>.....     |
| 2. been / haven't / ordered / the / laptops<br>..... | 5. sent / been / invitations / have / the<br>..... |
| 3. the / solved / has / problem / been<br>.....      | 6. has / nothing / done / been<br>.....            |



**C Complete the questions with *have* or *has* and the phrases below.**

been made | ~~been set up~~ | been written | been informed | been solved | been delivered

1. Have the home offices been set up yet?
2. .... the equipment .....
3. .... the employees ..... yet?
4. .... the decision already .....
5. .... the technical problems ..... yet?
6. .... the agenda for the meeting .....

**have got to**

*Must* and *have/has (got) to* are similar in meaning. However, *must* is more formal. In spoken English, we usually use *have (got) to*.

We cannot use *got to* in the past.

*We've got to speak about the budget.* =  
*We have to speak about the budget.*

*We had to speak about the budget.*

**D Match the sentences.**

- |  |   |  |
|--|---|--|
| <input checked="" type="checkbox"/> 1. We can't buy any new equipment. | a. I've got to answer her emails.                 | <div style="border: 1px solid red; padding: 5px; display: inline-block;"> <b>BE</b>   <b>AE</b><br/>           ill   sick         </div> |
| <input type="checkbox"/> 2. I'm leaving early today.                   | b. I've got to send him an offer.                 |  |
| <input type="checkbox"/> 3. My colleague is ill.                       | c. We've got to save money.                       |  |
| <input type="checkbox"/> 4. They spend too much time talking.          | d. They've got to pack their things.              |  |
| <input type="checkbox"/> 5. I met a potential customer yesterday.      | e. I've got to pick up the kids from school.      |  |
| <input type="checkbox"/> 6. They're moving to a new office next week.  | f. They've got to organize their meetings better. |  |

**E What have you got to do this week? Write five sentences about yourself.**

1. I've got to .....
2. ....
3. ....
4. ....
5. ....

**F Write the sentences in the past tense.**

1. I've got to call David back. I had to call David back.
2. You've got to enter your PIN number first. ....
3. We've got to pay our taxes. ....
4. They've got to make a decision. ....
5. She's got to get home by five o'clock. ....

## 2 Vocabulary

### A Complete the text with the words below.

operate | get | prepare | setting | ~~operating~~ | focus | save

## BUDGETS

**Financial planning** is very important to the success of a company. It doesn't matter how much money you've got. A budget is the first and most important step towards putting your money to work for you. For this reason, companies use a budget to plan for the coming year (**short-term budget**) as well as for the distant future (**long-term budget**). Budgets help companies in many different ways:



### A budget ...

1. shows if the company is operating within its means.
2. can keep a company out of debt or help it ..... out of debt.
3. helps a company to ..... money where necessary.
4. includes a section for ..... aside money for savings and investments.
5. helps companies ..... more efficiently because they know how their money is spent.
6. reveals areas where a company spends too much money and helps ..... on its goals.
7. helps companies ..... for emergencies or large or unexpected expenses.

### B Cross out the word or phrase that does not fit.

- |   |  |
|---|--|
| 1. to <b>borrow</b> / <b>owe</b> / <b>buy</b> money         | 4. to <b>charge</b> / <b>pay</b> / <b>schedule</b> interest  |
| 2. to <b>make</b> / <b>do</b> / <b>increase</b> profit      | 5. to <b>operate</b> / <b>take out</b> / <b>repay</b> a loan |
| 3. to <b>take out</b> / <b>get into</b> / <b>be in</b> debt | 6. to <b>reduce</b> / <b>own</b> / <b>calculate</b> costs    |

### C Write down ten verbs that you can combine with the word "money".

earn money, save money,

### D Complete the sentences with *borrow* or *lend*.

1. I forgot my umbrella. Do you mind if I ..... yours?
2. Do you think the bank will ..... you the money for your start-up?
3. I don't need my car this weekend. If you want, I can ..... it to you.
4. We had to ..... money for our kids' education.
5. Should we use our savings or ..... money to pay for the equipment?

**E Write the phrases in the correct category.**

difficult to monitor employees' performance | better work-life balance | less office space needed |  
 harder to separate work from personal life | teamwork is more difficult | no travel costs |  
 fewer opportunities to share ideas | higher job satisfaction

**Advantages of teleworking** .....

.....

.....

**Disadvantages of teleworking** .....

.....

.....

**F Here are six ideas for a better work-life balance. Match the phrases.**

- |   |                          |
|---|--------------------------|
| <input checked="" type="checkbox"/> 1. Use technology | a. say "no".             |
| <input type="checkbox"/> 2. Create a daily routine    | b. to your advantage.    |
| <input type="checkbox"/> 3. You should leave the      | c. and stick to it.      |
| <input type="checkbox"/> 4. Learn to                  | d. time for yourself.    |
| <input type="checkbox"/> 5. You've got to make        | e. of perfectionism.     |
| <input type="checkbox"/> 6. You've got to let go      | f. office at the office. |

**G Unscramble the words on the right and complete the sentences.**

- |   |                           |
|---|---------------------------|
| 1. I ..... to work every day by car.                    | c m u o m e t             |
| 2. It's ..... to keep the house and garden tidy.        | m i e t s c o n n g u m i |
| 3. Sitting in rush hour traffic can be very .....       | s r f u l e s t s         |
| 4. A ..... work schedule helps employers and employees. | e f i l b l x e           |
| 5. Telecommuting can increase .....                     | o c t i d u v i t p r y   |

**H Read the example sentences and guess the meaning of the idioms.**

to be having a lot of success | to earn money for a family | to work very hard | to be very busy | to relax

1. After working all day, you deserve <b>to put your feet up</b> .	<i>to relax</i>
2. I'd better get to work. Someone's got to <b>bring home the bacon</b> .	
3. I really <b>worked my tail off</b> to finish the project on time.	
4. I'm sorry, but I can't proofread your text today. I'm <b>snowed under</b> with other work.	
5. I just landed three new contracts this week, I'm <b>on a roll</b> !	

# 16 Managing Change

## 1 Grammar

### Past Conditional

In Unit 7 you learned how to use the **first** and **second conditional**. There is also a **third conditional** (sometimes called **past conditional**) that we use to talk about events in the past that *did not happen*.

The form is: *if* + **past perfect** + *would have* + **past participle**.

Instead of *would* other **modal verbs** can be used: *might, could, should*.

In spoken English, we often use short forms. The short form *I'd* can be either *I had* or *I would*.

*When I arrived at the office, Jennifer had already left. If I had seen her, I would have told her the news.*

*John didn't tell me about the meeting. If he had told me, I would have come.*

*If you had told me sooner, I could have booked the flight for you.*

*If I'd (= I had) known about it, I'd (= I would) have done it.*

### A Complete the sentences with the phrases below.

wouldn't have been | ~~would have started~~ | would have spoken | would have forgotten |  
would have visited | wouldn't have met | wouldn't have moved | would have read

1. If the bank had given me a loan, I would have started my own business.
2. If Jennifer hadn't come to Munich, she ..... you.
3. If I had received the annual report, I ..... it.
4. If I had seen Takashi Nakamura at the trade fair, I ..... to him.
5. If Eleanor had apologized, John ..... so angry.
6. If I had had the time, I ..... them.
7. If Paul hadn't lost his job, we ..... back to England.
8. If you hadn't reminded me, I ..... about the meeting.

### B Circle the correct option.

1. If I **would know** / **had known** that you needed my help, I would have come earlier.
2. If they had listened to your advice, they **wouldn't have lost** / **haven't lost** any money.
3. If I **had known** / **had been known** who she is, I could have introduced myself.
4. If you had told me, I **had remembered** / **would have remembered** it.
5. If I **had been** / **would be** in your position, I would have done the same thing.
6. If I **have had** / **had had** enough money, I would have flown business class.
7. If Tom hadn't said anything, none of this **would have happened** / **has happened**.

### C Write two sentences about yourself.

*If I had* .....  
*If I hadn't* .....

**if only**

We use *if only* to express a wish or regret.  
*If only* is stronger than *I wish*.

When we talk about present wishes or regrets,  
*if only* is followed by the **simple past**.

When we talk about past wishes or regrets,  
*if only* is followed by the **past perfect**.

*If only I had listened to you!*  
(= *I wish I had listened to you.*)

*If only I had more money!*

*If only I had known the truth!*

**D Complete the sentences with the words on the right.**

- |  |                 |
|--|-----------------|
| 1. The machine is still not working properly. If only I ..... how to fix it! | a. had come     |
| 2. Ben would have explained it to us. If only he ..... to the meeting!       | b. hadn't made  |
| 3. The train is delayed by 40 minutes. If only I ..... a car!                | c. knew         |
| 4. Ugh, I feel sick. If only I ..... so many cookies!                        | d. had          |
| 5. Zoe is angry with me. If only I ..... that stupid comment!                | e. hadn't eaten |

**E Write sentences with *if only* + the past perfect.**

1. He didn't accept the offer.

*if only he had accepted the offer!*

2. You didn't listen to your gut feeling.

.....

3. I didn't have a plan B.

.....

**unless and even if**

We use *unless* and *even if* to speak about conditions.

The word *unless* means *except if*. Instead of *unless*, you can also say *if ... not*.

We use *even if* to emphasize that a particular situation will not change no matter what happens.

*I couldn't buy it, even if I wanted to.*  
*You can't get in unless you have a key.*

*We're not buying it unless we get a discount.* (= *if we do not get a discount*)

*You can't use it even if you know the password.*

**F Match the sentence halves.**

- |   |  |
|---|--|
| <input checked="" type="checkbox"/> 1. I would have found out soon enough | a. even if we offered them a discount.       |
| <input type="checkbox"/> 2. Don't sign the contract                       | b. unless you tell me your name.             |
| <input type="checkbox"/> 3. They wouldn't buy our products                | c. unless we take a taxi.                    |
| <input type="checkbox"/> 4. We'll be late                                 | d. unless she asks for them.                 |
| <input type="checkbox"/> 5. Don't send her the documents                  | e. unless you understand everything it says. |
| <input type="checkbox"/> 6. I'm sorry, I'm not allowed to connect you     | f. even if John hadn't said a word.          |

## 2 Vocabulary

### A Complete the sentences with the expressions below.

make up my mind | changed my mind | having second thoughts | had a gut feeling |  
is still on the fence | sleep on it | have a back-up plan

1. I was going to quit my job and start my own business, but then I .....
2. I hope your business idea works out. If not, do you .....?
3. I'm ..... about moving to Spain. Maybe it's not the right thing to do.
4. I'm trying to decide which option is better. I simply can't .....
5. You don't have to decide today. Why don't you ..... and tell me tomorrow.
6. I can't explain it, but I ..... that something was wrong.
7. My sister hasn't decided yet. She says she .....

### B Find words that are similar in meaning. Some words do not fit.

option | launch | change | expand | ~~opportunity~~ | strength | merger | progress | uncertainty |  
confidence | consumer | branch

1.	chance	<i>opportunity</i>
2.	grow	
3.	improvement, development	
4.	buyer, customer	
5.	choice	
6.	determination, certainty	
7.	transform	
8.	doubt	



### C Choose four words from "B" and write sentences about your company.

1. ....
2. ....
3. ....
4. ....

### D Match the phrases to form sentences.

- |  |  |
|--|--|
| <input type="checkbox"/> 1. Our company successfully merged            | a. the Asian market.                     |
| <input type="checkbox"/> 2. We set up                                  | b. for business partners in South Korea. |
| <input type="checkbox"/> 3. We saw an opportunity to enter             | c. with a Chinese company.               |
| <input type="checkbox"/> 4. We invested in new technology and launched | d. a new product range.                  |
| <input type="checkbox"/> 5. We're now looking                          | e. branch offices in Beijing.            |

**E Use the prefixes *-un*, *-in*, *im* or *-sub* to make the adjectives negative.**

- |                            |                     |
|----------------------------|---------------------|
| 1. <i>in</i> ..... correct | 7. .... standard    |
| 2. .... effective          | 8. .... accurate    |
| 3. .... skilled            | 9. .... productive  |
| 4. .... successful         | 10. .... polite     |
| 5. .... competent          | 11. .... sufficient |
| 6. .... practical          | 12. .... reliable   |

**F Complete the letter with some of the words below.**

below | strategy | entered | uncertainty | commitment | growth | satisfied | invested | improve |  
merge | strong | increase | expanding

Dear Business Partners  
Dear Shareholders

Last year, we faced a number of challenges, but overall we are very happy with the success of our company. However, ongoing ..... (1) in the market means that next year will not be easy either. Despite an ..... (2) in sales, the Group's operating profit was slightly ..... (3) the previous year's figure. As a result of lower taxes, our net profit remained at the level of the previous year.

On the whole, we can be ..... (4) with our achievements. We took an important step towards becoming a global player by taking over the Spanish-based company RESO. RESO's traditionally ..... (5) market position in Spain will contribute to a major extension of our business in that market. The successful expansion of our business to China was important. Our new subsidiary in Beijing means that we are in a better position to offer our range of products and services to the rapidly ..... (6) Chinese market.

The future ..... (7) of the HI-LIFE Group is to focus on three areas: innovation, globalization and profitability. In the coming year more money will be ..... (8) in research and development. Further expansion across Eastern Europe is planned. Nevertheless, it is our priority to ..... (9) efficiency of internal procedures throughout the company.

We would like to thank all employees for their achievements and ..... (10).

Yours sincerely

*Martin Gooding*

CEO



# Grammar

## Adjectives

### Before nouns

She works for an **international** company.

She works for a **Japanese** company.

### Following verbs (sound, taste, feel, smell, seem, appear, is, ...)

Her proposal sounds quite **good**.

Please be **careful**.

### Adjectives with -ed endings (feelings)

Kate is **bored** at work.

I'm **interested** in this project.

### Adjectives with -ing ending (a description)

Kate has a **boring** job.

This is an **interesting** project.

## Adverbs

### More information about verbs

Ben waited **patiently** for me.

### More information about adjectives

Are you **absolutely** certain that the headquarters are in England?

### More information about adverbs

She drives **extremely** quickly.

Note: some adjectives also end in -ly: *friendly, lively, elderly, lonely, silly, lovely*

### Adverbs of time

Alan is travelling down to Munich **today**.

They have a meeting **once a week**.

### Adverbs of place

In England they drive **on the left**.

Carl isn't **at work** today.

### Adverbs of manner

The accountants **carefully** went through the figures a second time.

We are **slowly** creeping back into the black.

### Adverbs of degree

Tom is a **very** careful worker, but **rather** slow.

He explained everything **very** clearly.

### Adverbs of frequency

always (100 %), usually, frequently, often (75 %), sometimes (50 %), occasionally, rarely, seldom, hardly ever (25 %), never (0 %)

They **often** get orders from abroad.

The deliveries are **sometimes** late.

**Sometimes** it takes a whole week.

### Viewpoint adverbs

*apparently, unfortunately, hopefully, technically, etc. (neutral)*

*I'm afraid, I'm sure, I hope, etc. (emotional)*

**So and such**

Their price was **so** high **that** we will have to look for another supplier.

They charged **such** a high price **that** we will have to look for another supplier.

**Causative**

We use the causative to express that someone else is doing something for us.

*I **have** reports **written** every day.*

*He **got** his computer **repaired**.*

**Comparison of adjectives and adverbs**

Their product is **successful** but ours is **more successful**.

Bob is 1.80 m. Kevin is 1.95 m. Kevin is **taller than** Bob and Bob is **shorter than** Kevin.

Kevin is **taller than** Bob, but Paul is **the tallest**.

He's **the least careful** driver I know.

**Irregular adjectives**

good	better	best
bad	worse	worst
(a) little / (a) few	less	least
far	further	the furthest
much, many, some, a lot of	more	most

**Other ways of comparing things**

**The bigger** the investment, **the greater** the chances of success.

**The more enthusiastic** the workforce is, **the better** the results will be.

A car is expensive. A house is **more expensive**. A villa is **a lot more expensive than** both.

Berlin is a big city and Paris is **a bigger** city. But Los Angeles is **a bit bigger** than Berlin and Paris.

Mary's ideas are **as important as** Mike's (ideas).

Kevin's computer is **not as fast as** Martin's.

**Comparison of adverbs**

John Butler has been working here **the longest**.

The situation is changing **faster than** you may think.

The figures for last year have just been published. We seem to have done **worse than** we expected.

**Conditionals****The zero conditional**

Water **boils if / when** you **heat** it.

**The first conditional (Type 1 conditional)**

**I will be** happy **if I get** the report today.

**If we charge** an entrance fee, we **will make** more money.

**The second conditional (Type 2 conditional)**

**If I had** a million dollars, I **would buy** a yacht.

(We don't have a million dollars. But if we had the money, we would ...).

**If we had** more funds, we **could afford** to rent premises in the centre of town.

(But we don't have these funds.)

**The third conditional (Type 3 conditional)**

*If I **had known**, I **would have told** you.*

We can leave out *if* if we begin the sentence with *had*:

***Had I known**, I **would have told** you.*

*I **would have told** you **had I known**.*

*If we **hadn't spent** so much on advertising last year, we **might have broken** even.*

(But we did spend a lot on advertising.)

*If I **had arrived** on time, I **would have been able to introduce** myself. OR*

*If I **had arrived** on time, I **could have introduced** myself.*

**Alternatives for if**

***Unless** we make changes, things will get worse.*

(= If we don't make changes, ...)

*Things will get worse **even if** we make changes.*

(= Things will get worse whether or not we make changes, i.e. it doesn't matter.)

**Will / would in an if-clause**

*Bill is so mysterious. If he **would** only **tell** me his plans, I **might be able to cooperate** with him.*

*If you **would** just **like** to take a seat, Mr Williams **will be** with you in a minute.*

*If you **would** just **sign** here. ... Thank you.*

**Future tenses****Present simple**

*The meeting **starts** at 9 a.m. tomorrow.*

*The plane **departs** Frankfurt at 1:20 p.m.*

**Present continuous**

*Mary **is flying** to Windhoek next week.*

*We can meet on Thursday. What **are** you **doing** on Thursday?*

*Sorry, I can't, I'm **working** at home that day.*

**Going to-future**

*I **am going to start** a new job next week.*

*Employees **are going to need** more computer skills in the future.*

*I **am going to go** to work tomorrow.*

**Future simple (will-future)**

Form: *will* + infinitive verb (no -s in the 3rd person singular)

*I think it'll **rain** tomorrow. (prediction)*

*I hope I'll **be** happy in 10 years. (personal opinion)*

*I'll **write** the minutes tomorrow. (promise)*

**Future continuous**

*This time tomorrow I'll **be having** my interview.*

*Don't come to see me because I'll **be speaking** with a client.*

*This time next year we'll be making so many deliveries that we'll **have to hire** more staff.*

**Future perfect**

*By the time she gets to work, we **will have already begun**.*

*By this time next year, they **will have completed** the project.*

*By this time next week, I'll **have read** all the project reports.*

## Gerund

### After certain verbs

We use the gerund after the following verbs:

<i>acknowledge</i>	<i>imagine</i>	<i>admit</i>	<i>detest</i>	<i>stop</i>
<i>avoid</i>	<i>dislike</i>	<i>involve</i>	<i>recall</i>	<i>suggest</i>
<i>consider</i>	<i>enjoy</i>	<i>mind</i>	<i>regret</i>	<i>practise</i>
<i>delay</i>	<i>envisage</i>	<i>miss</i>	<i>resent</i>	
<i>deny</i>	<i>finish</i>	<i>postpone</i>	<i>risk</i>	

*I **enjoy going** to the cinema.*

*I **like meeting** new people.*

### After certain phrases

*There is no point (in) ...*

*You should spend more time ...*

*It's no use ...*

*I feel like ...*

*It's (not) worth ...*

*I can't stand ...*

*It's a waste of time / money ...*

*I don't mind ...*

### After prepositions (the problem of, the decision against, the process of, ...)

*Logistics is the process **of planning, organising** ...*

### After prepositional phrases

*approve of*

*feel like*

*succeed in*

*decide against*

*insist on*

*think of*

*dream of*

*look forward to*

*to have difficulty in ...*

*They **decided against offering** him the job.*

*She **insists on working** weekends.*

*We **dream of opening** 20 new shops next year.*

### Instead of a that-clause

*Closing the factory means **firing** people.*

### With two objects

*We **prevented** Mr Hanson **from opening** the letter.*

*She **thanked** him **for coming**.*

### As a subject

***Getting** things right is what logistics is about.*

## Modal verbs

can – could

will – would

shall – should

may – might

must

need to

ought to

**Alternative forms**

Modal verb

*can, could**will, shall**may**must**should**needn't**mustn't*

Alternative form

*be able to**be going to**be allowed to**have to**be supposed to**not have to**not be allowed to*He **may not** work overtime.He **wasn't allowed to** work overtime.**Polite forms****Would** you please lock all the doors when you leave?**Could** you sign here, please?**Modals in a perfect tense**They **may even have checked** in at the hotel.They **must have switched** their mobiles off; I can't get through.They surely **can't have decided** to postpone the meeting without telling us.They **would have called** us if there had been a problem.You **could have met** them at the airport. Why didn't you?We **should have confirmed** the number of the flight.But they **might** at least **have turned** their mobiles on. What if there's an emergency?**Nouns****Countable nouns**There is **a lot of glass** on the floor.There are **four glasses** on the table.I have sent you the requested **information** under separate cover.I'm looking for **accommodation** for the night.I'm looking for **an accommodation** for the night.**Uncountable nouns**There are many **types of** money in the world.He is looking for different **kinds of** work.

BUT:

We put all the **pieces of** information together and knew then what was going on.Would you like **a cup / two cups of** coffee?

(We can't count coffee or information, but we can count cups and pieces.)

**Passive forms****General form**Mark **was asked** to write the report.He **was given** a promotion **by** his boss.Several people **will have to be fired**.We **will have to fire** several people.Mark **got asked** to write the report.First, the box **is opened**.Next, the product **is removed** from the box.

**Modal verbs in the passive**

The project **ought to be finished** tomorrow.  
The report **could be written** by Jim or Mike.

The new logo **must be used** on all letterhead.  
Your holiday plan **should be submitted** today.

**Past tenses****Trigger words**

past simple: yesterday, last week / month / year, three hours ago, in 1998, etc.

present perfect: just, recently, lately, since, for, this morning / week / month, yet, up to now, so far

**Past simple**

The photocopier **broke down** three times last week.

I **saw** her five hours ago.

**Did** you **go** home? (NOT: Did you went home?)

I **didn't go** home. (NOT: I didn't went home.)

**Used to**

Mary **used to enjoy** her free weekends. Now she has to work.

I **used to get** very nervous before presentations. Now I enjoy them.

**Past continuous**

Ray **was working** when Ken **asked** him a question.

Ken **asked** Ray a question when he **was working**.

**Were** you reading the report?

I **wasn't** looking.

**when vs. while**

Theresa **was writing** the offer **when** Ray **came** into the office.

Mary **came** into the office **while** I **was having** a meeting.

**Past perfect simple and continuous**

When I **arrived** at the office, Maria **had left**.

If I **had seen** her, I **would have told** her.

Sheila seemed tired yesterday evening. She **had been working** since eight o'clock.

**Prepositions****about**

about 40

information about

Does he know about this?

**by**

a report by the management

go by train

pay by credit card

**for**

for me

go for lunch

**from**

a report from the management

(they are giving it)

**with**

Come with me.

**of**

a cup of tea

Kind of you.

**on**

our expert on cell phones

**Prepositions of time****after***after lunch***ago***two weeks ago***at** (for times of the day)*at two o'clock**at Christmas**at the moment**at lunchtime***during***during my lunch break***for** (to express duration)*for an hour**for two years***from***from 1994 to 1998***in** (for longer periods of time)*in the evening**in 1975**in half an hour**in May***till / until***till 8 p.m.***on** (for days and dates)*on Mondays**on May 18th***past***half past nine***since***since 1966***to***a quarter to seven*

Remember the following expressions:

**on time** (punctual)**in time** (with some time left over)**Prepositions of direction****across***run across the road***back***let's go back***down***go down the street***past***past the bus stop***through***through the door***to***go to Canada**to the airport***towards***towards the exit***up***up the escalator***Prepositions of place****across***across the street***at***at the station**at the top***behind***behind the door***between***between the buildings***by***Over there by the radio.***from***I'm from Ireland.***in***in the cabinet**She's in France.**in a picture***in front of***in front of the door***near***near the town centre***next to***next to the bank***on***on the right**on the 2nd floor**on the wall***opposite***opposite the park***outside***outside the building***to***welcome to**I've been to Canada.**invitation to a party***under***under the desk*



**Prepositions of manner and reason**

*I usually go to work **by** bus.*

*My flight was cancelled **due to** bad weather.*

**Present tenses****Present simple**

*I'm Hannah Clare. My department **buys** everything our company needs.*

*My name is Wendy Goldberg. My department **develops** new products.*

**Trigger words for the present simple**

*every day, regularly, often, sometimes, never, occasionally, always, usually*

**Present continuous**

*We **are expanding** home sales at the moment.*

*Caitlin **is starting** a new job today.*

*Right now I'm **working** in Sales, but usually I work in Marketing.*

*It's time we got a new photocopier. This one **is** always **breaking** down.*

*More and more companies **are employing** temporary staff.*

**Present perfect simple**

*The company **has bought** three new overhead projectors.*

*Eric and Steve **have gone** to Sweden on business.*

*Look, someone **has fixed** the printer!*

*(The printer was broken, but it isn't any more. The fixing is finished but the results are still seen.)*

**Present perfect continuous**

*She's **written** all the minutes this year.*

***You've worked** hard, and you've managed to get everything finished. Well done!*

*She's **been writing** the minutes for the last three hours.*

***You've been working** too hard. You ought to take a holiday.*

**Trigger words for present perfect tenses**

*yet, since, already, just, recently, so far, up to now, this week, this month, this year, today, my lifetime*

**Punctuation****Commas**

1. If a sentence begins with a subordinate clause (e.g. an *if*-clause), it is separated with a comma:

***If** this invoice is not paid within 14 days, a surcharge will be made.*

2. Linking words (*however, nevertheless, in addition*, etc.) are often separated by a comma:

***In addition**, they wanted to fire 50 staff.*

3. There is very rarely a comma before *that*:

*Mr Banks said **that** a subsidy would be out of the question.*

4. Only relative clauses with additional information that is not relevant are separated by a comma:

*Our partner in Italy, **who had promised to support the exhibition**, pulled out unexpectedly.*

*(We only have one partner in Italy. That he had promised to support the exhibition is not relevant.)*

## Relative clauses

### Defining relative clauses

*I'm writing to enquire about the stand **which** / **that** we booked for the fair.*

*The lady **who** / **that** arranged the seating has forgotten to reserve the front two rows for VIPs.*

### Non-defining relative clauses

*Cebit, **which** takes place in Hanover, is probably the most well-known trade fair in Germany.*

*Bill Waterhouse, **who** doesn't usually give interviews, agreed to talk to us.*

### When, where, why as relative pronouns (and prepositions)

*The company was founded at a time **when** the relationship between supply and demand was favorable to suppliers.*

*In my last job, **where** I had little or no responsibility, there was no motivation to succeed.*

***The reason why** many small businesses fail is that they haven't researched the market.*

### That-clauses

*The lady **who** / **that** does the accounts is on maternity leave.*

*They've developed a robot **which** / **that** can make a car.*

*The new office furniture **that** we ordered has arrived.*

*I've ordered five of those cabinets **that** we saw in the catalogue.*

*I can't remember the name of the engineer **who** / **that** I met yesterday.*

*We sell products **which** / **that** most people have never even heard of, let alone used before.*

### Contact clauses

*We stayed in the hotel **we always stay in**.*

*They hired the woman **everyone thought** was best qualified.*

*Most of the engineers **we employ** come straight from university.*

### Sentence-related relative clauses

*They had a business lunch, **which** helped save time.*

*The exhibitors are being extremely cooperative, **which** helps a lot.*

*A lot of local banks are closing down, **which** saves money but is inconvenient for customers.*

### Participle clauses

*The man **who is leading** the team is Cole. → The man **leading** the team is Cole.*

*The team **which is led** by Cole will start next week. → The team **led by** Cole will start next week.*

*The project **which was finished** last month ... → The project **finished** last month ...*

## Reported speech

*Jill said "I have to work today." (direct speech)*

*Jill said (**that**) she **had to** work today. (reported speech)*

*Mary said (that) she **didn't work** for Creeso. [Mary: "I don't work for Creeso."]*

*Kevin said (that) he **hadn't gone** to the meeting. [Kevin: "I didn't go to the meeting."]*

*John said he **would buy** that next month. [John: "I'll buy that next month."]*

*You said Kevin **is** the boss here, but he said that you are!*

### Reported speech in questions

*Did you go to work yesterday? → She asked **if I had gone** to work the day before.*

*Will you see him tomorrow? → He asked **whether I would see** him the next day.*

**Reported speech in W questions:*****Who** can we ask about the presentation?**They want to know **who** they can ask about the presentation.****What** exactly will we be discussing?**He asked **what** exactly we would be discussing.***Spelling**

There are a few differences between American and British English spelling that you should know:

Words that end in *-our* in BE, end in *-or* in AE:

BE	AE
behaviour	behavior
honour	honor

BE words that end in the French *-tre*, are spelt with *-er* in AE:

BE	AE
centimetre	centimeter
litre	liter
centre	center

In BE we often double the consonant before adding an ending (*-ing*; *-ed*); in AE the consonant often is not doubled:

BE	AE
travelling	traveling
cancelled	canceled

Some verbs can be irregular or regular in BE and are normally regular in AE:

BE	AE
burn (burned, burnt)	burn (burned)
spoil (spoiled, spoilt)	spoil (spoiled)
learn (learned, learnt)	learn (learned)

Apart from the above-mentioned regular differences, there are some other differences:

BE	AE
grey	gray
tyre	tire
cheque	check
programme	program
practice (noun)	practice
practise (verb)	practice
recognize / recognise	recognize
maths	math

## Regular and irregular verbs

## Regular verbs

**1. Form (infinitive)**  
(to) call

**2. Form (past simple)**  
called

**3. Form (past participle)**  
called

## Irregular verbs

<b>1. Form (infinitive)</b>	<b>2. Form (past simple)</b>	<b>3. Form (past participle)</b>	<b>1. Form (infinitive)</b>	<b>2. Form (past simple)</b>	<b>3. Form (past participle)</b>
awake	awoke	awoken	feel	felt	felt
be	was, were	been	fight	fought	fought
bear	bore	born	find	found	found
beat	beat	beat	fit	fit	fit
become	became	become	flee	fled	fled
begin	began	begun	fling	flung	flung
bend	bent	bent	fly	flew	flown
beset	beset	beset	forbid	forbade	forbidden
bet	bet	bet	forget	forgot	forgotten
bid	bid / bade	bid / bidden	forego (forgo)	forewent	foregone
bind	bound	bound	forgive	forgave	forgiven
bite	bit	bitten	forsake	forsook	forsaken
bleed	bled	bled	freeze	froze	frozen
blow	blew	blown	get	got	gotten
break	broke	broken	give	gave	given
breed	bred	bred	go	went	gone
bring	brought	brought	grind	ground	ground
broadcast	broadcast	broadcast	grow	grew	grown
build	built	built	hang	hung	hung
burn	burned / burnt	burned / burnt	hear	heard	heard
burst	burst	burst	hide	hid	hidden
buy	bought	bought	hit	hit	hit
cast	cast	cast	hold	held	held
catch	caught	caught	hurt	hurt	hurt
choose	chose	chosen	keep	kept	kept
cling	clung	clung	kneel	knelt	knelt
come	came	come	knit	knit	knit
cost	cost	cost	know	knew	known
creep	crept	crept	lay	laid	laid
cut	cut	cut	lead	led	led
deal	dealt	dealt	leap	leaped / lept	leaped / lept
dig	dug	dug	learn	learned / learnt	learned / learnt
dive	dived / dove	dived	leave	left	left
do	did	done	lend	lent	lent
draw	drew	drawn	let	let	let
dream	dreamed / dreamt	dreamed / dreamt	lie	lay	lain
drive	drove	driven	light	lighted / lit	lighted
drink	drank	drunk	lose	lost	lost
eat	ate	eaten	make	made	made
fall	fell	fallen	mean	meant	meant
feed	fed	fed	meet	met	met

1. Form (infinitive)	2. Form (past simple)	3. Form (past participle)	1. Form (infinitive)	2. Form (past simple)	3. Form (past participle)
misspell	misspelled / misspelt	misspelled / misspelt	spend	spent	spent
mistake	mistook	mistaken	spill	spilled / spilt	spilled / spilt
mow	mowed	mowed / mown	spin	spun	spun
overcome	overcame	overcome	spit	spit / spat	spit
overdo	overdid	overdone	split	split	split
overtake	overtook	overtaken	spread	spread	spread
overthrow	overthrew	overthrown	spring	sprang / sprung	sprung
pay	paid	paid	stand	stood	stood
plead	pled	pled	steal	stole	stolen
prove	proved	proved / proven	stick	stuck	stuck
put	put	put	sting	stung	stung
quit	quit	quit	stink	stank	stunk
read	read	read	stride	strode	stridden
rid	rid	rid	strike	struck	struck
ride	rode	ridden	string	strung	strung
ring	rang	rung	strive	strove	striven
rise	rose	risen	swear	swore	sworn
run	ran	run	sweep	swept	swept
saw	sawed	sawed / sawn	swell	swelled	swelled / swollen
say	said	said	swim	swam	swum
see	saw	seen	swing	swung	swung
seek	sought	sought	take	took	taken
sell	sold	sold	teach	taught	taught
send	sent	sent	tear	tore	torn
set	set	set	tell	told	told
sew	sewed	sewed / sewn	think	thought	thought
shake	shook	shaken	thrive	thrived / throve	thrived
shave	shaved	shaved / shaven	throw	threw	thrown
shear	shore	shorn	thrust	thrust	thrust
shed	shed	shed	tread	trod	trodden
shine	shone	shone	understand	understood	understood
shoe	shoed	shoed / shod	uphold	upheld	upheld
shoot	shot	shot	upset	upset	upset
show	showed	showed / shown	wake	woke	woken
shrink	shrank	shrunk	wear	wore	worn
shut	shut	shut	weave	weaved / wove	weaved / woven
sing	sang	sung	wed	wed	wed
sink	sank	sunk	weep	wept	wept
sit	sat	sat	wind	wound	wound
sleep	slept	slept	win	won	won
slay	slew	slain	withhold	withheld	withheld
slide	slid	slid	withstand	withstood	withstood
sling	slung	slung	wring	wrung	wrung
slit	slit	slit	write	wrote	written
smite	smote	smitten			
sow	sowed	sowed / sown			
speak	spoke	spoken			
speed	sped	sped			

# Keys

## Unit 1

### Grammar

#### A

- takes, 2. get, is running, 3. works,
- is, is staying, 5. is, is organizing

#### B

- What do you do? – I work in the Accounting Department.
- Does Cole write new software? – No, he doesn't. He works in Accounting.
- Do you like your job? – Yes, it's very interesting.
- Is she responsible for new clients? – Yes, she is.

#### C

- slowly, 2. well, 3. excited, 4. exciting,
- unusual, 6. professional

#### D

- wonderful/great, 2. fast, 3. well,
- professionally, 5. wonderful/great, 6. logically

#### E

- surprised, 2. boring, 3. satisfied, 4. excited,
- satisfying, 6. exhausting, 7. interested

### Vocabulary

#### B

leisure time: vacation, holiday, bank holiday, time off  
type of worker: freelance, temporary, part-time, full-time  
money: salary, wages, commission, bonus

#### C

1h, 2b, 3a, 4d, 5e, 6g, 7f, 8i, 9c

#### D

U	S	U	A	L	L	Y	T	Y	J	X	F	B	P	E
R	F	F	R	E	E	L	A	N	C	E	V	T	R	D
E	F	N	E	T	W	O	R	K	V	E	C	X	O	R
S	A	D	V	E	R	T	I	S	E	I	X	J	M	I
P	C	K	P	A	R	T	-	T	I	M	E	X	O	T
O	E	O	R	W	K	S	Q	G	O	U	G	R	T	V
N	I	J	M	U	W	C	A	J	H	P	W	D	E	N
S	J	R	R	M	Q	A	Z	L	I	S	M	Q	A	S
I	R	T	O	U	I	E	G	M	A	L	X	F	B	B
B	U	E	O	W	P	S	T	E	P	R	V	X	M	O
L	G	M	T	C	S	H	S	K	S	J	Y	L	C	N
E	M	P	Y	T	M	F	V	I	P	J	O	W	G	U
N	L	O	Q	K	N	L	B	H	O	Q	Y	T	E	S
L	V	A	C	A	T	I	O	N	D	N	P	X	S	Z
X	P	B	L	B	X	Z	D	M	D	V	S	Q	N	D
H	O	L	I	D	A	Y	V	D	Z	B	F	H	X	Q

#### E

- contract, 2. office, 3. R&D, 4. interview,
- monitor

#### G

- full-time, 2. salary, 3. flexi time, 4. bonuses,
- overtime, 6. wages, 7. temporary, 8. freelance

## Unit 2

### Grammar

#### A

- is flying, 2. is meeting, 3. are doing, 4. leaves,
- are moving, 6. opens, 7. am working

#### B

- some, 2. someone, 3. anything, 4. any,
- anything, anyone, 6. somewhere

#### C

- took, taken, 2. wrote, written, 3. met, met,
- sent, sent, 5. had, had, 6. discussed, discussed,
- spoke, spoken, 8. sold, sold, 9. chose, chosen,
- gave, given, 11. thought, thought, 12. bought, bought,
- found, found, 14. paid, paid, 15. cost, cost, 16. told, told

#### D

- answered, 2. called, 3. lived, 4. sent,
- travelled, 6. driven

#### E

Possible answers:

- I haven't met our new colleague yet.
- Have you finished the project yet?
- I haven't asked Pedro about the contract yet.
- Has she had a vacation yet?
- We haven't spoken to Ms Lee yet.

### Vocabulary

#### B

1d, 2a, 3e, 4b, 5c

#### C

- leave, 2. call back, 3. Hold, 4. busy,
- pass on, 6. dialed, 7. put, 8. by

#### D

Possible answers:

- Can we find a time for a meeting? – Yes, how about tomorrow at 10 a.m.?
- Do you feel like going out for drinks after work? – Sure, we could try the new bar around the corner.
- How about 10:30 tomorrow morning? – Yes, that's fine.
- Are you free this afternoon? – I'm afraid I'm in a meeting all afternoon.
- Could we meet at noon? – Yes, noon suits me.
- What are you doing the day after tomorrow? – I don't have any plans yet.

#### E

- arrive, 2. above, 3. regarding, 4. inform,
- receive, 6. apologize, 7. inconvenience,
- delivery

**F**

1. inform, 2. regarding, 3. above, 4. receive,
5. delivery, 6. arrive, 7. apologize,
8. inconvenience

**Unit 3****Grammar****A**

1. more difficult, the most difficult
2. fast, the fastest
3. interesting, the most interesting
4. cheap, cheaper
5. happier, the happiest
6. bad, the worst
7. more important, the most important
8. successful, more successful

**B**

1. more comfortable, 2. the hottest,
3. more interesting, 4. easy, 5. more experienced,
6. the most stressful

**C**

Possible answers:

1. a lot nicer, 2. a bit better, 3. slightly more expensive,
4. a little longer, 5. much worse

**D**

1. Bob doesn't earn as much money as Annie.
2. Ray's presentation wasn't as good as Cole's.
3. Our store in Dublin isn't as big as the one in Berlin.
4. Their standards aren't as high as ours.
5. Our homepage isn't as user-friendly as yours.

**Vocabulary****A****Across**

2. load, 6. engine, 8. navigation, 9. browser,
12. key, 13. internet, 15. click, 17. surfing,
19. password, 20. email, 21. homepage

**Down**

1. down, 3. attachment, 4. Wi-Fi, 5. mouse,
7. information, 10. type, 11. switch,
14. research, 16. line, 18. hit

**B**

1. by the way, 2. because, 3. in my opinion,
4. thanks, 5. forward, 6. please

**D**

Possible answers:

1. Thank you, Judy. I am grateful for your support.
2. Thanks for fixing my computer! That's terrific!
3. I would appreciate it if you could send me some information on your products.

**E****Top list**

1. absolutely no
2. very little
3. some
4. a great deal

**Bottom list**

1. don't have any
2. hardly any
3. several
4. many

**Unit 4****Grammar****A**

1. Jennifer was studying for an exam.
2. Natalie was talking to her colleague.
3. Dan was waiting for the bus.
4. Joseph was teaching a class.

**B**

1. although, 2. In spite of, 3. even though,
4. However, 5. even though

**C**

at: 9:15 a.m., midnight, lunchtime, the moment, night

in: the evening, the future, the spring,

the 18th century, October

on: my birthday, Easter Sunday, Thursday,

Friday afternoon, April 1

**D**

1. going to take, 2. going to work,
3. going to spend, 4. going to have,
5. going to invite, 6. going to see

**Vocabulary****A**

V	E	H	I	D	I	P	L	O	M	A	X	T	I	C	S	V	M
B	P	I	C	H	E	L	O	R	B	C	Y	D	E	R	C	O	Z
K	R	G	E	G	R	A	D	U	A	T	I	O	N	E	O	T	P
A	E	N	E	V	E	R	T	N	L	E	T	C	J	M	M	S	B
J	S	C	K	X	T	Y	O	I	P	H	B	T	X	O	P	P	M
P	C	E	O	R	A	K	R	V	G	S	Y	O	R	T	U	T	V
X	H	S	J	M	U	M	I	E	V	T	P	R	D	E	L	B	C
G	O	C	N	U	R	Q	A	R	L	I	M	A	T	H	S	F	W
E	O	H	E	M	I	S	N	S	S	A	L	T	F	B	O	U	N
U	L	U	C	O	W	S	C	I	E	N	C	E	X	M	R	P	T
V	E	Y	M	O	L	S	H	T	S	E	J	O	N	D	Y	H	K
T	M	A	S	T	L	L	F	Y	I	P	L	O	E	L	S	T	T
W	P	U	B	L	K	L	E	L	A	S	S	A	P	H	E	G	E
P	S	T	U	D	Y	T	E	R	I	N	G	P	W	S	C	J	J
X	O	P	T	O	N	A	T	G	M	D	E	G	R	E	E	W	C
A	H	I	S	T	O	R	Y	V	E	Z	B	O	L	Y	K	M	X

**B**

1. graduate school, 2. GCSE, 3. scientist,
4. A-levels, 5. degree

**C**

1. I graduated from university five years ago.
2. Maria is majoring in Biology.
3. I'm working toward a master's in Mathematics.
4. I was accepted into the graduate program at the University of Chicago.



**D**

1. qualifications, 2. goals, 3. courses,
4. communication, 5. intention

**E**

1. goal, 2. target, 3. aim, 4. plan, 5. objective,
6. intention, 7. ambition, 8. wish

**F**

1. on target, 2. set a goal, 3. our company's aim,
4. financial plan, 5. intends to, 6. achieve our goals

**Unit 5****Grammar****A**

- 1e, 2f, 3c, 4g, 5b, 6d, 7a

**C**

1. answering, 2. raining, 3. losing, 4. working,
5. opening

**D**

Possible answers:

1. I can't imagine working anywhere else.
2. I really enjoy working with my colleagues.
3. I don't mind cycling to work.
4. I don't like waiting on orders.
5. I hate getting up early.

**E**

1. changing, 2. calling, 3. taking, 4. moving
5. applying, 6. inviting

**F**

1. I look forward to hearing from you soon.
2. Thank you for coming to the interview.
3. I don't feel like working today.
4. We're thinking of starting our own business.
5. I'd never dream of quitting my job.

**Vocabulary****A**

1. looking, 2. based, 3. responsibilities,
4. managing, 5. development, 6. leader, 7. skills

**B**

turn off your mobile phone, dress appropriately, thank the interviewer for his or her time, tell the truth about your background, emphasize positive things about yourself

**C**

1. I studied Business Administration
2. I have experience with different
3. I am a link between
4. I received a lot of
5. I have five years' experience

**D**

Possible answers:

1. approachable, 2. methodical, 3. calm,
4. hard-working, 5. patient, 6. positive

**E**

1. patient, 2. hard-working, 3. impatient, 4. lazy,
5. worried

**F**

1. marketing, 2. meeting, 3. doctor, 4. impatient,
5. candidate

**Unit 6****Grammar****A**

1. passive, 2. passive, 3. active, 4. active,
5. passive, 6. passive, 7. passive

**B**

1. These phones are produced in Korea.
2. This room is used for staff meetings.
3. These fruits are grown in tropical areas.
4. Breakfast is included in the price.
5. Their products are sold at the farmers' market.
6. These tomatoes were imported from Spain
7. The office building was sold last year.
8. We were invited to the Christmas party.
9. The cruise ship was built in Germany.
10. The boxes were delivered last week.

**C**

1. When were these samples delivered?
2. Where was the product manufactured?
3. What methods were used?
4. When were the workers paid?
5. Why was the meeting cancelled?

**D**

1. must be used, 2. should be turned off
3. will be informed, 4. may be delayed,
5. will be opened

**E**

Possible answers:

1. I use my mobile phone for making calls, taking photos and texting.
2. I never use it to play music.

**Vocabulary****A****Across**

2. cabinet, 6. size, 7. plugged, 8. press,
11. connected, 13. calculator, 15. used,
17. manufactured, 18. insert, 19. grown

**Down**

- dark, 3. imported, 4. fits, 5. heavy,
- square, 10. instruction, 12. cardboard.
- eraser, 16. silver, 20. cutting

**B**

- recruited, 2. shiny, 3. stapler, 4. properly,
- instructions

**C**

**a phone:** can be disconnected, can be connected, should be answered

**an office:** should be cleaned every day, can be redecorated, needs to be furnished

**software:** can be downloaded, needs to be updated, must be written

**D**

- press the power button, 2. log onto,
- double click on, 4. click on, 5. enter the address, 6. enter the subject, 7. write the text,
- click on, 9. close, 10. shut down

**E**

- grown, 2. plugged in, 3. offered, 4. by,
- founded, 6. instruction, 7. of, 8. fired, 9. for

**Unit 7****Grammar****A**

- Would you do me a favor?
- Would you like some help with that?
- May I see your passport?
- Could you show me how this works?
- May I introduce you to each other?
- Do you think you can finish it today?

**B**

Possible answers:

- don't have to move, 2. needn't tell,
- don't have to take, 4. needn't work,
- don't have to send, 6. don't have to pick,
- needn't get, 8. don't have to invite
- don't have to accept, 10. don't have to wait

**C**

- would, 2. would, 3. will, 4. would, 5. will,
- would

**D**

- 
- If you don't have time, I'll help you.
- If I were her, I would ask for a higher salary.
- 
- If you tell him the truth, he may get angry.
- 

**E**

- spent, 2. were, 3. sold, 4. gave, 5. would,
- purchase

**Vocabulary****B**

C	S	S	R	L	C	O	N	D	I	T	I	O	N	S	W	I	L	M	O	E
A	F	X	O	M	X	F	B	I	B	L	N	Z	H	D	H	Y	D	O	R	N
P	O	S	T	A	F	J	F	P	O	E	B	Q	S	T	C	L	H	F	E	C
P	B	A	E	I	B	E	N	J	G	A	Z	R	T	E	O	Z	E	F	C	L
O	W	M	S	L	U	R	Q	B	Z	P	Q	J	X	W	R	B	A	E	Y	O
I	J	P	Q	I	S	Y	M	R	G	T	U	F	Q	P	P	V	J	R	O	S
N	K	L	M	N	T	J	F	O	L	L	O	W	U	P	O	L	I	A	T	U
T	R	E	W	G	X	E	Z	C	I	F	T	L	O	M	R	Y	E	C	G	R
M	J	S	U	O	J	T	E	H	H	Y	E	F	P	N	S	I	T	A	E	E
E	U	V	O	J	X	B	O	U	P	S	T	G	A	Q	Y	E	C	O	J	S
N	J	D	L	A	F	Z	K	R	C	Y	I	A	R	S	H	V	M	E	Y	L
T	R	A	P	K	D	V	P	E	K	S	O	L	I	A	N	E	S	T	S	N
R	P	R	O	D	U	C	T	S	U	R	N	S	O	L	N	L	Q	B	O	P
Y	A	P	R	I	Q	S	E	R	I	O	L	D	A	E	U	M	E	A	L	A

**C**

- organize a mailing campaign
- meet with the customer
- make an offer
- close the sale
- follow up

**D**

- 1b, 2f, 3h, 4d, 5j, 6e, 7a, 8i, 9c, 10g

**E**

- 1a, 2a, 3b, 4b, 5b

**F**

- Do you mind if I close the door?
- Do you mind if I go home now?
- Do you mind if I eat the last cookie?
- Do you mind if I join you?

**G**

No, not at all. Go ahead.

**Unit 8****Grammar****A**

- We haven't got enough money to buy a house.
- Simon has got a nice office and a company car.
- I've got an important meeting this afternoon.

**B**

- until, 2. until, 3. by, 4. until, 5. by,
- until, 7. by, 8. by

**C**

- will have graduated, 2. will have made,
- will have translated, 4. will have arrived,
- will have left, 6. will have been

**D**

1. The employees will be informed on Monday.
2. The invoice will be paid by the end of April.
3. The USB sticks will be given away for free.
4. Your order will be shipped tomorrow.
5. The customer will be contacted soon.
6. The smaller items will be sent by mail.

**E**

1. can be made, 2. will have reached,
3. should be printed, 4. will have moved,
5. will be introduced, 6. should be placed

**Vocabulary****A**

1d, 2f, 3e, 4g, 5h, 6a, 7b, 8c

**B**

so, because of, that's why, for that reason, therefore, because

**C**

1. because of, 2. So / That's why, 3. because,
4. However, 5. For that reason / Therefore

**D**

1. business, 2. references, 3. binding,
4. cancellation, 5. contract, 6. terminate,
7. rejected, 8. supplier

**E**

1. supplier, 2. buyer, 3. buyer, 4. supplier,
5. supplier, 6. buyer, 7. supplier, 8. buyer,
9. buyer, 10. supplier

**G**

Possible answers:

1. bargaining, 2. negotiate, 3. Buyers,
4. consensus, 5. sides, 6. haggling,
7. Negotiations

**Unit 9****Grammar****A**

1. will need, 2. will do, 3. will find, 4. will be,
5. will see, 6. will improve, 7. will lose

**B**

1e, 2c, 3f, 4a, 5g, 6i, 7d, 8b, 9h

**C**

1. Ellen will be working at the coffee shop.
2. Phil will be travelling to South America.
3. Charlotte will be writing a report.
4. Vince will be making dinner.

**D**

1. Exports have been increasing since March.
2. Profits have been dropping steadily.
3. He has been waiting for half an hour.
4. It has been raining all day.
5. I have been working here for six years.
6. We have been living here since 2014.

**E**

1. How long have you been working in marketing?
2. How long have you been studying Spanish?
3. How long has he been travelling?
4. How long has she been talking to Ron?

**Vocabulary****A**

G	O	S	J	L	G	E	S	B	I	D	O	W	B	S	R	I	C	D	R
I	F	Q	E	H	R	F	B	K	K	A	M	P	E	Y	I	F	L	D	A
P	N	K	I	L	O	S	S	P	Y	E	B	Q	U	P	S	W	I	N	G
C	B	C	E	I	W	E	N	J	G	R	Z	R	D	E	E	B	M	I	N
X	C	M	R	L	O	S	I	F	M	P	O	Y	S	I	O	S	B	E	G
P	E	P	I	E	S	Y	M	R	D	T	H	C	V	P	S	T	U	E	O
N	A	D	M	N	A	J	F	O	O	L	O	W	K	E	R	I	F	X	L
D	R	O	P	G	X	S	V	S	W	F	T	L	O	E	P	E	C	P	E
J	R	W	W	O	J	T	E	H	N	Y	F	A	L	N	T	Z	D	A	O
E	X	N	I	S	T	E	A	D	S	S	T	G	A	Q	Y	E	C	N	J
C	L	T	M	E	F	Z	K	R	W	U	C	D	E	C	R	E	A	S	E
T	E	U	P	K	D	E	C	L	I	N	E	J	I	D	A	Y	U	I	K
R	G	R	U	S	L	O	E	S	N	K	E	R	L	E	E	R	E	O	S
D	O	N	G	R	A	D	E	R	G	W	E	F	A	L	L	N	H	N	E

**B**

1. decline, 2. slight, 3. expansion, 4. sudden,
5. skyrocket

**C**

Possible answers:

1. Sales skyrocketed.
2. Income has shown a major drop.
3. Profits have declined slightly.
4. The number of enquiries increase steadily.

**D**

1. helping, 2. taking, 3. looking, 4. working,
5. learning, 6. talking, 7. living

**E**

1. over the next few weeks, 2. within the coming months, 3. in the future, 4. very soon,
5. in the near future

**F**

1. believe, 2. suppose, 3. doubt, 4. guess,
5. suspect, 6. expect

**G**

1. I'm sorry but I totally disagree.
2. I'm not sure about that.
3. I think you're right.
4. I'm afraid I disagree.
5. Yes. I couldn't agree with you more.

**H**

1. I'm sorry but I totally disagree.
2. I'm afraid I disagree.
3. I'm not sure about that.
4. I think you're right.
5. Yes. I couldn't agree with you more.

**Unit 10****Grammar****A**

1b, 2a, 3a, 4c

**B**

1. No, I had it translated.
2. No, I had it installed.
3. No, he had it washed.
4. No, they had it cleaned.
5. No, she had it repaired.

**C**

1. Alyssa said (that) she would call Barbara on Friday.
2. Alyssa said (that) she couldn't come to the meeting on Tuesday.
3. She said (that) she had already read the minutes.
4. She said (that) she would see John at the conference in Glasgow.

**D**

1. She asked me what I was writing.
2. She asked me if she could borrow my phone.
3. He asked me where the papers were.

**E**

1. spoken, 2. sent, 3. arrived, 4. relocated,
5. had

**Vocabulary****A**

1. Gwen is to organize the meeting.
2. Ethan is to chair the meeting.
3. Alyssa is to take notes.
4. Yumi is to make a list by Thursday.
5. Phil is to write the report.

**B**

1. purpose, 2. agenda, topics, 3. receive,
4. exceptions, participants, 5. chairperson,
6. confusing, 7. important, 8. effective

**C**

**before the meeting:** write an agenda, find a time and place, invite participants

**during the meeting:** keep discussion focused, take notes, start on time

**after the meeting:** send minutes to participants, review your notes, write the minutes

**D**

1c, 2g, 3d, 4h, 5a, 6b, 7e, 8f

**E**

1. brainstorm, 2. participating, 3. proposed,
4. cover, 5. set, 6. any other, 7. say, 8. favour

**F**

1. G, 2. G, 3. A, 4. G, 5. A, 6. A

**Unit 11****Grammar****A**

**at:** a concert, the traffic light, the entrance, the train station, the end of the road

**in:** a taxi, the newspaper, the photo, the bag, the suitcase

**on:** the right, the plate, the website, the ground floor, on the ceiling

**B**

1. on, 2. at, 3. in, on 4. on, 5. on, 6. at,
7. in, 8. at

**C**

1. There, 2. there, 3. It, 4. There, 5. It, 6. There

**D**

Possible answers:

1. How long does it take to fly from London to Frankfurt?
2. How long did it take you to write the book?
3. How long does it take you to walk to the city centre?

**E**

1. It takes ... to walk from my home to the nearest bus stop.
2. It takes me ... to get to work.
3. It takes (about) ... to fly from my home town to London.

**Vocabulary****A**

1. Remember names.
2. Pay attention to your body language.
3. Keep up with the daily news.
4. Share some information about yourself.
5. Ask questions.
6. End the conversation politely.

**B**

**Personal:** I enjoy watching football. I used to play the saxophone. I go to the cinema a lot. I'm interested in art history. I do yoga twice a week.

**Professional:** I used to work in advertising. I worked in France for ten years. I studied architecture. I hope to get a promotion soon. I took a course in accounting.

**C**

- A: I thought we could just go out for drinks.  
 B: That sounds great. I've heard the local wines are terrific.
- A: Is there a good place to grab a bite to eat?  
 B: Yes, there's an excellent restaurant across the street.
- A: Actually, I don't eat meat.  
 B: That's no problem. We've got a great vegetarian restaurant downtown.
- A: I'd like to get some exercise before I go back to the hotel.  
 B: Why don't you come with me to the gym?  
 I can take a friend for free.

**D**

1. appetizer, 2. seafood, 3. hostess, 4. veal,  
 5. dessert, 6. menu, 7. lobster, 8. dressing

**E**

1. guest, 2. server, 3. guest, 4. guest,  
 5. server, 6. guest, 7. server, 8. guest

**F**

- 1c, 2e, 3f, 4a, 5b, 6d

**Unit 12****Grammar****A**

1. the French, 2. the Vietnamese, 3. the Greek,  
 4. the Dutch, 5. the Egyptians, 6. the Chinese,  
 7. the Hungarians, 8. the Swiss, 9. the Portuguese,  
 10. the Canadians

**B**

1. the, 2. -, -, 3. -, the, 4. the, 5. -, 6. the,  
 7. the, 8. the

**C**

1. while, 2. during, 3. during, 4. for, 5. while,  
 6. during, 7. for, 8. while

**D**

1. for, 2. during, 3. while, 4. during, 5. while

**E**

Possible answers:

- I write travel blogs. It's a good way to make money while travelling.
- She fell asleep while watching a movie.
- What do you do to pass the time while sitting in traffic?
- I think it's rude to talk loudly on your phone while waiting in line.
- He met her while working in Argentina.

**Vocabulary****A****Across**

4. floor, 5. layover, 6. book, 8. shuttle,  
 10. available, 13. trip, 14. unlimited, 15. planes,  
 17. form, 20. hire, 22. departure, 23. check,  
 25. ticket, 26. domestic, 27. staying, 28. take

**Down**

1. nonstop, 2. call, 3. double, 4. free,  
 7. number, 9. economy, 10. assistance,  
 11. arrives, 12. elevator, 16. included,  
 18. service, 19. driving, 21. access, 24. aisle

**B**

1. double – single, 2. one-way – round-trip,  
 3. business – economy, 4. compact – full-size,  
 5. credit card – cash, 6. aisle – window,  
 7. check in – check out, 8. departure – arrival

**C**

- How long will you be staying?
- Please fill out the registration form.
- Just call the front desk if you need any extra towels.
- Would you like any help with your luggage?
- Breakfast is served between 7:00 a.m. and 10:30 a.m.

**D**

- 1e, 2f, 3b, 4a, 5d, 6c

**E**

1. digit, 2. zero, 3. dial, 4. area code, 5. toll-free,  
 6. country code

**Unit 13****Grammar****A**

- 100%: always, 75%: frequently, 50%: occasionally,  
 25%: hardly ever, 0%: never

**B**

- Miranda rarely travels on business.
- I hardly ever finalize contracts at trade fairs.
- You should never talk badly about your competitors.
- I frequently make new contacts at trade fairs.

**C**

1. is being cleaned, 2. is being sold,  
 3. are being manufactured, 4. are being displayed

**D**

- I might be going to the furniture fair in Milan next year.
- We may be offering a two-year guarantee.
- We really should be doing business with them.
- We may be opening a store in Copenhagen soon.

5. We should be selling high-quality products online.
6. We will be manufacturing the products in Europe.

**E**

1. herself, 2. ourselves, 3. themselves, 4. yourself,
5. itself, 6. himself

**Vocabulary****A**

A	O	L	M	F	I	N	S	I	D	Y	O	L	S	O	M	I	T	E	C
D	E	V	I	S	I	T	O	R	K	E	C	A	E	D	E	E	P	X	O
R	B	U	I	N	E	S	S	H	O	L	A	Z	U	P	X	R	B	Y	M
F	E	X	E	N	W	H	O	L	E	S	A	L	E	O	Y	T	Q	I	P
X	C	T	N	A	M	P	L	T	A	Y	O	O	S	A	S	A	O	C	E
P	E	P	A	E	S	Y	T	G	D	T	P	C	B	P	B	Y	U	E	T
Y	C	R	M	I	A	J	R	F	O	E	L	W	K	O	I	L	F	X	I
F	U	O	P	G	L	S	A	L	W	X	A	L	D	E	O	E	C	P	T
A	S	F	M	O	J	T	D	E	N	H	T	O	U	X	T	T	D	A	O
I	T	E	A	S	T	E	E	Y	D	I	S	P	L	A	Y	E	H	N	R
Y	O	S	N	E	F	Z	S	R	W	B	C	Z	E	C	R	E	A	S	N
T	M	U	I	K	D	E	H	L	I	I	E	S	T	A	N	D	U	I	E
H	E	K	Z	E	X	P	O	Z	N	T	G	U	L	I	R	A	R	S	I
N	R	E	B	E	F	O	W	V	P	L	O	M	O	T	I	S	E	Y	U

**B**

1. buyer, 2. to exhibit, 3. visitor, 4. traveler,
5. to represent, 6. distributor, 7. to supply,
8. manufacturer, 9. seller

**C**

1. familiar, 2. throughout, 3. convention,
4. attended, 5. public, 6. get

**D**

1. to put, 2. to close, 3. to get, 4. to pass,
5. to be, 6. to take, 7. to stop

**E**

- 1g, 2h, 3j, 4b, 5d, 6i, 7a, 8c, 9e, 10f

**F**

- 1e, 2b, 3g, 4c, 5a, 6f, 7d

**Unit 14****Grammar****A**

1. who, 2. whose, 3. that, 4. who, 5. who,
6. where, 7. whose, 8. that

**B**

1. where, 2. who, 3. whose, 4. which, 5. who

**C**

1. I have a friend who lives in Alaska.
2. We organized a team building day which/that was a real success.
3. I have a colleague whose husband is Australian.

**D**

1. we invest, 2. we invited, 3. you recommended,
4. I bought

**E**

1. feeling, 2. talking, 3. reading, 4. Knowing,
5. Being, 6. wanting

**F**

1. Having worked with him for many years, I know how talented he is.
2. Having finished the project, Cole went on holiday.
3. Having lived here all my life, I know the area well.

**Vocabulary****A**

1. fair, 2. tolerance, 3. optimistic, 4. confident,
5. honesty, 6. polite, 7. respect, 8. creative,
9. motivation, 10. patience, 11. flexible,
12. charisma

**B**

Possible answers:

1. confident, fair, 2. respect, 3. optimistic, creative,
4. motivation, 5. patient, 6. Fairness,
7. polite, 8. charismatic

**C**

1. to think outside the box, 2. to go the extra mile,
3. to get the ball rolling, 4. to keep a cool head,
5. to roll up your sleeves, 6. to step on somebody's toes

**D**

1. cooperate, 2. join, 3. plays, 4. characters,
5. charisma

**E**

1. attitude, 2. dedicated, 3. gossip,
4. reputation, 5. addition

**F**

1. easy to get along with
2. strong organizational skills
3. manage multiple deadlines
4. his ability to think outside the box
5. when others lose motivation
6. the one being trained
7. when being asked

**Unit 15****Grammar****A**

1. got offered, 2. get invited, 3. get divorced,
4. got stolen, 5. got stopped, 6. got shut down,
7. get hurt, 8. got paid

**B**

1. The meeting has been cancelled.
2. The laptops haven't been ordered.
3. The problem has been solved.

4. Our boss hasn't been fired.
5. The invitations have been sent.
6. Nothing has been done.

**C**

1. Have the home offices been set up yet?
2. Has the equipment been delivered?
3. Have the employees been informed yet?
4. Has the decision already been made?
5. Have the technical problems been solved yet?
6. Has the agenda for the meeting been written?

**D**

1c, 2e, 3a, 4f, 5b, 6d

**F**

1. I had to call David back.
2. You had to enter your PIN number first.
3. We had to pay our taxes.
4. They had to make a decision.
5. She had to get home by five o'clock.

**Vocabulary****A**

1. operating, 2. get, 3. save, 4. setting,
5. operate, 6. focus, 7. prepare

**B**

1. buy, 2. do, 3. take out, 4. schedule,
5. operate, 6. own

**C**

Possible answers:

borrow, owe, lend, take out, spend, repay, make, pay, lose, invest

**D**

1. borrow, 2. lend, 3. lend, 4. borrow, 5. borrow

**E**

**Advantages:** better work-life balance, less office space needed, no travel costs, higher job satisfaction

**Disadvantages:** difficult to monitor employees' performance, harder to separate work from personal life, teamwork is more difficult, fewer opportunities to share ideas

**F**

1b, 2c, 3f, 4a, 5d, 6e

**G**

1. commute, 2. time-consuming, 3. stressful,
4. flexible, 5. productivity

**H**

1. to relax, 2. to earn money for a family,
3. to work very hard, 4. to be very busy,
5. to be having a lot of success

**Unit 16****Grammar****A**

1. would have started, 2. wouldn't have met,
3. would have read, 4. would have spoken to him,
5. wouldn't have been, 6. would have visited,
7. wouldn't have moved, 8. would have forgotten

**B**

1. had known, 2. wouldn't have lost, 3. had known,
4. would have remembered, 5. had been,
6. had had, 7. would have happened

**D**

1. knew, 2. had come, 3. had, 4. hadn't eaten,
5. hadn't made

**E**

1. If only he had accepted the offer!
2. If only you had listened to your gut feeling!
3. If only I had had a plan B!

**F**

1f, 2e, 3a, 4c, 5d, 6b

**Vocabulary****A**

1. changed my mind, 2. have a back-up plan,
3. having second thoughts, 4. make up my mind,
5. sleep on it, 6. had a gut feeling,
7. is still on the fence

**B**

1. opportunity, 2. expand, 3. progress,
4. consumer, 5. option, 6. confidence,
7. change, 8. uncertainty

**D**

1c, 2e, 3a, 4d, 5b

**E**

1. incorrect, 2. ineffective, 3. unskilled,
4. unsuccessful, 5. incompetent, 6. impractical,
7. substandard, 8. inaccurate, 9. unproductive,
10. impolite, 11. insufficient, 12. unreliable

**F**

1. uncertainty, 2. increase, 3. below, 4. satisfied,
5. strong, 6. expanding, 7. strategy, 8. invested,
9. improve, 10. commitment