

Real Business English B2

21st century skills at work

Workbook

by
Rebecca Buller

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1. Edition 1^{8 7 6} | 2023 22 21

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Delta Publishing, 2017
www.deltapublishing.co.uk
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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, Nürnberg
Production: Anastasia Raftaki
Printing and binding: Elanders GmbH, Waiblingen

ISBN 978-3-12-**501674**-3



9 783125 016743

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1 Training

1 Grammar

Present Perfect

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

We use the **present perfect**:

- with the question *How long ...?* and with *for* and *since*
- when the time of action is unfinished:
this year, this week, etc.
- for recent actions and time periods up to now:
recently, just, yet, so far, already, ever, never, etc.
- when the time of action is undefined or not important

In American English, you can also use the **past simple** with the trigger words *yet, already, never, recently* and *just*.

Your English has improved a lot.

How long have you known each other?

We've known each other for six years.

I've learned so much this week.

Most German managers I've met here so far started out the same way.

Our company has organized several management seminars.

I just wrote the letter.

I already signed up for the workshop.

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

infinitive	simple past	past participle
1. teach	<i>taught</i>	<i>taught</i>
2. become		
3. feel		
4. wear		
5. hold		
6. deal		
7. be		
8. stand		

infinitive	simple past	past participle
9. mean		
10. begin		
11. lose		
12. read		
13. forget		
14. win		
15. lead		
16. keep		

B Complete the sentences. Use *have/has* and the past participle of the words below.

take | become | ~~attend~~ | fill out | be | hold | read

BE AE
fill in fill out

1. I have never attended a management seminar.
2. Our virtual training courses extremely popular.
3. you the registration form? If not, please do so now. Here's a pen.
4. I already the course description, but I need further information.
5. Ian is an experienced trainer. He many workshops with great success.
6. Victoria a language instructor for over fifteen years.
7. I several English courses in the UK.

C Present perfect or past simple? Circle the correct option.

1. I **didn't see** / **haven't seen** Trish for ages. How's she doing?
2. Gary and I **met** / **have met** at a workshop in Philadelphia.
3. I feel terrible. I **had** / **have had** a cold for ten days now.
4. Paul **lived** / **has lived** in Belgium before he moved here.
5. How long **was it** / **has it been** since you had a day off?
6. I **passed** / **have passed** my German exam last week.

**should, ought to, had better**

We use *should*, *ought to* and *had better* (*I'd better*) to give advice. *Ought to* and *had better* are stronger than *should*. Also, *ought to* is far less common than *should* in spoken English, particularly in AE. *Ought to* is also much more formal than *should*.

The negative forms are *should not* (or *shouldn't*), *ought not to* and *had better not*. The short form *oughtn't* is rarely used.

If you feel sick, you should stay in bed.
You look tired. You ought to go home.
You'd better see a doctor about your cold.

We shouldn't leave early today.
We ought not to waste time on paperwork.
You'd better not go to class today.

D Put the words in order to form sentences.

- | | |
|---|---|
| 1. to / junk food / I / eat / ought / less | 4. better / say / You'd / not / anything |
| | |
| 2. your / had / off / You / turn / better / phone | 5. should / decisions / hasty / We / not / make |
| | |
| 3. their / admit / They / to / mistakes / ought | 6. that / not / She / act / ought / to / like |
| | |

E Write sentences giving advice. Use the ideas below.

apologize to him | take a few days off | tell the trainer | visit her soon | read the course outline

1. I won't be able to come to our training session on Friday.
.....
2. Paul is angry with me because I made a stupid comment last week.
.....
3. I don't know what the course is about. I need more information.
.....
4. Now I'm starting to feel sick. My throat hurts and I have a fever.
.....
5. We haven't seen Vanessa for more than a year.
.....

BE
 apologise
 ill
 a temperature

AE
 apologize
 sick
 a fever /
 a temperature

2 Vocabulary

A Put the letters in order to form words related to training.

1. orwhopks workshop
2. onstraregiti _____
3. irunstorct _____
4. ticipaparnt _____
5. snaremi _____
6. urscoe efe _____

B Complete the table below with the missing nouns and verbs.

Noun	Verb
1. participant	<i>to participate</i>
2. _____	to improve
3. assistance	_____
4. inquiry	_____
5. _____	to register
6. attendance	_____



C Complete the sentences with words from "B".

1. I'd like to _____ my negotiation skills.
2. This classroom has eight desktop computers: one for each _____.
3. Please fill out the _____ form and sign at the bottom.
4. Did you _____ for the technical writing workshop in April?
5. You can _____ online. Simply click on "Sign in" and follow the instructions.

D Find adjectives that are opposite in meaning. There are several possibilities.

well-organized | chaotic | hard-working | motivated | ~~talkative~~ | confident | patient | calm | optimistic | lazy | impatient | disinterested | ~~quiet~~ | timid | ambitious | shy | careless | diligent | pessimistic | absent-minded | outgoing | nervous | alert

1. talkative ≠ quiet
2. _____ ≠ _____
3. _____ ≠ _____
4. _____ ≠ _____
5. _____ ≠ _____
6. _____ ≠ _____



E What type of learner are you? Which of the adjectives from "D" describe you best?

.....

.....

F Read the dialogue. Circle the word or phrase that fits best.

- Jim Really good course, isn't it?
- Marie **Absolutely / Exact / Anyway** (1)! Mind you, the trainer really pushes us – I'm exhausted!
- Jim But we've learnt so much this week.
- Lucia I couldn't **confirm / follow / agree** (2) with you more. Our company has organized many different management seminars, but this is one of the best I've ever been to.
- As I was saying / In other words / By the way** (3), where did you study, Jim?
- Jim Oh, in Sheffield, England.
- Marie Economics, **I suppose / I suggest / I propose** (4)?
- Jim No, **namely / actually / definitely** (5), history and German! After university I went into a big consultancy firm based in London and, well, I've worked my way up since then.
- Marie That's quite typical for Britain though, isn't it? They attach far more importance to experience and people skills, **all in all / never mind / you know** (6), things you learn on the job ...
- Lucia Yes, it's like that in Italy, too.
- Marie **Whereas / Despite / Opposite** (7) in Germany you can't get far nowadays without a degree in a specialist subject and some top internships. I studied economics and then did fast-track management training at a big car company. Most German managers I've met here so far started out the same way.
- Lucia Yes, the Germans are certainly well-known for their technical expertise. In Italy, **for this reason / on the other hand / as a result** (8), it's often a question of who you know, or being in the right place at the right time.
- Jim But **do you mind / could you explain / don't you think** (9) that's changing a bit nowadays? People skills are essential, certainly in Britain, but I think employers are also looking for qualifications in black and white rather than just sheer hard work and enthusiasm.
- Marie Oh, look, they're all going back in. **I mean / I guess / I agree** (10) it's time to get back to work.
- Jim Oh man, I've just got myself another coffee ...



G Which of the following expressions can you use in the situations below?

by the way | on the other hand | do you mind | absolutely | in other words | could you explain

- | | |
|-----------------------------------|--------------------------------|
| 1. clarifying your point | 4. contrasting ideas |
| 2. changing the subject | 5. expressing agreement |
| 3. asking for clarification | 6. asking for permission |

2 HR Management

1 Grammar

Infinitive with to

We use the **infinitive** with *to* in these cases:

- after certain **adjectives** such as *sad, happy, necessary, easy, difficult, (im-)possible*, etc.
- after certain **verbs** such as *would like, expect, agree, want, offer, promise, hesitate, attempt, fail, intend, plan, hope, manage, allow*, etc.
- after question words such as *where, how*, etc.
- to express purpose (*in order to*)

I am very happy to be here.

This question is difficult to answer.

I would like to have a position with more responsibility.

I don't expect to get the job in Vancouver.

Do you know where to go?

I called her to find out more about the job.

A Combine the phrases to make sentences. There are several possibilities.

I am writing	to spend	to Ms Whitehurst's office?
It is not necessary	to get	me find a job in the music industry.
Robert promised	to offer	for the position of Office Manager.
Excuse me, do you know how	to add	a photo to your resume.
Vanessa works part time	to apply	you the job as a Research Assistant.
We are pleased	to help	more time with her kids.

1.
2.
3.
4.
5.

Infinitive without to

We use the **infinitive** without *to* in these cases:

- after modal verbs: *can, should, may, will*, etc.
- after *would rather, make* and *let*

I think you should apply for that marketing job.

I'd rather work from home next week.

He made me wait for almost an hour.

B Read the sentences. Add *to* where necessary.

1. I wrote to him find out more about the job opening.
2. Jonathan should have quit his job a long time ago.
3. I might apply for the teaching job in Birmingham.
4. It seems impossible find a job that pays well.
5. I'm not sure what do next. Any advice?
6. Quite frankly, I'd rather not work abroad.



Commas

When a sentence starts with an **if-clause**, we use a comma after it.

If you need further information, please contact me.

We use a comma after many introductory words or phrases: *Yes, No, However, Unfortunately, Luckily, Ideally, For example*, etc.

Ideally, a resume should be no longer than two pages.

Yes, I decided to accept the job offer!

We use commas to separate elements in a list of three or more items. In BE, we generally do not put a comma before the final *and* in a list.

Please bring the invitation, completed application form, and references.

We do not use a comma before *that*.

Mel works for a company that sells shoes.

C Add a comma where necessary.

1. I have lived and worked in Brazil Argentina and Portugal.
2. What would you do if they offered you the job in Finland?
3. Well I'm not going to accomplish anything just sitting here.
4. Unfortunately Alyssa wasn't selected for an interview.
5. If Jonathan gets the job he will be very happy.
6. The letter that he sent was full of mistakes.
7. Luckily the application deadline was extended.



Linking words

Linking words or phrases help us to connect ideas in a logical way. We can use them to:

- sequence ideas: *first, then, next, ...* etc.
- add information: *also, in addition, additionally, furthermore, besides*, etc.
- contrast ideas: *however, although, even though, while, whereas, despite, in spite of*, etc.
- express a result or reason: *as a result, thus, therefore, consequently, because of, due to*, etc.
- give examples: *for example, for instance, namely, such as, including*, etc.

First, say which position you are applying for.

We're going to build new production facilities.
In addition, there will be a new canteen.

Although I enjoy my current job, I am looking for a new challenge.

She was a sales manager before coming here.
Therefore, she has a great deal of experience.

Six people were selected for an interview,
including two candidates from Germany.

D Cross out the linking words that do not fit.

1. I don't think I'm qualified for the job. **Besides** / **Despite** / **Instead**, I don't want to move to Toronto.
2. **Consequently** / **Before** / **In spite of** the interview takes place, the applications should be thoroughly screened and evaluated.
3. Alan got the job **because of** / **although** / **including** he has very little experience in sales.
4. **After** / **Whereas** / **However** Brianna had signed the contract, she changed her mind.
5. The interview was cancelled **because** / **due to** / **including** some "unforeseen circumstances".

2 Vocabulary

A American or British English? Write the words and phrases in the correct category.

Dear Mr. Miller, | CV | resume | references | 3 April | cover letter | referee | covering letter |
Dear Mr Miller | April 3

British English	American English
.....
.....
.....
.....
.....



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

- | | | | |
|---------------|------------------|-----------------|---------------|
| 1. education | personal details | work experience | date of birth |
| 2. applicant | candidate | interviewee | interview |
| 3. degree | diploma | certificate | experience |
| 4. PhD | MBA | CEO | BA |
| 5. references | name | address | phone number |

C Find words that are similar in meaning.

to obtain | potential | process | to select | ~~position~~ | responsibilities | suitable | experience |
job opening | current | to provide | prior to

1. job	<i>position</i>
2. to give	
3. to get	
4. to choose	
5. tasks	
6. vacancy	

7. before	
8. possible	
9. fitting, right	
10. procedure	
11. practical knowledge	
12. happening now	

D Put the words in order to form interview questions.

- | | |
|--|--|
| 1. this / want / do / job / you / why
..... | 4. about / hear / how / position / you / did / this
..... |
| 2. hire / should / why / we / you
..... | 5. your / what / requirements / are / salary
..... |
| 3. questions / us / have / do / you / any / for
..... | 6. able / you / start / when / be / would / to
..... |

E Complete the text with the words below. Some words do not fit.

however | career | advertise | employers | skills | besides | current | abroad | apply |
employees | interviewee | jobs | part-time

Internal applications

From a company's point of view internal applications can be quite attractive, as the applicants already know the company.

This is why a lot of companies will openly (1) all vacancies, but not make an offer for five days to give their own employees an opportunity to (2). Mostly employees can apply for a posted position if they have been in their (3) position for at least six months.

Occasionally, (4), companies may feel that it is inappropriate to advertise vacancies to employees. This could be the case if the position is only temporary or (5) or if it is a management position and requires certain (6). For some (7), the only way to move forward in their career is to spend time (8) in one of their own company's subsidiaries.

According to the U.S. Department of Labor, Americans change (9) every 3.5 years. It seems that at the beginning of their (10), young people tend to change companies quite often (on average every two to three years). The older employees get, the more settled they become (house and family) and the more likely they are to apply for a new position within their company.

F Write a letter inviting a job applicant for an interview. Use the notes below.

at our company's headquarters | directions to our offices | We would like to | to contact us |
~~Dear Ms Grimes~~ | please do not hesitate | Yours sincerely | Thank you for your interest |
Should you require more details | Attached you will find | on 18 August at 9:30 a.m. |
invite you to an interview | in our company

Dear Ms Grimes

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

3 Working Conditions

1 Grammar

Phrasal Verbs

Most **phrasal verbs** consist of two parts:
a **verb** + a **particle**: *up, in, on, out, around, down, off, back, over, away*, etc.

The meaning of the **verb** changes depending on the combination of the words:
to look for (= try to find),
to look after (= take care of),
to look into (= investigate), etc.

Please clean up the room before you go.
My car broke down on my way to work.

I'm looking for my keys. Have you seen them?
Can you look after my cat next week?
We're going to look into this matter.

A Complete the sentences with the words below. Use the correct form of the verb.

calm down | set up | call off | ~~get up~~ | end up | take off | ask around | fill in

1. Jim got up very early today because he had to be at work at five o'clock.
2. I don't know if the regulations have changed, but I'll
3. You're still angry. You need to before you talk to her.
4. Please this form and sign it at the bottom.
5. You'll getting sick if you don't take care of yourself.
6. The workers the strike after they were offered a raise.
7. Two of my co-workers decided to their own company.
8. Our plane didn't until late afternoon.

B Circle the correct word.

1. Can you look **after** / **up** / **out** the address for me, please?
2. It's time to look **ahead** / **along** / **on** and think about the future.
3. I'm really looking **for** / **forward** / **out** to my vacation this year.
4. Can you look **in** / **on** / **over** my report before I hand it in?
5. My boss has asked me to look **into** / **about** / **on** this matter.
6. Can you look **about** / **after** / **over** my dog while I'm away?



C Choose four of the phrasal verbs below and use them in a sentence.

wake up | go out | get along | grow up | check in | find out | throw away

1.
2.
3.
4.

Comparisons

To form the comparative, we generally add **-er** to **adjectives** with one syllable. With adjectives that have two or more syllables and with nearly all **adverbs** we use *more/less*.

Some **adjectives** and **adverbs** are irregular and you simply have to learn them: *good/well – better, bad/badly – worse, far – further*, etc.

We often use *(not) as ... as* for comparisons.

My office is smaller than yours.

Their product is less successful than ours.

We have to look more carefully at this year's sales figures.

Mark has been offered a better job in Germany.

Ellen doesn't earn as much money as Paul.

D Complete the sentences. Use the comparative of the words in brackets.

- The noise level in the factory was than I expected. (low)
- The changes should be planned (carefully)
- The working conditions were a lot than we first thought. (bad)
- You'll learn Japanese if you study a little every day. (easily)
- Life is so much now that I've decided to change jobs. (enjoyable)

E Match the sentence halves.

- | | |
|--|--------------------------------------|
| <input checked="" type="checkbox"/> 1. Working conditions are much | a. lower than in the UK. |
| <input type="checkbox"/> 2. Canteen food is not as | b. better at the new company. |
| <input type="checkbox"/> 3. Lunch breaks are much | c. their male colleagues. |
| <input type="checkbox"/> 4. Employees' wages are a bit | d. shorter than they are here. |
| <input type="checkbox"/> 5. Factory workers have to work more | e. strict as in Europe or in the US. |
| <input type="checkbox"/> 6. Many women earn less than | f. expensive as it is here. |
| <input type="checkbox"/> 7. Safety regulations are not as | g. than eight hours a day. |

Modal verbs of obligation

We use *must* or *have to* to express rules and obligations.

To express an obligation in the past, we use *had to*.

When there is no obligation, we use *don't have to* or *needn't* (BE). Please note: *Must not* means you are not allowed to.

In England you must drive on the left.

Food workers have to wear gloves.

I had to wear a uniform in my old job.

You needn't do all the filing today.

It can wait until next week.

You mustn't drink and drive.

F Complete the sentences with a modal verb. There may be more than one possibility.

- Every employee complete and submit a tax declaration.
- You read the safety information before operating the equipment.
- We keep all the inflammable fluids here, so you smoke in here.

2 Vocabulary

A Find ten nouns from this unit. They may be placed horizontally, vertically or diagonally.

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

B Complete the sentences with words from "A".

- Free health insurance is one of the offered by the company.
- Mark is entitled to a performance-linked at the end of the year.
- I've been offered the position of Marketing Manager at our German
- We're a family-operated company with a of over 60 employees.
- He doesn't earn as much money as his German
- Joanna is celebrating her recent to team leader.
- Job dissatisfaction is a major cause of
- is when employees can make their own decisions.

C Match the words to the appropriate partner-word.

transport | signs | ~~license~~ | permit | guide | practice | tax | regulations

- driving *license*
- survival
- residence
- income
- traffic
- road
- public
- business



D Unscramble the second word to create word-partnerships with *working*.

- working *hours* h r s o u
- working n c h l u
- working y d a
- working l e d k o w n g e
- working n t i r o n e n v m e
- working o n s d i c o n t i

E Put the words in order to form questions and sentences.

1. right / company / getting / Is / it / your / ?

.....

2. glued / spend / your / hours / you / Do / desk / to / ?

.....

3. finally / message / lot / A / are / companies / getting / of / the / .

.....

4. step / have / a / taken / things / Others / further / .

.....

5. the / of / the / Empowerment / is / game / name / .

.....

6. the / this / the / company / staff / driving / are / In / seat / truly / in .

.....

7. conditions / working / believe / in / We / rigid / don't / .

.....

F Complete the sentences with some of the words below. There may be more than one possibility.

personnel | police | staff | policy | accept | personal | stuff | rise | except | rice

1. I quit my job for reasons.

2. What's all this on the table?

3. I spoke to everyone Cassie.

4. They didn't my proposal.

5. We have a meeting this afternoon.

6. We have a firm on safety regulations.

7. What's the reason for the in the price of coffee?

8. Several protesters were arrested by the

**G Match the sentence halves.**

- ☒ 1. You have to buy
- ☐ 2. Non-EU nationals must obtain
- ☐ 3. You should familiarize
- ☐ 4. Our employees don't have to wear
- ☐ 5. You mustn't operate
- ☐ 6. Temporary workers must fill in
- ☐ 7. Foreign workers should be
- ☐ 8. You needn't clean

- a. machinery while you are sleepy.
- b. yourself with the local road signs.
- c. fluent in English.
- d. your ticket before you get on the train.
- e. a time sheet.
- f. the room at the end of the day.
- g. a residence permit.
- h. a company name badge.

4 Going Abroad

1 Grammar

Future

In English, the future can be expressed in several ways. We use the **will-future** to make predictions, suggestions, offers, promises and spontaneous decisions.

We use the **present continuous** to express fixed plans and arrangements in the future.

We use the future with *going to* to express personal decisions or to make predictions (when we have evidence for them).

We use the **future continuous** when we talk about an activity in progress in the future. It is an informal form of the future.

We use the **present simple** when we talk about fixed times in the future, mostly with timetables, opening times and schedules.

This time next month Simon will be in New Zealand.

*I promise I won't say anything to anyone.
It's a nice day. I think I'll walk to work.*

We're leaving for Singapore on Friday.

*I saw the weather report. It's going to rain.
I'm going to book the flight this afternoon.*

This time tomorrow I'll be sitting on the plane to Costa Rica.

Will you be using your car this weekend?

The plane departs at 10:20 a.m.

The restaurant opens at 6:00 p.m.

A Complete the mini-dialogues with the appropriate word or phrase. Some do not fit.

is ending | 'm going to apply | will grow | apply | starts | 'll be drinking | is flying | ends

1. Have you decided what to do about your job yet? – Yes, I for that position in London I told you about.
2. When is the conference? – It on Monday morning and it on Wednesday afternoon.
3. Can I make an appointment with Alan Lewis on Tuesday? – I'm sorry, he to the States on Tuesday.
4. What do you think about buying shares in HPT? – Good idea. I think they a lot in the next few years.
5. It's your last day at work today, isn't it? – Yes, this time next week I cocktails on the beach.

B Write about your travel plans for this year. Use the future continuous.

1. *My wife and I will be going to the Canary Islands in April.*
2.
3.
4.
5.

Indirect questions

Indirect questions sound more polite than **direct questions**.

We use different phrases to introduce indirect questions: *Could you tell me ...? Do you (happen to) know ...? Would you mind telling me ...?*

We generally use a question word (*What, How, Why, When*, etc.) in the middle to make indirect questions.

To make indirect yes/no questions, we use *if* or *whether*.

Where is the hotel? (direct)

Could you tell me where the hotel is? (indirect)

Do you happen to know what "haggis" is?

Would you mind telling me how much you paid for the ticket?

Do you know what "Soho" stands for?

Could you tell me how to get to the convention center from here?

Do you happen to know if this bus goes to the airport?

C Put the words in order to form indirect questions.

1. if / was / I / could / wondering / me / you / help
.....
2. to / far / Do / happen / you / know / how / is / it
.....
3. mind / left / Would / he / telling / you / me / why
.....
4. flight / me / booked / tell / where / Could / you / you / your
.....



D Write indirect questions as in the example.

- | | |
|-------------------------------------|--|
| 1. What is a 401(k)? | Do you happen to know <u>what a 401(k) is?</u> |
| 2. Why did he move back to Canada? | I was wondering |
| 3. Can I buy the ticket on the bus? | Do you know |
| 4. Where's the ticket machine? | Could you tell me |
| 5. How did you make that soup? | Would you mind telling me |
| 6. Do we need to go left or right? | Do you have any idea |
| 7. When is Thanksgiving Day? | Do you know |
| 8. Is Good Friday a public holiday? | I was wondering |
| 9. Where are my glasses? | Do you have any idea |

E Imagine you are in a restaurant. Write indirect questions you might ask the server.

1. Do you know if there's any garlic in the salad dressing?
2.
3.
4.

2 Vocabulary

A Unscramble the words on the right and complete the sentences.

1. New Year's Day is a holiday in many countries. l p c u i b
2. The legal document you need to work abroad is called a work t i p r e m
3. To have money when you retire, you pay into a plan. n o p n e s i
4. When you get more pay than before, you get a "rise" or a ".....". a r i s e
5. To enter the country, you need entry prior to your arrival. c r a n l e a c e
6. When you move to another country to work there, you ".....". t e o c r e l a

B Complete the text with the words below.

located | business | cooked | reservation | cash | single | laundry | private | accommodation | breakfast

Hotels, motels and B & Bs

There are many hotels all over Britain and the USA offering (1) and double rooms and different facilities, such as (2) service, room service, pools and saunas, and conference facilities for those on (3) and not on holiday.



Motels can be found all over the US. They are a no-frills form of (4) but usually a more reasonably priced alternative to hotels, as well as being (5) along major highways. They do not require a (6) but are sometimes full and have a "No Vacancy" sign in the window. Unlike hotels, (7) is not generally included in the price of a motel room.

Bed and Breakfasts, or B & Bs as they are widely known, can be found all over Britain and America. They are normally (8) houses with spare rooms and shared bathrooms. In Britain a (9) breakfast is often served in the mornings. Most B & Bs accept different methods of payment. Some, however, may still prefer a (10) payment.

C Circle the correct word.

1. I'd like to take a short trip and was **wandering** / **wondering** if you had anything last-minute.
2. Could you tell us how much it is? We're on a bit of a **tight** / **tied** budget.
3. The hotel has **spacious** / **spaced** rooms overlooking the lake or the garden.
4. If you want to see the **sites** / **sights**, take an open-top bus around the city.
5. The hotel is located on a beautiful **jingle** / **shingle** beach.

D Write the names of these British and American dishes under the pictures.

chicken gumbo | toad-in-the-hole | pumpkin pie | fish and chips | bubble and squeak | crumble



1.



3.



5.



2.



4.



6.

E Do some Internet research on one of the dishes from "D".

Where is it typically eaten: in the UK, the USA or both places?

What are the main ingredients?

.....

How is it made?

.....

.....

.....

.....

F Match the sentence halves.

- ☒ 1. Which wine would
☐ 2. I'm sorry, but I ordered shrimp,
☐ 3. Is the steamed eggplant dish
☐ 4. Excuse me, can I have
☐ 5. Can I have a baked potato
☐ 6. I'm afraid I didn't leave
☐ 7. I'm sorry, but I think you
☐ 8. Can I get this

- a. suitable for vegans?
b. gave us the wrong bill.
c. to-go, please?
d. not chicken.
e. instead of mashed potatoes?
f. a refill, please?
g. room for dessert.
h. you recommend?

BE
aubergine
prawns
jacket potato

AE
eggplant
shrimp/prawns
baked potato

5 Talking Facts

1 Grammar

Present Tenses

In English we distinguish different types of present tenses: the **present simple**, the **present continuous** and the **present perfect**.

These tenses can also be used in the **passive**. We often use the passive when we do not know who performed the action, or when it is not important.

To form the **simple present passive**, we use *am/is/are* + the past participle.

To form the **present continuous passive**, we use *am/is/are being* + the past participle.

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

*The senior executives appoint the auditors.
I'm reviewing the auditing procedure.
They have already set up the equipment.*

*My laptop has been stolen.
(Somebody stole it, but I don't know who.)*

The auditors are appointed (by the senior executives).

The auditing procedure is currently being reviewed (by me).

The equipment has already been set up (by them).

A Which sentences are passive and which are active? Tick the boxes.

	passive	active
1. At the moment, I am working together with a research company.	<input type="checkbox"/>	<input type="checkbox"/>
2. The handouts haven't been distributed yet.	<input type="checkbox"/>	<input type="checkbox"/>
3. Our company has just moved some of its production to China.	<input type="checkbox"/>	<input type="checkbox"/>
4. The room is currently being prepared for the meeting.	<input type="checkbox"/>	<input type="checkbox"/>
5. They're trying to solve the technical problems as quickly as possible.	<input type="checkbox"/>	<input type="checkbox"/>
6. My presentation is divided into three parts.	<input type="checkbox"/>	<input type="checkbox"/>
7. I believe auditing plays a crucial and extremely important role.	<input type="checkbox"/>	<input type="checkbox"/>

B Unscramble the sentences.

1. is / software / moment / installed / at / The / being / the

.....

2. yet / repaired / been / The / hasn't / projector

.....

3. lower / a / products / being / price / are / The / at / sold

.....

4. room / and / served / in / are / your / coffee / meeting / Tea

.....

5. has / made / decision / by / The / CEO / been / the

.....

C Complete the sentences with the verbs below.

Use the simple present passive.

serve | write | ~~clean~~ | give | select

1. The meeting rooms *are cleaned* every day.
2. Drinks and snacks downstairs.
3. More details on the handout.
4. The speakers by a committee.
5. The invitations by the office assistant.



Use the present continuous passive.

distribute | hold | ~~restructure~~ | set up | repaint

6. Our company *is* currently *being restructured*
7. The equipment currently by the technician.
8. The large conference room this week.
9. The meeting in room 204, on the second floor.
10. The handouts right now.

Use the present perfect passive.

pay | answer | replace | invite | ~~tell~~

11. The speaker *has been told* about the room change.
12. All my questions Thank you.
13. The defective remote control
14. Amy to speak at the conference.
15. The bill already



D Turn these sentences into the passive. Begin your sentences with the words in bold.

1. They are redecorating **the** training centre this month.

.....

2. We usually hold **departmental** meetings every week.

.....

3. Somebody has turned off **all** the lights.

.....

4. We check **all** parts before we send them to the customers.

.....

5. We have already informed **the** manager.

.....

BE
training centre
switch off

AE
training center
turn/switch off

2 Vocabulary

A Which adjectives can you use instead of *good* or *bad*?

boring | confusing | excellent | well-organized | inspiring | tiring | phenomenal | uninteresting | outstanding | awful | poor | awesome

The presentation was bad.

boring

The presentation was good.

B Use the correct prefix to make the adjectives negative: *-il*, *-in*, *-im*, *-ir*, *-dis*, *-un*.

- | | |
|--------------------------|----------------------|
| 1. <u>un</u> interesting | 8. satisfied |
| 2. professional | 9. relevant |
| 3. legal | 10. appropriate |
| 4. limited | 11. acceptable |
| 5. polite | 12. honest |
| 6. accurate | 13. prepared |
| 7. organized | 14. competent |



C Complete the presentation phrases with the words below.

purpose | concerning | wrap up | introducing | comments | questions | start | attention | come back | move on | divided

- Good morning, everyone. I'd like to begin by introducing myself.
- The of my presentation is to ...
- You are welcome to ask during the presentation.
- My presentation is into two parts. First ...
- Okay, let's by looking at ...
- That's a good question. I'll to that later.
- That's all I wanted to say
- If there are no further questions, let's to the next point.
- We're almost out of time, so I'd like to by saying ...
- Does anybody have any questions or?
- Thank you for your

D Complete the table with the missing words.

Verb	Person
1. speak	<i>speaker</i>
2. present	
3. direct	
4. listen	
5. attend	

Verb	Person
6. consume	
7. visit	
8. lead	
9. audit	
10. coordinate	

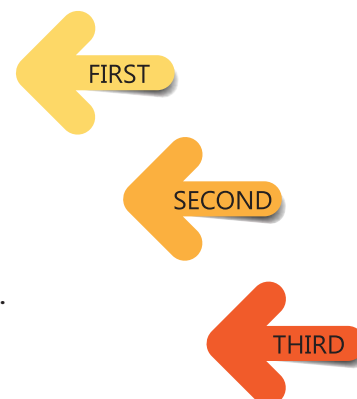
E Complete the dialogue with the words below.

next | after | before | finally | first

- Caroline Horan** So, the (1) step is to get to know your company better. That means not only your business and products but also your visions.
- Dominic Price** Yes, of course. I'll get some information together for you.
- Caroline Horan** (2) making any recommendations on changes to the existing internal audit procedure, I think it would be a good idea for us to interview your staff. That means the people responsible for using it. I think they can give us the best insight into its strengths and weaknesses.
- Dominic Price** That should be no problem. I'm sure we can already make some appointments for the beginning of next week.
- Caroline Horan** We'll make a note of all findings and document them. (3), my team and I will present our recommendations to you. We'll naturally be interested in any comments you may have.
- Dominic Price** Okay.
- Caroline Horan** Then, if all goes well, we'll hope to get your approval. (4) that, we'll be able to train your staff and (5) implement the new internal audit process.

F Read the dialogue in "E" again and put Caroline's recommendations in order.

- ☐ a. Train staff.
- ☐ b. Get director's "sign-off" or approval.
- ☒ 1 c. Gain a thorough understanding of the company, its products, and visions.
- ☐ d. Implement the new procedure.
- ☐ e. Survey people on the weaknesses and strengths of the existing procedure.
- ☐ f. Document findings.
- ☐ g. Discuss findings and recommendations for a better procedure.



6 Purchasing

1 Grammar

Conditionals

We generally introduce **conditional sentences** with *if*. When a sentence starts with *if*, we usually put a comma after the first part.

We distinguish four types of conditionals: the **zero conditional**, the **first conditional**, the **second conditional** and the **third conditional**. There are also a lot of mixed conditionals.

*If I were you, I would accept the offer.
I would accept the offer if I were you.*

*Water boils if/when you heat it.
If we need money, we will sell some assets.
If we had more money, we would buy it.
If I had known about it, I would have done it.*

A Complete the sentences with *will* or *would*.

1. If I see Vanessa, I tell her to call you.
2. If I had been in their position, I have invested in high-end digital copiers.
3. We have bought it if they had given us a discount.
4. I think Anthony be upset if you made the decision without talking to him first.
5. If they order before noon, we deliver by 5:00 p.m.



Alternatives to *if*

Conditional sentences normally start with *if*. However, there are some words and expressions that can be used as alternatives: *provided/providing (that) ...*, *on condition (that) ...*, *as long as ...*, *in case ...*, *in the event (that) ...*

We can also use the **modal verb** *should* to replace *if*.

*We'll take the old copier back if/provided that it's still in good working order.
The company will agree to a discount if/on condition that we order five copiers.*

Should you be in any way dissatisfied, we'll replace the copier. (= If you are ...)

B Put the text blocks in order to form sentences.

1. on condition that / it is / will replace / the photocopier / The company / undamaged
.....
2. any questions, / Should / we will / you / have / be happy / to help you
.....
3. the same / you / deliver / run out of toner, / within / we will / In case / working day
.....
4. have been / the machines / provided that / We / regularly serviced / will replace / they
.....

C Rewrite the sentences without using *if*. There is more than one possibility.

1. If we come to an agreement, we'll draw up the contract this week.

.....

2. If the item is faulty, we'll be happy to arrange an exchange.

.....

3. Call the support hotline if you have any technical difficulties.

.....

4. They will sign the contract if we give them a discount.

.....

Prepositional Phrases

Prepositional phrases are groups of words that start with a **preposition**: *for, by, out*, etc.

for a change, by any chance, out of stock

There are a lot of prepositional phrases that use the prepositions *in, on* and *at*.

in transit, in cash, in/on demand, on approval, on business, at a rate of, at a price, etc.

D Write the words below in the correct category.

delivery | bulk | a regular basis | stock | a discount | short notice | request | debt | all costs |
a price | good condition | credit | the latest | case | condition that

in	at	on
.....	<i>delivery</i>
.....
.....
.....
.....

E Complete the sentences below with some of the phrases from "D".

1. We need to check the consignment *on delivery* of the goods.

2. If the old machine is still, we'll take it back.

3. Sorry to call, but we really need a new delivery.

4. We normally buy our supplies However, that means higher warehouse costs.

5. They tried to avoid disagreement

6. We sell top brand name products of up to 40%.

7. If the items are, we usually deliver within 48 hours.

8. Jon knows the company well. He does business with them



2 Vocabulary

A Find ten words related to purchasing.

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

B Complete these expressions with the correct verb. Some verbs do not fit.

throw | convince | place | draw | run | close | agree | put | meet | deduct

- to the deal
- to money down the drain
- to an order
- to quality standards
- to out of supplies
- to all your eggs in one basket

C Find at least six word partners.

discount | materials | terms | ~~guarantee~~ | account | chain | ~~lifetime~~ | orders | supply | support | manager | raw | bulk | hotline

lifetime guarantee,

.....

.....

.....

.....

D Match the example sentence on the right to the function on the left.

- | | |
|--|---|
| <input checked="" type="checkbox"/> 1. Supplier offers price and terms | a. Is that really your best offer? |
| <input type="checkbox"/> 2. Buyer responds to price and terms | b. I suppose I could live with that. |
| <input type="checkbox"/> 3. Buyer suggests new price | c. What we'd be able to offer you is ... |
| <input type="checkbox"/> 4. Supplier responds | d. What I had in mind is something like \$7,000. |
| <input type="checkbox"/> 5. Suggesting a compromise | e. Right, that's a deal then! |
| <input type="checkbox"/> 6. Agreeing to the compromise | f. Well, I'm prepared to make certain concessions ... |
| <input type="checkbox"/> 7. Closing the deal | g. Those are the best terms we can offer, I'm afraid. |

E Read the text about supply chain management.

What is supply chain management?

A **supply chain** is a network of facilities and activities which stretches from the purchase of materials to the working of these materials into intermediate and finished products and finally the distribution of these products to customers. A typical supply chain looks like this: **Raw materials** to **Distribution** to **Manufacturer** to **Distribution** to **Retailer** and then to the **Customer**.

The **aim of supply chain management** (SCM) is to achieve a smooth and efficient flow from raw materials to finished goods in the customer's hands. Some parts of the chain are under the control of the **company** (manufacturing) and others are controlled by **third parties** (customer, suppliers, customs regulations). The challenge of supply chain management is to achieve **optimal flow** while working with these third parties.

But SCM does not only involve working with suppliers and customers, but also involves looking at the **chain of activities within the company**. Traditionally, marketing, distribution, planning, manufacturing and the purchasing organizations along the supply chain operated independently, each with their own objectives.

Marketing's objective of good customer service and high sales figures often conflicted with the objectives of the **manufacturing** department. In turn, manufacturing facilities, looking to maximize output, were not concerned with the **distribution** of their goods. The result of all these differing interests was a number of conflicting plans.

The need was recognized for a way of linking all these functions. Supply chain management is a strategy through which this link can be achieved. SCM decisions can be **strategic** or **operational**, i.e. long term or short term. The four main areas of decision are: (1) location, (2) production, (3) inventory and (4) distribution.



F Write five statements about the text. They can be true or not true.

- ☐ *Normally, all parts of a business have independent objectives.*
- ☐ *SCM is a means of getting more business partners.*
- ☐
- ☐
- ☐
- ☐
- ☐

G Now swap with a partner. Read his or her statements and mark them true (T) or false (F).

7 Logistics

1 Grammar

Past Simple

The **past simple** is used to speak about completed actions in the past. Trigger words include *yesterday, last week/month/year, three hours/days/weeks ago, in 2015*, etc.

Like the other tenses, it has an **active** and a **passive** form.

To form the **simple past passive**, we use *was/were* + the past participle.

We signed the contract last month.
Did you call the shipping company?
I didn't see Patrick yesterday.

They delivered the goods last week.
The goods were delivered last week.

The bill was paid two days ago.
The goods were damaged in transit.

A Complete the sentences with the verbs below. Use the past simple active.

misspell | ~~win~~ | grow up | choose | misunderstand | quit

1. Tyrrell Paints won the contract.
2. Somebody the street name.
3. You in Ohio, didn't you?
4. He his job two months ago.
5. We a different shipping option.
6. He completely my question.



B Are these sentences active or passive? Tick the boxes.

- | | passive | active |
|---|--------------------------|--------------------------|
| 1. You were recommended to us by one of our suppliers. | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. They became one of the biggest shipping companies in the UK. | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. After we received the goods, we checked them carefully. | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Apparently, half of the shipment was lost or stolen. | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. One of the trucks broke down and we fell behind schedule. | <input type="checkbox"/> | <input type="checkbox"/> |

C Turn these sentences into the passive. Begin your sentences with the words in bold.

1. They built **the** container ships in South Korea.
.....

2. My father founded **the** company in the early eighties.
.....

3. They asked **George** to negotiate with them.
.....

4. They imported **the** fabrics from India.
.....

D Complete the sentences with the active or passive past form of the verb in brackets.

1. These parts were manufactured in Poland. (manufacture)
2. They producing that model. (stop)
3. The new machine two weeks ago. (deliver)
4. We some of the goods to South America. (ship)
5. In the past, the prototypes out of plastic. (make)
6. Sales dramatically the year before last. (increase)
7. Last year, 11,000 tons of fruits from China. (import)

Gerunds

A **gerund** is a **verb** ending in **-ing** that functions as a **noun**.

The gerund is used in different ways:

- after certain **prepositions**: *in, of, for*, etc.
- as a **subject**
- after certain **verbs**: *enjoy, involve, avoid, mind, risk, postpone, finish, delay, suggest, regret, succeed in, insist on, approve of*, etc.
- after certain **phrases**: *There's no point ..., It's (not) worth ..., It's a waste of time/money ..., It's no use ..., have trouble/difficulty ...*

Logistics involves planning the delivery of goods to customers around the world.

Are you interested in working with them?

What are the benefits of working in a team?

Getting things right is what logistics is about.

I enjoy working in logistics.

Do you mind working at weekends?

There is no point asking her.

Did you have any trouble finding a supplier?

It's not worth trying.

E Complete the sentences with the words below.

outsourcing | investing | diversifying | developing | researching | discussing

1. He suggested outsourcing our logistics operations.
2. The company is interested in their business activities.
3. At the present time it is not worth in new equipment.
4. the market is an important step in new products.
5. Before our targets for next quarter, I would like to double-check a few things.

**F Finish these sentences. Use -ing.**

There's no point

I enjoy

I have difficulty

It's a waste of time

2 Vocabulary

A Put the letters in order to form words related to logistics.

- | | |
|--------------------|-----------------------|
| 1. vinetyrno | 5. prottrasn |
| 2. ewarhuoes | 6. cksot |
| 3. nerctaion | 7. elivdeyr |
| 4. cutrk | 8. tiontridisbu |

B Match the words to complete these frequently used expressions.

- | | |
|---|---------------|
| <input checked="" type="checkbox"/> 1. hire and | a. downs |
| <input type="checkbox"/> 2. give and | b. miss |
| <input type="checkbox"/> 3. ups and | c. weaknesses |
| <input type="checkbox"/> 4. profit and | d. fire |
| <input type="checkbox"/> 5. wining and | e. loss |
| <input type="checkbox"/> 6. hit and | f. take |
| <input type="checkbox"/> 7. back and | g. dining |
| <input type="checkbox"/> 8. strengths and | h. forth |



C Complete each sentence with an appropriate expression from "B".

- You can't just hire and fire employees at will. It's not fair!
- I travel to South Korea a few times a year.
- Although last year was full of, we managed to end the year in the black.
- We enjoyed an evening of fine at the Crystal Garden.
- What are your as a negotiator?
- Don't be too demanding. Negotiations have to have some
- A statement is a summary of the company's income and expenses.

D Circle the noun that goes with the verb on the left.

- | | |
|-----------------|--|
| 1. to run | a business / a contract / goods |
| 2. to employ | workers / an account / a shipment |
| 3. to take over | the transportation / a company / an offer |
| 4. to win | a contract / an agreement / an offer |
| 5. to outsource | a customer / a bar code / business |
| 6. to operate | employees / a contract / a system |
| 7. to found | a bicycle courier / a company / a job |



E Complete the table with the missing words.

Noun	Verb
1. distribution	<i>to distribute</i>
2.	to supply
3. founder	
4.	to minimize
5. storage	

Noun	Verb
6.	to improve
7. delivery	
8. proposal	
9.	to approve
10.	to weigh

F Read the text about acronyms and abbreviations.**Abbreviations & acronyms**

Abbreviations are short forms of words or groups of words. They are frequently used in written and spoken English. There are different types of abbreviations:

1. We sometimes shorten words by cutting off the end:

Ave. = Avenue St. = Street
Co. = Company Nov. = November

2. In some cases, we take out the middle part of the word:

Ltd. = Limited Blvd. = Boulevard
Mr. = Mister Dept. = Department

3. In other cases, we use the initial letters of a group of words:

FBI = Federal Bureau of Investigation
MBA = Master of Business Administration

4. Acronyms are also made up of the initial letters of a group of words.

They are, however, pronounced as words, not as separate letters:
NATO = North Atlantic Treaty Organization
NASA = National Aeronautics and Space Administration

**G What do these abbreviations stand for? Write the missing words into the gaps.**

- | | |
|--|----------------------------------|
| 1. ATM automatic <i>telling</i> machine | 6. DOB of birth |
| 2. B2B business business | 7. VAT value-added |
| 3. COD on delivery | 8. MoB Member of the |
| 4. CI corporate | 9. HR Human |
| 5. MD doctor | 10. PIN personal number |

H List five additional abbreviations. What do they stand for?

.....

.....

.....

8 Production

1 Grammar

Passive and Causative

We often use the **passive** voice to describe production processes.

We use the **causative** voice (*to have something done*) to speak about services that other people provide for us.

The causative is similar to the passive because it needs an **auxiliary** (*have, get*) and the **past participle** (3rd form) of the verb.

This is where our multifunction relays are made.

*I didn't fix the computer myself. I had it fixed.
We have our cars serviced in the spring and in the fall.*

*We had the furniture delivered.
I have to get my hair cut sometime this week.*

A Match the sentence halves.

- | | |
|--|---------------------------------|
| <input checked="" type="checkbox"/> 1. We have had our own | a. a pizza delivered. |
| <input type="checkbox"/> 2. The business cards are nice. Where did you get | b. computer software developed. |
| <input type="checkbox"/> 3. I don't change the tires on the car myself. I have | c. my shirts cleaned? |
| <input type="checkbox"/> 4. We didn't have time to go out for lunch, so we had | d. replaced two years ago. |
| <input type="checkbox"/> 5. Is there a place around here where I can get | e. taken for my new passport. |
| <input type="checkbox"/> 6. I need to get my photo | f. them printed? |
| <input type="checkbox"/> 7. They had the old machine | g. them changed twice a year. |

B Continue the sentences as in the example. Use *have/had* or *get/got*.

1. We didn't translate the brochure ourselves;
we had it translated.
2. They didn't repair the photocopier themselves;
.....
3. We don't clean the machines ourselves;
.....
4. Jennifer didn't print the flyers herself;
.....



C What do you usually have done for you? Write about yourself or your company.

1.
2.
3.
4.
5.

Comparison and Contrast

We use different **linking words** to compare and contrast ideas.

Linking words commonly used to express comparison include: *just like, just as, similar to, similarly, compared with, in the same way, etc.*

To express contrast, you can use these words: *otherwise, nevertheless, however, although, even though, while, whereas, despite, in spite of, unlike, though, etc.*

I understand his point. However, I do not agree with it.

The new machine needs to be cleaned every day, just like the old one.

We have to reduce our costs. Otherwise we'll start losing orders.

D Complete the sentences with *despite* or *although*.

- they offered the lowest price, they didn't get the contract.
- She went to work she had a terrible headache.
- the delay, we managed to deliver on time.
- They decided to buy the machine I advised them not to.
- wearing protective clothing, he got injured.

E Complete the sentences with the words below.

compared with | despite | otherwise | although | however

- our Japanese counterparts, we get more vacation days.
- The machine broke down it had just been repaired.
- We should get the machine repaired ASAP. we'll end up having to stop the production.
- Low prices are important for all companies., business success depends on more than price.
- They decided to close the plant huge protests from the union.

F Circle the correct linking word.

- Nevertheless** / **Despite** / **However** losing the contract, they sounded optimistic.
- The company received state aid. **Whereas** / **Though** / **Nevertheless**, they were unable to avoid bankruptcy.
- In spite of** / **Although** / **Despite** we had quality problems last year, our suppliers seem very satisfied this year.
- The industry was worried about the political crisis. **Otherwise** / **Although** / **However**, the market remained stable.
- In spite of** / **Unlike** / **While** the bribery scandal, the company managed to keep its key customers.
- We managed to make a profit **even though** / **otherwise** / **despite** the economic situation was extremely difficult.

2 Vocabulary

A Complete these meeting phrases with the words below.

deal | running | sum | motion | like | sight | hand | postpone

1. I'd to introduce you to Mike Philips, head of production at Johnson's.
2. The was carried by five votes to two.
3. Right, to up, we decided to the decision.
4. We're rather short of time, I'm afraid.
5. I think we're beginning to lose of the main point.
6. I'd now like to over to Jeff, who is going to with this.

B Read the first part of the text about value and cross out the wrong word.

What is value?

Value means more **than** / **as** (1) price, and good value is much more than low price. Value is the relationship between function and cost **what** / **which** (2) the potential customer has to judge before making the decision **whether** / **weather** (3) to buy or not. These functions could be practical (such **as** / **like** (4) lighting or heating), or non-practical (e.g. modern decoration). Non-practical functions usually consist **in** / **of** (5) features like tradition, appearance and reputation – factors that **attract** / **appeal** (6) customers.



Value is created by adding benefits, solving problems, **meeting** / **completing** (7) customers' needs and by helping customers to **aim** / **achieve** (8) a goal. Value is often added **by** / **at** (9) offering a complete package to the customer, including the product or service, the delivery time, quality or price. The customer in **turn** / **change** (10) pays VAT on most products.

C For each of the words below, find one word in the text that has the same meaning.

How can a company add value?

Adding value is a very important part of all business. A product must have a use, or value – otherwise the customer will not pay for it. Value is added to a product through essential actions which cannot be omitted. In business, the actions that cause physical change to materials make them more useful to the customer. These are defined as value-adding actions.

Business should focus on cutting out non-value-adding steps. Any work process can be broken down into a series of individual actions. By breaking processes down into steps it is easier to analyse how many parts do not add value and which can be eliminated or simplified.

BE
analyse

AE
analyze

- | | |
|--------------------|-------------------------------|
| 1. if not | 3. remove |
| 2. important | 4. reduce to essentials |

D Complete the text with the phrases below.

follow procedures | developed by | cost savings | be certified | manufacturing industry |
satisfaction | quality management | motivated

ISO 9001

The standards which make up the ISO 9000 family are among the thousands of International Standards *developed by* (1) the ISO (International Organisation for Standardisation). ISO 9000 is primarily concerned with (2).



The ISO 9000 family of standards was first developed for the (3), but has expanded to include service and commercial sectors. Using ISO 9001 has several benefits for businesses. Firstly, the business and its systems improve, which often leads to great (4). Employees, in turn, feel more (5) and involved. ISO 9001 gives assurance to customers that a business is quality conscious.

ISO 9001:2000 is the only standard in the ISO 9000 family which can (6). Companies use it to assess their ability to meet customer and legal requirements and therefore achieve customer (7). Businesses can attain certification from one of the independent organisations recognized for audit by the ISO, but not actually from the ISO itself.

The ISO 9001:2000 standard requires that an organization establishes, documents, implements and maintains a quality management system. It should, in other words:

1. Say what it does (i.e. document procedures).
2. Do what it says (i.e. (8)).
3. Check that it is doing what it says (in other words, carry out internal audits).

BE
organisation
standardisation
recognise/
recognize

AE
organization
standardization
recognize

E Put the letters in order to form words from "D".

1. a d i t u
 2. a r s t d s a n d
 3. n t s q u i r e m e r e
 4. s e s s a s
 5. m t p l e i m e n
 6. t i o n c t i f i e r c a



9 Marketing

1 Grammar

Second Conditional

The **second conditional** is used to talk about hypothetical future situations.

If they offered me the job, I would accept.

It is also used for imaginary situations. This is a useful way to make suggestions and give advice.

If I were you, I would redesign the logo.

We form the second conditional by using a **past tense** (simple or continuous) in the **if-clause** and *would/should/could/might* + the **infinitive** in the **main clause**.

I wouldn't be surprised if their marketing campaign failed.

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

A Circle the correct verb form.

1. If my boss **would agree** / **agreed** / **was agreed**, I could start working on the project tomorrow.
2. If I **offered** / **would offered** / **were offered** the job, I would get a much higher salary.
3. The regulations **could be introduced** / **were introduced** / **introduced** next year if the board agreed.
4. We could reduce the price per unit if your order **were** / **was** / **has been** more than 2,500 units.
5. If I were in the government, I **were reduced** / **would reduce** / **reduced** taxes.

B Put the verb in the correct form. In some cases, you have to use the negative form.

1. If we had (have) more money, we would buy a house in Florida.
2. We would hire new employees if we (win) the contract.
3. I wouldn't be surprised if it (snow) this afternoon.
4. He (mind) working in England if the weather were better.
5. If the company invested more in training, maybe the staff (make) such expensive mistakes.
6. If we (replace) this machine now, we could save money in the long run.
7. If I (be) in his position, I would come up with a new marketing strategy.

C Now put both verbs in the correct form.

1. If we (have) a better slogan, do you think the company (be) more successful?
2. Quite frankly, I (not be) disappointed if they (offer) the job to somebody else.
3. If I (be) the boss, I (hire) new people ASAP.
4. If she (know) about it, she (tell) us.

D Write five sentences about yourself or your company. Use the second conditional.

1.
2.
3.
4.
5.

Phrasal Verbs

You've already learned about **phrasal verbs** in Unit 3. Here are some more examples:

There are many phrasal verbs with *break*:
to break in/into (= enter with power or force),
to break down (= fail to work), *to break up*
 (= to end), *to break off* (= stop suddenly), etc.

Take is also used in a number of phrasal verbs:
to take after (= to resemble), *to take down*
 (= write down), *to take back* (= withdraw),
to take up (= begin), *to take over* (= acquire), etc.

I'm looking for my keys. Have you seen them?
Can you look after my cat next week?

The burglars broke into the factory last night.
My car broke down again last week.
Nick and Jen broke up after a few months.
They broke off negotiations and departed.

Grace really takes after her father.
He took down my phone number and address.
I'm sorry. I'd like to take that comment back.
Our company has just been taken over.

E Complete the sentences with the phrasal verbs below. One does not fit.

take back | break into | take off | ~~take up~~ | break in | take after | break off

1. I recently decided to take up photography as a hobby.
2. A British company tried to
the American underwear market.
3. What time did your plane?
4. After hours of negotiations, the unions decided to
..... their talks with the management.
5. Thieves often when we least expect them.
6. Sorry I said you're naive. I it



F Circle the correct word.

1. Timothy is so creative. He takes **over** / **after** / **up** his grandfather.
2. They couldn't deliver because the truck broke **into** / **over** / **down**.
3. They tried to come to an agreement, but after 20 minutes, they broke **off** / **over** / **back**.
4. Her career really took **off** / **up** / **down** after she appeared on the talk show.
5. Did you take **down** / **off** / **up** the email addresses of the new customers?
6. I'm thinking of taking **after** / **up** / **into** a new sport this year.
7. They manufactured furniture until they broke **in** / **up** / **over** the business in 1995.

BE	AE
take down	write down

2 Vocabulary

A Read the article about marketing.

The key to success

by Stephanie Bishoff

Good marketing is a must in business today. In fact, even if your product or service is only average or your price is too high, a good marketing strategy can ensure financial success. Here are my personal tips to ensure that your company is and remains a winner.

Tip One

Remember that your top priority should be to satisfy your existing customer base. Too many companies spend endless amounts of money and time trying to acquire new customers. This often leads to existing customers experiencing a reduction in their expectations concerning quality and service. In the worst scenario, the customer terminates the contract and you lose business. Statistics show that not only is retaining customers cheaper than acquiring new ones but also that existing customers will normally reward you for your efforts by increasing their volume of business with you.

Remember that old adage "Quality is remembered long after the price is forgotten".

Tip Two

Don't change a winning formula! Why do countless numbers of companies insist on changing a marketing strategy which works? Do not adopt new marketing ideas simply for the sake of it or just because the competitor has. If sales are on the increase and your market share is healthy and meets the targets which you set, then my advice is to stick with what you have got.

It sounds simple and is simple!



B Match the words to create word partnerships from the text you have just read.

- | | |
|---|--------------------------------|
| <input checked="" type="checkbox"/> 1. to satisfy | a. your existing customer base |
| <input type="checkbox"/> 2. to retain | b. a contract |
| <input type="checkbox"/> 3. to ensure | c. customers |
| <input type="checkbox"/> 4. to terminate | d. targets |
| <input type="checkbox"/> 5. to acquire | e. new customers |
| <input type="checkbox"/> 6. to change | f. a strategy |
| <input type="checkbox"/> 7. to meet / to set | g. success |
| <input type="checkbox"/> 8. to adopt | h. new ideas |



C Cross out the word that does not fit.

- | | | | |
|-------------|------------|-----------|----------------|
| 1. product | place | practical | promotion |
| 2. unfair | illegal | dishonest | successful |
| 3. scenario | target | aim | goal |
| 4. advice | consultant | tip | recommendation |

D Read the second article by Stephanie Bishoff.

Keys to success: market research

A fatal and costly mistake that a lot of companies regularly make is not to do their homework. By this I mean that they fail to research the market before launching their products and services. So they offer something that is not in demand or worse still, the demand had already been met. In other words, the market is saturated. To avoid following in their footsteps, do the following:

Make sure that there is a demand. Research the market carefully and use data that is up to date, relevant and complete.

Conduct market research. Find out if your product or service really meets customer expectations. Then use a test group which is representative of the market. This test should also eliminate any potential problems. Your slogans, translations, etc. should be right for the market.

E Rearrange the letters to form words from the text in "D".

- | | |
|----------------------------|----------------------------|
| 1. c s t l o y | 4. a n r e v e l t |
| 2. d a n d e m | 5. a t e e i n l i m |
| 3. t e d u r a s a t | 6. e n t i p o t a l |

F Do or make? Write the words in the correct category.

~~a mistake~~ | a decision | well | a proposal | sure | an experiment | the accounts | damage |
a phone call | business | overtime | an attempt | your work | an offer

to do	to make
.....	<i>a mistake</i>
.....
.....
.....
.....
.....
.....

**G Complete the idioms with a color in the sentences below.**

- He was green with envy when I told him about my new job.
- Their proposal took me by surprise. It came completely out of the
- The company ended the year with bad results. They were in the
- More and more employees in our business have received slips.
- Wow! This offer is a opportunity. I really don't want to mess it up!

10 Sales

1 Grammar

Adjectives and Adverbs

An **adjective** is used to describe a **noun**.

An **adverb** describes a **verb**, an **adjective** or another **adverb**.

Many adverbs are formed by adding *-ly* to an adjective: *strong – strongly, quick – quickly*, etc. Some adverbs, however, are irregular: *good – well, fast – fast, hard – hard*, etc.

The word *hardly* means *almost nothing* or *almost never*.

The advertising campaign was successful.

I have successfully sold my car!

The campaign was extremely successful.

I strongly recommend this book if you're interested in color psychology.

The tickets sold out quickly.

The sales team worked very hard.

They hardly sold anything yesterday.

I hardly ever buy clothes online.

A Adjective or adverb? Circle the correct word.

1. This tent is suitable for **extreme** / **extremely** weather conditions.
2. The price was **incredible** / **incredibly** high for what was offered.
3. What does it take to create **effective** / **effectively** TV commercials?
4. Oh, I'm **terrible** / **terribly** sorry. I gave you the wrong information.
5. We've been working **hard** / **hardly** to get our products into local stores.
6. The pants were quite expensive, but the sneakers were **surprising** / **surprisingly** cheap.
7. The price is **reasonable** / **reasonably**, but I'd still like to shop around a bit more.

BE
trainers
trousers

AE
sneakers
pants

so and such

So and *such* add emphasis to an adjective (similar to *very*).

We use *so* with an **adjective** or, less frequently, with an **adverb**.

We use *such* with an **adjective + noun**.

This commercial is so funny. (= very funny)

This is such a funny commercial.

This car is so expensive.

He drives so recklessly.

This is such a nice coat. Where did you buy it?

B Complete the sentences with *so* or *such*.

1. Larry is a good salesman. He could sell corn to a farmer.
2. The car was expensive that we couldn't afford it.
3. She always tells incredible stories. I love listening to her.
4. Gosh, John's handwriting is bad that I can hardly read it.
5. Have you tried their new chocolate brownies? They're yummy!
6. The shirts were cheap that I bought three in different colors.
7. How's Natalie doing? I haven't seen her for a long time.



Adjectives ending in -ed and -ing

Adjectives ending in **-ed** and **-ing** are frequently confused.

Adjectives ending in **-ed** describe feelings or emotions.

Adjectives ending in **-ing** describe how something is, not how someone feels.

Their return policy is a bit confusing.
The customers were confused.

I was disappointed with the product and returned it.

I saw a very amusing commercial the other day.

C Add -ed or -ing to the words in bold.

1. It's **annoy**..... when people talk loudly on their phones in public.
2. My new job as sales manager is extremely **exhaust**.....
3. We were **surpris**..... that the items sold out so quickly.
4. The customer wasn't **satisfi**..... with the quality of the product.
5. My colleagues put together an **amaz**..... sales strategy!
6. Are you **interest**..... in seeing some of our new products?
7. The advertising agency had some **interest**..... suggestions.
8. It's not **surpris**..... that the beer commercial was such a success.
9. I was **disappoint**..... because the salesman just wouldn't come down in price.



Adjective + Preposition

Some **adjectives** go with certain **prepositions**. Unfortunately, there is no rule that tells you which preposition goes with which adjective.

Here are some examples:

ABOUT: happy about, angry/annoyed about sth.

AT: good/bad/better at

FOR: responsible for, famous for, suitable for

OF: proud of, aware of, (in-)capable of

TO: attached to, similar to

WITH: disappointed with, angry/annoyed with so.

They're interested in buying a used car.

She's always worried about money.

It was kind of him to offer me a discount.

Are you good at bargaining?

Who was responsible for the advertising campaign?

I am disappointed with the quality of this product.

He was starting to get annoyed with the saleswoman.

D Complete the sentences with the correct preposition.

1. This beer company is famous for its funny commercials.
2. What can I do to get better selling? Any advice?
3. Quite frankly, I was a little disappointed their work.
4. Who is responsible training in your company?
5. I'm incredibly proud our new sales team.
6. He's very attached his car. He's not going to sell it.
7. Is this car seat suitable a three-year-old?



2 Vocabulary

A Find ten words from this unit.

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

B Complete the sentences with some of the words from "A".

- Each year, our company donates money to
- If something is, it can be exchanged for money or goods.
- With this, you'll receive 10% off your next purchase.
- Our return policy makes it easy to return an item and get a
- The sunglasses are on this week. They're 20% off.

C Find adjectives that are opposite in meaning. There are several possibilities.

smart | relevant | specific | ~~pricey~~ | realistic | fashionable | ~~inexpensive~~ | unpopular |
 expensive | undefined | costly | unintelligent | unreasonable | outdated | unimportant |
 trendy | affordable | valuable

- *pricey* *inexpensive*
-
-
-
-



D Choose four words from "C" and use them in a sentence.

-
-
-
-

E Match the words or phrases on the right to the definitions on the left.

- | | |
|---|---------------------|
| <input checked="" type="checkbox"/> 1. something that attracts the audience's attention | a. magic formula |
| <input type="checkbox"/> 2. a huge board, usually outdoors, used for advertising | b. prime time |
| <input type="checkbox"/> 3. small advertisements (e.g. in newspapers) separated by subject | c. slot |
| <input type="checkbox"/> 4. advertisement on radio or TV | d. eye-catcher |
| <input type="checkbox"/> 5. specific time in a broadcasting schedule (e.g. for commercials) | e. incentive |
| <input type="checkbox"/> 6. hours on radio and TV with the largest audience | f. public relations |
| <input type="checkbox"/> 7. the business of generating a good image for a company | g. commercial |
| <input type="checkbox"/> 8. a simple way or a simple solution to a problem | h. classified ads |
| <input type="checkbox"/> 9. something that encourages someone to do something | i. billboard |

F Complete the interview with the questions below.

- Do most companies use an agency to do this?
- Hazel, you work in a PR agency, is that right?
- So what does the daily work of a public relations expert consist of?
- The public? You mean the customers?
- Can you tell me what a PR agency does?



Interviewer (1)

Hazel That's right, yeah.

Interviewer (2)

Hazel Sure. Every company needs PR to some extent. Public relations is a method of presenting a company and its products in a good light: creating and maintaining good relations with the public.

Interviewer (3)

Hazel Not only the customers – a company's public can also be its employees, shareholders, pressure groups, the government, as well as the consumers, the "general" public. The role of PR is to identify the "publics" and then work out how to communicate with them and how to influence them.

Interviewer (4)

Hazel No, a lot of companies have in-house PR departments, but they'll often use agencies if they have a big campaign or a problematic situation to deal with. It's pretty hard for an average company to get national coverage on TV or in newspapers, for example, but that's something an agency could arrange. But of course, that's expensive.

Interviewer (5)

Hazel Many things really, depending on what area you work in. If you're doing consumer communication, then press releases, newspaper and trade journal articles, etc. If you're working on internal communication then company newsletters, intranet, that sort of thing. And business communication involves exhibitions, websites and so on ...

11 Customer Service

1 Grammar

already, yet and still

Already means that something happened sooner than expected. *Already* usually goes before the main verb.

We normally use *yet* in negative sentences and questions. *Yet* usually comes at the end of a sentence.

We use *still* to describe something that is not finished. In negative sentences, *still* is stronger than *yet*. It often shows impatience or surprise.

The problem has already been solved.
I have already called the support hotline.

The problem hasn't been solved yet.
Have you called the support hotline yet?

The customer is still angry.
The problem still hasn't been solved!

A Put the words in order to form sentences.

1. already / about / the problem / the manager / I think / knows

.....

2. still / received / We / replacement / haven't / the

.....

3. unhappy / apologized / I've / still / already / the customer / but / is

.....

4. the / fixed / wiring / They / defective / haven't / yet

.....

not anymore and no longer

We use *not ... anymore* (or *not ... any longer*) and *no longer* to talk about changes. We usually put *no longer* in the middle of the sentence; *anymore/any longer* comes at the end.

I don't work here anymore/any longer.
I no longer work here.

B Answer the questions below. Use *not ... anymore* or *not ... any longer*.

1. Are you still learning Greek?

No, I'm

2. Is the customer still waiting?

No, she

3. Are you still looking for call center agents?

No, we

4. Is it still snowing?

No,

5. Is Neyla still talking to Henry?

.....



C Rewrite the sentences as in the example. Use *no longer*.

1. These items are not available anymore.

These items are no longer available.

2. Steve is not our boss anymore.

3. This coupon is not valid anymore.

4. This document is not available anymore.

5. They don't work together anymore.

**D Write sentences about yourself or your company. Use the words in brackets.**

1. (still)

2. (not ... anymore)

3. (yet)

4. (no longer)

5. (already)

Tag Questions

Tag questions are short questions added (or "tagged") to the end of a sentence. They are often used in spoken English.

We normally use positive tag questions in negative sentences and negative tag questions in positive sentences.

Jamal works in customer service, doesn't he?
You're still angry, aren't you?

You haven't spoken to the manager, have you?
She was very rude, wasn't she?

E Complete each sentence with a tag question.

- The technician is coming at 2:30, *isn't he?*
- You haven't called the helpline yet,
- Delivery was very slow this time,
- We didn't get a refund,
- Jim gave you his mobile number,
- They've already solved the problem,
- The manager was very helpful,
- We have a service level agreement,
- I made a mistake,



2 Vocabulary

A Complete the sentences with the words below. Some words do not fit.

look | awful | apologies | ~~apologize~~ | frustrated | frustrating | care | inconvenient | assure | sort | problems | terribly | annoying

1. I understand what you're saying. I do apologize.
2. I'm sorry.
3. I can you this won't happen again.
4. That was a mistake on our part – my
5. We've got some at the moment.
6. This of thing doesn't normally happen.
7. I'll certainly into that.
8. I will send someone to take of it.
9. I understand. I'd be, too.



B Come up with a complaint for each of the responses below. Then compare in class.

1. Customer
.....
Customer Service Rep I can see why you might not be happy with that.
2. Customer
.....
Customer Service Rep I don't know what happened, but I'll try to find out.
3. Customer
.....
Customer Service Rep That shouldn't have happened. I'll send someone to fix it immediately.

C Unscramble the words on the right and complete the sentences.

1. Listen to your customers' plcoaintsm
2. Don't be when you get complaints. desivefen
3. Listen and Then do something about it. isepathsym
4. Don't just let them go to the petioncomti
5. Train your people to your customers. avleu

D Cross out the word that does not fit.

1. misunderstanding apology complaining mistake
2. pleased dissatisfied frustrated disappointed
3. complain anger apologize advise

E Add the correct prefix to these words: -mis or -dis.

- | | | |
|----------------------|----------------------|-----------------------|
| 1.satisfied | 4.informed | 7.regard |
| 2.communication | 5.respectful | 8.interpretation |
| 3.agreement | 6.understanding | 9.pleased |

F Circle the word that completes the anger idioms below.

- to give someone a piece of your **mind** / **opinion** / **thought**
- to hit the **floor** / **roof** / **sky**
- to drive someone up the **roof** / **ceiling** / **wall**
- to **go off** / **go up** / **fly off** the handle
- to have a **fit** / **hit** / **fix**

**G Choose two idioms from "F" and use them in an example.**

-
.....
-
.....

H Complete the text with the words below.

questionnaires | keep | retail | questions | provide | saves | sales | prevent | contact

Using IT in customer services

IT solutions allow a company to *keep* (1) records of its customers and sales. These databases with names, addresses and other important information can (2) mistakes in invoicing or deliveries which (3) time and money.

Websites not only present information about new products or services (prices, product details, delivery times, etc.), but also (4) the answers to technical and business "frequently asked (5)" (FAQs), again saving everyone's time.

Companies keep in (6) with customers by email: customers can send questions about products and services, or answer market research (7).

Finally, (8) businesses can use Point of Information (POI) or Point of Sale (POS) facilities in stores to answer many customers' questions in a fast and practical way, thereby reducing waiting times for customers in stores and helping busy (9) staff.

12 Company Structures

1 Grammar

Prepositions: in, at, on

We use the **prepositions** *in*, *at* and *on* to talk about time: *in June*, *in 1998*, *in the summer*, *at 9:30 a.m.*, *at night*, *at the weekend (BE)*, *on the weekend (AE)*, *on New Year's Day*, *on May 8*, etc.

We also use *in*, *at* and *on* to talk about place or position: *in the room*, *in the car*, *at the airport*, *at work*, *on the table*, *on the page*, etc.

In addition, there is a number of fixed phrases and idiomatic expressions with the prepositions *in*, *at* and *on*: *at the age of*, *in other words*, *in due time*, *in stock*, *in/on demand*, *on the fence*, etc.

The company was founded in 1998.
The staff meeting starts at 9:30 a.m.
The order was supposed to arrive on May 8.

They're in the cafeteria.
Simon is not at work today. He's sick.
The agenda is on the table.

Mike started his own business at the age of 24.
Our business partners will be informed in due time.

A Complete the sentences. Use *in*, *at* or *on*.

1. Do you still work the IT Department?
2. Most of our staff members work headquarters in Geneva.
3. Sales boomed the second quarter – a fantastic development!
4. Caroline is not her office. She's a conference this week.
5. Keith is not his desk at the moment. Can I take a message?
6. What are you doing Christmas?
7. They've adopted a strategy which focuses their core competencies.
8. It permits them to offer their products and services competitive prices.

BE
at Christmas
in autumn

AE
on Christmas
in (the) fall

Prepositions: at, by, to

When talking about trends we often use the **prepositions** *at*, *by* and *to*.

At is typically used to describe a starting point or no change or movement.

By is typically used to describe the difference between two points.

To is typically used to refer to the final amount, percentage or number.

Sales started at 10,000 units in January and increased to 11,500 in February.

Sales stood at \$12,550 in January.

We reduced staff by 12% (i.e. from 100 to 88).

Market share increased to 35%.

B Complete the sentences. Use *at*, *by* or *to*.

1. Last year, profits grew 4%.
2. Prices have gone up from £10 £12.
3. Sales have increased 15% since 2012.
4. We started £1.6 million.
5. The numbers remained constant 300.
6. User numbers went down 6,000.

Adjectives and Adverbs

When talking about trends, we use **adjectives** and **adverbs** to give more information about

- the *degree* of the change (How much?) or
- the *speed/rate* of the change (How fast?).

Visitor numbers increased significantly.

Income has shown a slight increase.

Production costs decreased rapidly.

There was a sudden drop in user numbers.

C Complete the table with the missing words.

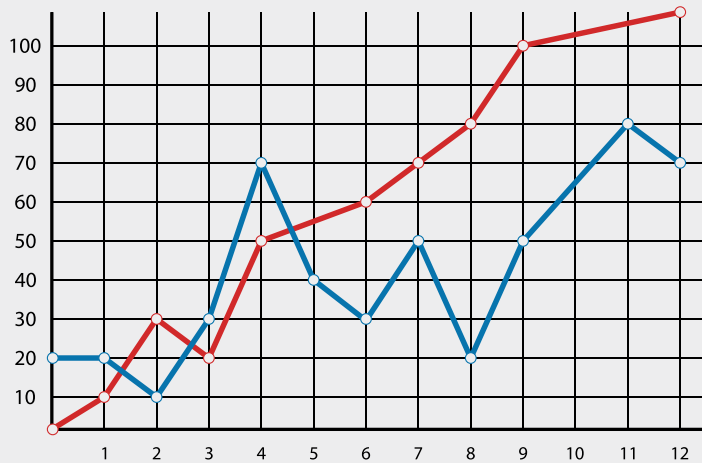
steady(ly) | gradual(ly) | dramatical(ly) | quick(ly) | significant(ly) | slight(ly) | slow(ly) |
noticeable (noticeably) | rapid(ly) | sudden(ly) | substantial(ly) | considerable (considerably)

Rate / Speed	Degree
quick(ly)	significant(ly)
.....
.....
.....
.....
.....
.....



D Describe the graph below. Use some of the adverbs and adjectives from "C".

Fitness Club Membership



This graph shows how many new members joined the fitness club each month (Jan. – Dec.).

female —

male —

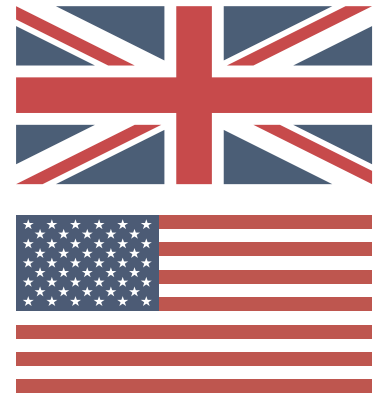
2 Vocabulary

A Cross out the word that does not fit.

- | | | | |
|----------------|-----------|-----------|------------------|
| 1. department | vendor | supplier | service provider |
| 2. freelancers | employees | personnel | staff |
| 3. contract | deal | agreement | guarantee |
| 4. firms | companies | unions | corporations |
| 5. increase | rise | reduce | grow |
| 6. advantage | asset | benefit | deficit |
| 7. target | scheme | strategy | plan |

B Complete the table with the British or American equivalent.

British English	American English
1. organisation	<i>organization</i>
2. at the weekend	
3.	center
4. programme	
5.	on Christmas
6.	behavior
7. in autumn	
8. parcel	



C Match the sentence halves to create idioms related to body parts.

- | | |
|---|-------------------------------------|
| <input checked="" type="checkbox"/> 1. It must have cost an arm and a | a. your fingers crossed! |
| <input type="checkbox"/> 2. Are they talking about me behind | b. it by ear. |
| <input type="checkbox"/> 3. I don't have a plan this time. I'll just play | c. toes when I said that. |
| <input type="checkbox"/> 4. I hope we'll get the contract. Keep | d. leg to buy that office building. |
| <input type="checkbox"/> 5. I can't remember the name, but it's on the | e. my back? |
| <input type="checkbox"/> 6. I hate doing paperwork. It's such a pain | f. hand with this box? |
| <input type="checkbox"/> 7. I hope I didn't step on anybody's | g. in the neck. |
| <input type="checkbox"/> 8. Could you give me a | h. tip of my tongue. |

D Complete the idioms with the missing words.

- | | |
|--------------------------------|-----------------------------|
| 1. a pain in the | 5. keep your crossed |
| 2. play it by | 6. on the tip of your |
| 3. step on somebody's | 7. cost an and a leg |
| 4. talk behind someone's | 8. give someone a |

E Complete the text with some of the verbs below.struggling | remaining | becoming | increasing | ~~losing~~ | lacking | sharing**Indian Outsourcing Partnerships**

1. Are you losing your market share?
2. Are your costs at an alarming rate?
3. Is quality a thing of the past?
4. Are you to meet the increasing demands of the market?
5. Are your employees the necessary specialist skills?



If you answered "Yes" to just one of these questions, then it is time you considered outsourcing. Our aim is to find the best outsourcing solutions for you and your company. Our partners help you with:

- ✓ IT tasks ✓ Payroll ✓ Customer service center
- ✓ Billing ✓ Accounting

Let us help you and your company prosper!

F Find words in "E" that are similar in meaning to the ones given below.

1. answers - solutions
2. invoicing -
3. client -
4. objective -
5. assist -
6. do well -

G Put the words in order to form sentences or questions.

1. Who / and / are / partners / are / our / who / we / ?
.....
2. best / outsourcing / in / We / the / specialize / finding / partners / .
.....
3. small / to huge / clients / businesses / multinationals / Our / range / from / .
.....
4. companies / Our / in / partner / located / are / Bangalore, India / .
.....
5. fields / their / are / They / experts / in / .
.....
6. packages / attractive / Indian government / companies / financial / to / The / offers / foreign / .
.....
.....

13 Leadership

1 Grammar

Discourse markers and fillers

Discourse markers help us structure a conversation and indicate when it changes:

anyway, well, okay, etc. **Fillers** are words or noises used to fill pauses: *uh, so, like, um*, etc.

Here are some examples:

well: used to change the direction of a conversation, modify what has been said or express doubt

look/listen: used to indicate annoyance at a lack of understanding, show an effort of explanation, or make an offer

sort of/kind of: used for emphasis or as a filler to replace *ehm* or *uh*

mind you: used to draw attention to an important fact (BE)

like: a filler used in informal English

you see/you know: used before explaining something

Okay, I think it's time we started the meeting.

Well, I'm not quite sure about that.

The first point he mentioned, um, was ...

Actually, there's one more thing I'd like to mention.

Well, why don't we come back to that question some other time?

Look, I'm not trying to be difficult.

Listen, you really ought to be careful with this sort of thing.

The office is really nice, you know, it's just ... sort of old fashioned.

He handled the situation well, but mind you, he's had years of experience.

It was, like, the best opportunity I've ever had.

Sorry, I can't come to your party. You see, I have to work on Saturday.

A Complete the sentences with an appropriate word. There may be more than one possibility.

like | look | ~~mind you~~ | well | listen | okay | you know | right | actually | anyway

1. A: It's cold in Oslo at this time of year, isn't it?

B: Yes, but mind you, it's colder in England at the moment.

2. A: _____, I should get going pretty soon.

B: Yes, me too. It's been really nice talking to you guys.

3. A: Wanna grab a bite to eat?

B: That's a great idea. I'm starving! I could go for, _____, a huge hamburger right now.
How about you guys?

4. A: Why don't you talk to your boss about the problem?

B: _____, I already did – twice! He just doesn't care.

5. A: _____, that's enough planning for today! Why don't we all go home and continue tomorrow?

B: _____, actually, there's one more thing I'd like to say.



much, many, a lot of, plenty of

We use *much* with singular uncountable nouns and *many* with countable nouns.

Much and *many* are mainly used with negative sentences and questions. In positive sentences we generally use *a lot of* or *lots of*. If you want to be a bit more formal, you can also use *much/many* in positive sentences.

While *a lot of/lots of* are similar in meaning to *much/many*, *plenty of* means *enough* or *more than enough*.

much time, work, money, information, etc.
many ideas, people, tasks, etc.

I don't have much time at the moment.

How many people work here?

We spent a lot of time on this project.

Much time was spent on team-building activities.

We have plenty of food. You don't need to buy any.

B Write five sentences about yourself or your company. Use the words in brackets.

1. (much)
2. (many)
3. (a lot of)
4. (lots of)
5. (plenty of)

**little, few**

Similar to *much/many*, we use *little* with singular uncountable nouns and *few* with plural countable nouns.

There is a difference in meaning between *little* and *a little*, *few* and *a few*:

- *few/little* = hardly any
- *a few/a little* = some

In informal English, we often use *not ... much/many* instead of *few/little*.

little time, work, money, information, etc.
few ideas, people, tasks, etc.

Few managers are natural born leaders.

I know a few people (= some) who speak Chinese.

I have little time at the moment. =

I don't have much time at the moment.

C Complete the sentences. Use little, a little, few or a few.

1. Very applicants are as qualified as Jennifer is.
2. Unfortunately, our manager has time to discuss questions.
3. Many managers show or no interest in their employees' ideas.
4. Our brainstorming session was successful. We came up with really good ideas.
5. John sounded annoyed when I asked him if he had the reports ready.

2 Vocabulary

A Complete the dialogue with the expressions below.

Well, you know | Yeah, kind of | And yourself? | Well, don't panic | Congratulations!

Dan Hi, Mike. It's Dan here.

Mike Hey, how's it going?

Dan Not too bad. (1)

Mike Oh, nothing new. But, hey, I heard you're a team leader
now. (2)

Dan Cheers. (3) that's really why I'm calling ...

Mike What's up? Need some advice?

Dan (4). The whole situation is pretty overwhelming and I don't
really know where to start.

Mike (5) first of all. It'll work out just fine ...

BE	AE
Cheers. (informal)	Thanks.

B Read the text about communication skills.

Communication skills

Good communicators show that they are listening and involve their partners in communication. Most people follow the basic strategies below which are also practiced in team-building workshops.

1. Instead of using yes/no questions, they ask positive, open-ended questions to involve other people in solving problems (e.g. *How can we launch the product earlier?* instead of *Can we launch the product earlier?*).
2. They listen to what people are saying and paraphrase to check if they have understood them correctly (e.g. *So, just to be clear, are you saying ...?*).
3. They respond to what is being said, but don't interrupt or finish off someone's sentence for them.
4. They are aware of their body language: they keep eye contact, don't fold their arms and don't point at people as this may come across as an aggressive gesture.
5. They also try not to overuse fillers, such as *um, er, like* and *you know* as these may show uncertainty.



C Rearrange the letters to create words from the text above.

- | | |
|--------------------------|--------------------------------|
| 1. e s t g u e r | 4. r a p a p r a s e h |
| 2. i e r n r t u p | 5. t a i n c e r u t y n |
| 3. l v o i n v e | 6. y e e n c t t a o c |

D Come up with eight verbs that you can combine with the word time.

- | | |
|------------------------------|------------------|
| 1. to <u>kill</u> time | 5. to time |
| 2. to time | 6. to time |
| 3. to time | 7. to time |
| 4. to time | 8. to time |

E Read the examples and guess the meaning of the idioms in bold.

very quickly | to be in a hurry | ~~24 hours a day~~ | time passes quickly |
just before it's too late | for now

1. These machines never stop. We produce **around the clock**.

24 hours a day

2. I made it to the airport **in the nick of time**. I almost missed my flight.

3. It's five o'clock already? Well, **time flies** when you're having fun!

4. Can we talk later? I'm extremely **pressed for time** at the moment.

5. They finished the project in **no time at all**. I was impressed.

6. They've decided not to hire a new manager **for the time being**.

**F Complete the expressions with the words below. Some do not fit.**

mowing | average | nosy | moaning | silly | trades | hilly

- Now stop being such a billy and get back to work.
- Well, I guess the Joe can't afford to buy a house in this area.
- My brother has three jobs. He's a Jack of all
- Oh, stop complaining! Don't be a Minnie.
- Careful about what you say around here! Amy is such a parker.

G Circle the correct preposition.

- Dave looks tired. He's working himself **under** / **into** the ground!
- Well, I'd rather be swamped **with** / **in** work than not have enough.
- I've been **in** / **on** the go all day and need some rest.
- No wonder he's exhausted. He's been burning the candle **off** / **at** both ends.
- Alyssa says she's sorry she can't join us; she's tied **up** / **in** with a customer.
- She has a lot **on** / **up** her plate right now, but she seems to handle it well.



14 Global Business

1 Grammar

Gerund or infinitive I

In Unit 2 you looked at **verbs** which are followed by the **infinitive** with *to*, and in Unit 7 you looked at **verbs** which are followed by the **gerund**.

Some verbs can be followed by both the **infinitive** with *to* or the **gerund** and the meaning is the same: *begin, start, continue, love, prefer, hate*.

However, some verbs can be followed by both the **infinitive** with *to* or the **gerund** and the meaning is different: *stop, remember, try, regret*.

I don't expect to get the job in Vancouver.
I enjoy working in logistics.

It started to rain.
It started raining.
He loves to learn languages.
He loves learning languages.

He stopped smoking ten years ago.
He stopped to ask for directions at the petrol station.

A Are these verbs usually followed by the gerund or the infinitive with *to*?

enjoy | expect | want | suggest | tend | mind | avoid | hesitate | succeed in | offer | risk |
refuse | would like | insist on

gerund	infinitive with to
enjoy	



B Write the correct form(s) of the verb in brackets into the gap.

1. The machine stopped (work) two days ago.
2. I normally love (try) the local food.
3. The demonstrators began (throw) things.
4. They started (learn) English last year.
5. The board will continue (outsource) certain business activities.
6. We intend (produce) five different models next year.
7. I enjoy (work) with different nationalities.
8. She said she would like (visit) us next month.
9. Excuse me, would you mind (open) the window?

Gerund or infinitive II

Other words used with the **gerund** are:

- certain **prepositions**: *after, before, in, without, instead of*, etc.
- certain **nouns**: *use, problem, way of, experience in, reason for, trouble*, etc.
- certain **adjectives**: *afraid of, interested in, good at, famous for*, etc.

Before going home, we turned off all the lights in the building.

We had problems finding a solution that everyone was happy with.

Is it true that they're interested in doing business in India?

Other words used with the **infinitive** are:

- certain **adjectives**: *happy, pleased, determined*, etc.
- *too* and *enough*

I'm pleased to meet you.

It is too early to make a decision.

C Complete the sentences with the words below.

applying | to get | working | to work | getting | to apply

1. He has years of experience in abroad.
2. It's not too late for the job in London.
3. I had trouble to work on time today – traffic was really bad.
4. I can assure you, I'm determined hard.
5. You should always follow up after for a job.
6. You see, I didn't make enough money this year
..... out of debt and pay off my credit card.



D Circle the correct form of the verb.

1. At least 16 people were injured and had **being** / **to be** taken to hospital.
2. The demonstration organisers blame the police for **causing** / **to cause** trouble.
3. This follows last year's decision **relocating** / **to relocate** production there.
4. The company believes that they will be able **saving** / **to save** millions.
5. The spokesperson refused **commenting** / **to comment** on possible job losses.
6. This is part of the company's long-term strategy **becoming** / **to become** a global player.
7. Shortly before **reaching** / **to reach** the conference centre in London, the violence started.
8. S.A.I.D. Communications has announced plans **switching** / **to switch** more of its operations to India.

BE
to hospital

AE
to the hospital

E Write four sentences about yourself or your company. Use the gerund or the infinitive.

1.
2.
3.
4.

2 Vocabulary

A Circle the correct word.

1. The new model is more **economic** / **economical** / **economy** than the old one.
2. The country's **economic** / **economical** / **economy** situation has improved.
3. The company's in financial trouble. There is no money to **safe** / **spare** / **save** for training.
4. The latest move will **safe** / **spare** / **save** the company millions.
5. Our **latest** / **last** / **least** model is selling very well.
6. At my **latest** / **last** / **least** company, I had a company car. How about you?
7. **At least** / **At the latest** / **At last** ten people were hurt during the demonstrations.
8. **At least** / **At the latest** / **At last** you're here, Daniel! We didn't want to start without you.

B Cross out the word that does not fit.

- | | | | |
|---------------|--------------|-------------|---------------|
| 1. risk-free | protected | dangerous | safe |
| 2. economical | cheap | expensive | low-priced |
| 3. decrease | slump | decline | increase |
| 4. poor | rich | wealthy | affluent |
| 5. majority | a few people | minority | a small group |
| 6. bad | good | appropriate | suitable |
| 7. pressured | forced | volunteer | obliged |

C Complete the sentences with the correct preposition: *to, in, on, by, of, for*.

1. *On* the contrary, we are a major producer in India.
2. Therefore, we have helped improve the economy and raise the living standards a lot of Indian people.
3. addition to this, we believe that the Indian market has great potential and will be very important us the future.
4. So, this I mean the conditions of employment will depend the country.
5. That means, yes, our British workforce have different salaries and working hours to those our German subsidiary.
6. Concerning your first question, yes, we are saving money producing in India.
7. Now, with regard your second question, ...
8. So, other words, they get the same assistance that all foreign companies are entitled to.

BE
different to

AE
different from



D Put the words in the correct order to form questions.

1. that you / and your / you / feel / are exploiting / Do / company / the developing countries

.....

2. more hours / British counterparts / Aren't / the employees / than their / expected to work

.....

3. Isn't / your company / saving / in India / by producing / millions

.....

4. from / government / receive / the Indian / grants / didn't / And / you

.....

5. European / and / other / in / Britain / countries / What / about / your employees

.....

E Complete the text with some of the words below.

role | forests | independence | quarter | half | result | poverty | serial | forestry | analysis |
 series | population | play | analysts

The Indian economy has changed dramatically since India gained independence (1) in 1947. In the 1950s, agriculture, fishing, and (2) were the most important industries. They amounted to 58.9% of the Gross Domestic Product. The following 20 years saw no real significant economic developments. However, by the late 1970s, the Indian government reduced state control and liberalized the economy. Improvements came, but much slower than (3) had predicted.

In 1991 a (4) of economic reforms were introduced to attract foreign business and investments. These reforms have had a dramatic effect on the economy. America is by far India's most important market. Almost a (5) of all exports are for the US. With the current trends towards globalization and outsourcing, India has taken on an even greater (6) in international business. These developments are reflected in the economy. The importance of agriculture has decreased significantly as a result of this. However, more than 60% of the population still depend on it. Industry and the service sector are increasing in importance. Yet, despite all these improvements in the economy, approximately one third of all Indians still live under the (7) line.



15 Performance

1 Grammar

would

In Units 6 and 9, you learned about the use of *would* in conditional sentences.

You can also use *would* in these cases:

- to talk about hypothetical situations
- for polite requests
- to express an opinion
- as the past tense of *will*

We also use *would* in a number of fixed phrases:

- *would prefer / would rather*
- *Would you mind ...?*
- *I would like ...*
- *wish ... would*

Please note that *would* has the same short form as *had*.

If I had more time, I would take a training course.

I would go to lunch with you, but I'm tied up with work.

Clara, would you open the window, please?

It's a very stressful job, I would imagine.

I thought I would be late.

I'm extremely busy, so I'd rather take the course online.

Would you mind closing the door?

I'd like you to show our new trainee around.

I wish my boss would listen to me.

I'd like some tea, please. (I'd = I would)

I thought I'd seen him before. (I'd = I had)

A Identify how *would* is used in the examples below.

- | | |
|--|--|
| <input type="checkbox"/> 1. I'd be disappointed if I didn't get the job. | a. fixed phrases with <i>would</i> |
| <input type="checkbox"/> 2. I thought we'd learn some relaxation techniques. | b. to talk about hypothetical situations |
| <input type="checkbox"/> 3. I'd rather not meet with my boss today. | c. to express an opinion |
| <input type="checkbox"/> 4. Would you sign here, please? | d. as the past tense of <i>will</i> |
| <input type="checkbox"/> 5. It's not an easy decision I would imagine. | e. for conditional sentences |
| <input type="checkbox"/> 6. I would take a time management course, but I'm too busy. | f. for polite requests |

B Write sentences with *I wish ... would/wouldn't*.

- | | |
|-------------------------------------|---|
| 1. Jerome works very hard. | <i>I wish he wouldn't work so hard.</i> |
| 2. Our meetings always start early. | |
| 3. Nigel is very impatient. | |
| 4. Clara smokes a lot. | |
| 5. It hasn't stopped raining. | |

C Write sentences about yourself or your company. Use *I wish ... would/wouldn't*.

- | |
|---------|
| 1. |
| 2. |
| 3. |
| 4. |

D Answer the questions below. Use I'd rather plus your own ideas.

1. Would you like to take a stress management course?

No, I'd rather take a language course.

2. Would you like to take a late lunch today?

3. Do you want to meet on Thursday afternoon?

4. Do you want to take the bus to the conference center?

5. Do you want to talk to your boss today?

**E In the examples below, does the short form 'd mean would (w) or had (h)?**

- ☐ 1. Clara didn't go out for drinks with us. **She'd** already made other plans.
- ☐ 2. Steven said **he'd** take the training course if the company paid for it.
- ☐ 3. I wish **I'd** kept this information to myself. I'm in trouble now.
- ☐ 4. If **we'd** received some training, we might have done a better job.
- ☐ 5. **I'd** rather go to the gym than do yoga.
- ☐ 6. Nigel wasn't there when I went to see him. **He'd** already gone home.
- ☐ 7. If I were in your position, **I'd** look for another job.
- ☐ 8. I'm extremely busy. **I'd** rather not go out to lunch, if that's okay with you.

Negative questions

We often use negative questions to ask for confirmation of something we believe to be true.

Don't you want to improve your language skills?

We also use negative questions to make suggestions or give advice.

Why don't you try meditation? It's a great way to reduce stress.

Negative questions are also used to show surprise.

Didn't you hear the phone? It rang about 15 times.

F Put the words in order to form negative questions.

1. appraisal system / hierarchy / doesn't / the / the / strengthen / company's

2. informed / you / training / the / haven't / opportunities / of / been

3. out / why / for / we / drinks / don't / go / work / after

2 Vocabulary

A Complete these frequently used expressions with the words below.

swim | take | ~~never~~ | like | break | leave | shine | believe

- | | |
|------------------------------|-------------------|
| 1. now or <u>never</u> | 5. sink or |
| 2. take it or it | 6. give or |
| 3. it or not | 7. it or not |
| 4. come rain or | 8. make or |



B Complete the sentences with some of the expressions from "A".

- The performance review system can an employee's career.
- We can't possibly wait any longer. It's!
-, Jennifer just quit her job and walked out.
- Well, this is my last offer.
-, we'll just have to live with the new performance review system. There's no way around it.

C Complete the meeting phrases with the words below.

interrupt | as far as | ~~move on~~ | any further | at all | on the same page |
as I mentioned | in more detail

- Let's move on to the next item on the agenda.
- If I may just here ...
- Perhaps I should explain that
-, all managers will receive extensive training.
- I'm afraid I can't agree with that
- Well, before I comment on this, ...
- I am concerned, ...
- Okay, I think we're all here.



D Circle the correct word.

- Job descriptions are the **basis** / **basic** of performance assessment.
- The manager should make a **notice** / **note** of any other observations.
- All of this information is recorded on a standard **formula** / **form**.
- I'm sorry if I have given you that **impression** / **expression**.
- The employee is requested to **underwrite** / **sign** the performance review form.
- It is put into the employee's **personnel** / **personal** file.
- That means the boss **active** / **actively** encourages their development.

E Complete the email with the words below.

satisfaction | ~~performance~~ | department | comments | opportunities | communication | details | support

● ● ●
send

From: Nigel Lawson, Personnel Manager

To: All staff

Subject: Performance review system

Dear Colleagues,

As some of you may already know, we are planning to implement a *performance* (1) review system by the end of the year. We believe that the introduction of such a system will not only lead to more open and better (2), but also create more effective career development (3) for our staff. This, in turn, will lead to greater job (4), so everyone will benefit.

Over the next two weeks your managers will be explaining the system in the monthly (5) meetings. You will also find more (6) in the attached document.

Should you have any questions or (7), please contact me.

Thank you for your (8).

Nigel Lawson

F Create word partnerships from the words below.

Resources | company | development | file | ~~description~~ | review | form | fluctuation

- | | |
|---------------------------------|--------------------|
| 1. job <i>description</i> | 5. personnel |
| 2. staff | 6. appraisal |
| 3. performance | 7. parent |
| 4. career | 8. Human |

G Complete the definitions with words from "F".

- | | |
|--|-------|
| 1. A document giving information about the job. | |
| 2. This department is responsible for personnel. | |
| 3. A standardized form used to assess an employee. | |
| 4. Number of people joining and leaving the company. | |
| 5. A collection of documents about an employee. | |
| 6. A meeting to discuss an employee's performance. | |

16 Responsibility

1 Grammar

Relative Clauses I

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

We generally use *who* when we are referring to people. It is also possible to use *that*.

Whom can be used instead of *who* when it is the object of a verb or preposition. In spoken and informal written English, we rarely use *whom*.

Whose is used in place of a possessive pronoun.

We use *which* or *that* when we are referring to things or organizations.

We use *where* to talk about places.

I work for a company that takes responsibility for its decisions.

the person who/that conducted the interview

*the man whom/who you met yesterday
to whom it may concern*

the woman whose passport I found

a company that/which behaves unethically

the city where our headquarters are located

A Circle the correct word.

1. The man **who** / **whom** / **which** owns the company earns £150,000 a year.
2. I know a lot of companies **where** / **who** / **that** don't care about environmental issues.
3. This is the man **who** / **whose** / **which** picture was in the newspaper the other day.
4. We don't do business in countries **where** / **which** / **whose** are headed by repressive regimes.
5. Employees to **which** / **whose** / **whom** this applies should contact their supervisor immediately.
6. Did you read the article about the community project **that** / **who** / **whom** the company supports?
7. The factory **whom** / **that** / **where** our products are made is located outside of Shanghai.
8. I saw some volunteers **which** / **whom** / **who** were collecting trash in the park.

B Write sentences as in the example. Use *whose*.

1. the man / his company went bankrupt

This is the man whose company went bankrupt.

2. the employee / her contract wasn't renewed

This is

3. the workers / their wages haven't been paid

These are

4. the players / their t-shirts were sponsored by our company

These are

5. the man / I can't pronounce his name

This is

Relative Clauses II

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

The company (that) I worked for went bankrupt.

When the **relative pronoun** is the **subject** of the verb, it cannot be left out.

There are people who have money and people who are rich.

C If possible, leave out the relative pronoun. Add *who* or *that* where necessary.

1. I like companies take environmental issues seriously.
2. The extra money we earned should be given to charity.
3. The company I'm going to work for is located in Leeds.
4. We need volunteers are motivated and enthusiastic.
5. We only buy and sell products are eco-friendly.
6. Do you know somebody speaks Arabic fluently?



Relative Clauses III

Defining relative clauses give essential information about the person or thing we are talking about.

Do you see the people over there? The man who is talking to Claire is my boss.

Other relative clauses provide extra information, i.e. information that is interesting but not necessary.

Their company, which makes children's toys, is located in Manchester.

Extra-information clauses (also called **non-defining relative clauses**) must be separated by commas.

David, whose mother is Brazilian, speaks Portuguese fluently.

You have to use the **relative pronoun** *who* in extra-information clauses about people. You cannot use *that*.

My father, who was born in England, is a successful lawyer.

D Combine these sentences using a relative clause.

1. Joanna is volunteering for a homeless shelter. I work with Joanna.

Joanna, whom I work with, is volunteering for a homeless shelter.

2. The meeting ended at 5:00 p.m. It took four hours.

3. My boss is running the Boston Marathon this year. He is 68.

4. My friend Tim is now the CEO of a large international company. He went to the same school as me.

E Write three sentences about yourself or your company. Use relative clauses.

1.
2.
3.

2 Vocabulary

A Read the text about health and safety in the workplace.

Health and Safety

Companies are legally and ethically obliged to provide healthy and safe working environments. A company is responsible for the welfare of everyone who works there permanently, those working there temporarily (such as contractors), those visiting, as well as people outside the company using a product or service designed, produced or supplied by the company. It makes far more business sense to manage health and safety properly and prevent hazards than to correct mistakes afterwards.

In Britain, the *Health and Safety at Work Act 1974* requires that every business employing five or more workers must have a written statement of their Health and Safety Policy. This should outline the risks involved in the workplace (these must be within industry standards and legal requirements), necessary precautions and ways of dealing with emergencies (e.g. first aid). There should be a procedure for implementing the policy and reporting accidents as well as a properly trained person responsible for making sure precautions are taken, although ultimately the directors bear the responsibility for health and safety in a company and can face legal

proceedings in cases of accidents or ill health. The policy must be accessible to all employees and should be kept up to date. The employees themselves also have a responsibility to take care of their own health and safety and must follow the company's Health and Safety Policy.

Hazards can be identified by conducting employee questionnaires, examining equipment instructions, studying accident reports and by considering people most at risk: new employees, people with limited mobility, visitors, etc. While some hazards are obvious (e.g. high voltage, dangerous machinery), others are not: high noise levels can cause headaches or hearing problems; poor ventilation may lead to tiredness; insufficient lighting can cause eye problems; high or low temperatures are often the reason for concentration problems or recurring illnesses. These kinds of hazards are just as important as more immediate dangers and can seriously affect the work output of employees.



B Rearrange the letters to create words from the text above.

- | | |
|------------------------|--------------------------------|
| 1. n t e p r v e | 4. e s l e s a c c i b |
| 2. k i s r s | 5. t i l v n o n e a t i |
| 3. d a r h z a s | 6. m i l i o b y t |

C Read the statements about the text above. Are they true or false?

- ☐ 1. A company is only responsible for the welfare of people who work there permanently.
- ☐ 2. A company's Health and Safety Policy includes information about potential hazards in the workplace.
- ☐ 3. The board members can be taken to court following harmful incidents at work.
- ☐ 4. A company's employees can choose whether they follow its Health and Safety Policy.
- ☐ 5. Visitors to the company face a greater risk than workers.
- ☐ 6. "Hazards" do not include factors such as noise, bad air and lighting.

D Match the words on the right to the definitions on the left.

- | | |
|--|---------------------|
| <input checked="" type="checkbox"/> 1. to obey a rule or believe in an idea | a. to comply with |
| <input type="checkbox"/> 2. to refuse to do business with a company as a way of protesting | b. to adhere to |
| <input type="checkbox"/> 3. to act in accordance to the rules | c. to bribe |
| <input type="checkbox"/> 4. to force | d. to conflict with |
| <input type="checkbox"/> 5. to do things that are morally wrong (e.g. accept bribes) | e. to compel |
| <input type="checkbox"/> 6. to be in opposition to something | f. to be corrupt |
| <input type="checkbox"/> 7. to give money or presents to somebody in order to get them to help you | g. to boycott |

E Complete the table with the matching nouns.

Verb	Noun
1. to bribe	<i>bribe, bribery</i>
2. to boycott	
3. to tolerate	
4. to fail	
5. to oppose	
6. to refuse	
7. to believe	

**F Write sentences about your company. Use a word from "E" in each sentence.**

-
-
-

G Complete the sentences with the words below.

educational | morale | ~~effort~~ | organizations | familiarity | considerable | responsibility | coverage | donations

- Many companies are making a conscious *effort* to take responsibility for the consequences of their decisions and activities.
- Community investment is part of a company's social program.
- Community investment involves charitable of money or food.
- Companies donate to charities or environmental
- Community investment can help to increase brand, boost staff, and create positive media
- Charitable donations are tax free – a incentive for many companies.

Grammar

Abbreviations

Often without punctuation

Abbreviation	Full form
a/c	account
AIDA	attention, interest, desire, action
AOB	any other business
ASA	Advertising Standards Authority
ASAP	as soon as possible
ATM	automatic teller machine
B&B	Bed and Breakfast
B2B	business to business
BA	1. Bachelor of Arts 2. British Airways
BBC	British Broadcasting Corporation
BSc	Bachelor of Science
CEO	Chief Executive Officer
CI	corporate identity
COD	cash on delivery
CV	curriculum vitae
dip	diploma
DIPADA	define, identify, prove, acceptance, desire, action
DIY	do-it-yourself
EU	European Union
FAB	feature, advantage, benefit
FAQ	frequently asked questions
GDP	Gross Domestic Product
HR	Human Resources
ID	identification
ISO	International Organisation for Standardisation
iso	in search of
IT	information technology
JIT	just-in-time
LAN	local area network
Ltd	limited
MA	Master of Arts
MD	Managing Director, Medical Doctor
MoB	Member of the Board
Mr	Mister
Mrs	title of respect (used with married women)
Ms	title of respect (does not indicate the woman's marital status)
NATO	North Atlantic Treaty Organisation
OECD	Organization for Economic Cooperation and Development
OPEC	Organization of Petroleum Exporting countries
p&p	postage and packing
PhD	Philosophiae Doctor (Doctor of Philosophy)
PIN	personal identification number
plc	public limited company
POI	Point of Information
POS	Point of Sale
PR	Public Relations
PTO	please turn over

Abbreviation	Full form
SLA	Service Level Agreement
TQM	Total Quality Management
UK	United Kingdom
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations International Children's Emergency Fund
UNO	United Nations Organization
US	United States
USA	United States of America
VAT	value-added tax
VC	video conferencing
WHO	World Health Organization
wpm	words per minute

Often with a full stop

Abbreviation	Full form
excl.	excluding / exclusive
e.g.	exempli gratia (for example)
Jan.	January
Jr.	junior
vol.	volume
a.m.	ante meridiem
dept.	department
encl.	enclosure
etc.	et cetera
i.e.	id est (that is)
Inc.	incorporated
p.a.	per annum (yearly)
p.m.	post meridiem

Adjectives

Before nouns

She works for an **international** company.

She works for a **Japanese** company.

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

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.

Focus adverbs and intensifiers (even, only, also, above all)

If we carry on like this, we may **even** be able to invest some capital.

They **only** give merit rises to really committed employees.

It's important to keep costs to a minimum, and **above all**, to accept that salaries will have to be frozen for the time being.

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.

(I don't have a million dollars. But if I had the money, I 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.

Mixed conditionals

*If we **had gone** to the trade fair, we **would know** more about the latest developments.*

*What **would happen if** the employee **feels** that the boss's assessment is totally biased and unfair?*

Alternatives for if

*We will replace the machines **provided that** they have been regularly serviced.*

*The company will agree to a discount **on condition** that we order five copiers.*

*They will deliver free of charge **as long as** we make an order of over £500.*

*We always order more toner than we need, **in case** we run out.*

***In the event of** a total breakdown, we will send someone within two hours.*

***Unless** we make changes, things will get worse. (If you don't make changes ...)*

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

I wish

*I **wish I worked** in the car industry. (But I don't.)*

*I **wish we could** get rid of our waste in an environmentally friendly way. (But we can't.)*

*I **wish I had** studied physics instead of maths. (But I didn't.)*

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 9:00 a.m. tomorrow.*

*The plane **departs** from 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.*

Future

*They **will** probably **start** a big advertising campaign.*

*We **are going to employ** more staff.*

*Steve **is taking** three days off next week.*

*The coach **leaves** at nine.*

Future in the past

*It was obvious that they **would start** a big advertising campaign.*

*We **were going to employ** more staff, and then we realised that we wouldn't need any.*

*Steve said he **was taking** three days off this week, but he didn't say which days.*

*I overslept. The coach **left** at nine, so I thought I probably wouldn't make it.*

Gerund or to-infinitive**The gerund is used after the following verbs:**

acknowledge, admit, avoid, can't stand, delay, deny, detest, dislike, don't mind, enjoy, envisage, feel like, finish, have difficulty, imagine, involve, miss, practise, postpone, recall, resent, risk, spend / waste time, suggest

The to-infinitive is always used after these verbs (and many others):

ask, afford, agree, appear, arrange, choose, claim, decide, encourage, expect, fail, hesitate, hope, invite, learn, long, manage, offer, prepare, pretend, proceed, promise, propose, refuse, remind, request, seem, tell, tend, volunteer, want

Same meaning (following: start, continue, love, intend, prefer, hate)

*The demonstrators **began to throw** things.*

*The demonstrators **began throwing** things.*

Different meaning**stop**

*He **stopped smoking** ten years ago.*

(Here, the action is completed, i.e. he doesn't smoke anymore.)

*He **stopped to ask** for directions at the petrol station.*

(Here, the action is interrupted, i.e. he has stopped driving, but will continue to drive when he has got directions.)

like

*I **like visiting** different countries. (an alternative for enjoy)*

*I **normally like to try** the local food. (it's a good idea)*

remember

*Peter, **remember to post** the letter! (Don't forget to do it!)*

*Peter, can you **remember posting** the letter? (Can you remember the action itself?)*

Indirect questions

*How old is Mark? → Could you tell me **how old** Mark is?*

***Where** do they come from? → I was wondering **where** they come from.*

***When** does the next train leave? → I'll ask him **when** the next train leaves.*

***Why** are you doing that? → Could I ask you **why** you are doing that?*

***Who** is responsible for new contracts? → I'm trying to find out **who** is responsible for new contracts.*

*Did you have a good journey? → I was wondering **if** you had a good journey.*

Linking words

Adding information (in addition, also, besides, anyway, on top of that, on the other hand)

*At the moment we cannot afford extra expenses, and **besides**, the equipment we have is adequate.*

*The pay isn't wonderful, but **on the other hand** I get long holidays.*

Giving reasons (because, as, since)

*Although meetings can be time-consuming, it is hard to find a viable alternative, **as** they represent the only situation where joint decisions can be taken.*

***Since** the chairperson is unable to attend, the meeting is being postponed until next week.*

Expressing a result (therefore, as a result, consequently, as a consequence, then, in that case, in which case, so)

*Sales have increased dramatically in the last three weeks. There is, **therefore**, little doubt that we will substantially exceed the target for this month.*

*Ms Stanley is expecting a baby, **so** we will have to advertise her job as a temporary post while she is on maternity leave.*

Expressing a purpose (in order to, so, as to, to)

*I went to Spain **to** improve my Spanish.*

Expressing comparison and contrast (although, though, whereas, in spite of, despite, nevertheless, however, on the contrary, otherwise, furthermore)

***Although** their prices are good, the quality of their products is poor.*

*Sales of diodes are rising, **whereas** sales of sensors are falling.*

***Despite** improving the delivery time, our suppliers still cancelled their order.*

*We spent a lot of money increasing the value in our processes. **Nevertheless**, our orders continued to fall.*

*I understand your point of view. **However**, I don't agree with it.*

*Turnover has not decreased. **On the contrary**, it has risen, but all profits have been ploughed straight back in.*

*We have to reduce our costs. **Otherwise** we'll start losing orders.*

*I'd like Mr Wehrle to be promoted. He's honest and hard-working. **Furthermore**, he's very good at motivating his colleagues.*

Modal verbs

can – could

Can/Could you tell me where Dave's office is?

will – would

If you return the item within 30 days, we will give you a refund.

shall – should

You look tired. You should go home now.

may – might

I may need your help later today.

must

Food workers must wear gloves.

need to

I need to finish this report by noon.

ought to

You ought to read the instructions before operating the machine.

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 flight number.But they **might** at least **have turned** their mobiles on. What if there's an emergency?**Negating prefixes and suffixes**I'm afraid the goods you require are **unavailable** at the moment.Our partners in China are being rather **uncooperative**.**Unemployment** is at an all-time low.The losses are **insignificant**.The method we have been using up to now is rather **inefficient**.The possibilities are **infinite**.They gave a rather **implausible** excuse for their cancellation.Unfortunately, the proposal is **impracticable** on a number of accounts.The question of whether we buy this month or next is **immaterial**.The distribution of staff between the two branches is **imbalanced**.The chairman expressed his **dissatisfaction** with the conditions.It is **pointless** to speculate over what might have been.The delay was due to a **careless** mistake on our part.**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**.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 for the past simple**

yesterday, last week / month / year, three hours ago, in 1998, etc.

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.

Phrasal verbs

Who **looks after** the houseplants on this floor?

Nobody can **live on** a state pension.

They were going to have a meeting yesterday, but the chairman **called** the whole thing **off** at the last moment.

They were going to have a meeting yesterday, but the chairman **called off** the whole thing at the last moment.

Mr Brown from the head office is coming tomorrow, so we'd better **tidy** the office **up**.

Mr Brown the head office is coming tomorrow, so we'd better **tidy up** the office.

Could you **look in on** the new apprentices while I'm out?

The temporary help is next door. Could you **look in on** him while I'm out?

We won't **put up with** unpunctuality.

Smoking in the office is not allowed. You really can't expect your non-smoking colleagues to **put up with** it.

The new apprentice is great. He seems to have **taken to** the job like a duck to water.
 The new apprentice likes his job. He seems to have **taken to** it like a duck to water.
 It's not worth mending that old machine. We'll **throw it away**.
 I can't find Smith and Sons' number. Could you **look it up** for me?
 Could you **look up** Smith and Sons' number in the phone book?
 Could you **look** Smith and Son's number **up** in the phone book?

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

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

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

in (for longer periods of time)

in the evening

in 1975

in half an hour

in May

till / until

till 8:00 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

go 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***I've **been waiting** for half an hour.**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, in 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

Verbs

Regular verbs

1. Form (infinitive)
(to) call

2. Form (past simple)
called

3. Form (past participle)
called

Irregular verbs

1. Form (infinitive)

awake
be
bear
beat
become
begin
bend
beset
bet
bid
bind
bite
bleed
blow
break
breed
bring
broadcast
build
burn
burst
buy
cast
catch
choose
cling
come
cost
creep
cut
deal
dig
dive
do
draw
dream
drive
drink
eat
fall
feed

2. Form (past simple)

awoke
was, were
bore
beat
became
began
bent
beset
bet
bid / bade
bound
bit
bled
blew
broke
bred
brought
broadcast
built
burned / burnt
burst
bought
cast
caught
chose
clung
came
cost
crept
cut
dealt
dug
dived / dove
did
drew
dreamed / dreamt
drove
drank
ate
fell
fed

3. Form (past participle)

awoken
been
born
beat
become
begun
bent
beset
bet
bid / bidden
bound
bitten
bled
blown
broken
bred
brought
broadcast
built
burned / burnt
burst
bought
cast
caught
chosen
clung
come
cost
crept
cut
dealt
dug
dived
done
drawn
dreamed / dreamt
driven
drunk
eaten
fallen
fed

1. Form (infinitive)

feel
 fight
 find
 fit
 flee
 fling
 fly
 forbid
 forget
 forego (forgo)
 forgive
 forsake
 freeze
 get
 give
 go
 grind
 grow
 hang
 hear
 hide
 hit
 hold
 hurt
 keep
 kneel
 knit
 know
 lay
 lead
 leap
 learn
 leave
 lend
 let
 lie
 light
 lose
 make
 mean
 meet

2. Form (past simple)

felt
 fought
 found
 fit
 fled
 flung
 flew
 forbade
 forgot
 forewent
 forgave
 forsook
 froze
 got
 gave
 went
 ground
 grew
 hung
 heard
 hid
 hit
 held
 hurt
 kept
 knelt
 knit
 knew
 laid
 led
 leaped / leapt
 learned / learnt
 left
 lent
 let
 lay
 lighted / lit
 lost
 made
 meant
 met

3. Form (past participle)

felt
 fought
 found
 fit
 fled
 flung
 flown
 forbidden
 forgotten
 foregone
 forgiven
 forsaken
 frozen
 gotten
 given
 gone
 ground
 grown
 hung
 heard
 hidden
 hit
 held
 hurt
 kept
 knelt
 knit
 known
 laid
 led
 leaped / leapt
 learned / learnt
 left
 lent
 let
 lain
 lighted
 lost
 made
 meant
 met

1. Form (infinitive)

misspell
 mistake
 mow
 overcome
 overdo
 overtake
 overthrow
 pay
 plead
 prove
 put
 quit
 read
 rid
 ride
 ring
 rise
 run
 saw
 say
 see
 seek
 sell
 send
 set
 sew
 shake
 shave
 shear
 shed
 shine
 shoe
 shoot
 show
 shrink
 shut
 sing
 sink
 sit
 sleep
 slay
 slide
 sling
 slit
 smite

2. Form (past simple)

misspelled / misspelt
 mistook
 mowed
 overcame
 overdid
 overtook
 overthrew
 paid
 pled
 proved
 put
 quit
 read
 rid
 rode
 rang
 rose
 ran
 sawed
 said
 saw
 sought
 sold
 sent
 set
 sewed
 shook
 shaved
 shore
 shed
 shone
 shoed
 shot
 showed
 shrank
 shut
 sang
 sank
 sat
 slept
 slew
 slid
 slung
 slit
 smote

3. Form (past participle)

misspelled / misspelt
 mistaken
 mowed / mown
 overcome
 overdone
 overtaken
 overthrown
 paid
 pled
 proved / proven
 put
 quit
 read
 rid
 ridden
 rung
 risen
 run
 sawed / sawn
 said
 seen
 sought
 sold
 sent
 set
 sewed / sewn
 shaken
 shaved / shaven
 shorn
 shed
 shone
 shoed / shod
 shot
 showed / shown
 shrunk
 shut
 sung
 sunk
 sat
 slept
 slain
 slid
 slung
 slit
 smitten

1. Form (infinitive)

sow
speak
speed
spend
spill
spin
spit
split
spread
spring
stand
steal
stick
sting
stink
stride
strike
string
strive
swear
sweep
swell
swim
swing
take
teach
tear
tell
think
thrive
throw
thrust
tread
understand
uphold
upset
wake
wear
weave
wed
weep
wind
win
withhold
withstand
wring
write

2. Form (past simple)

sowed
spoke
sped
spent
spilled / spilt
spun
spit / spat
split
spread
sprang / sprung
stood
stole
stuck
stung
stank
strode
struck
strung
strove
swore
swept
swelled
swam
swung
took
taught
tore
told
thought
thrived / throve
threw
thrust
trod
understood
upheld
upset
woke
wore
weaved / wove
wed
wept
wound
won
withheld
withstood
wrung
wrote

3. Form (past participle)

sowed / sown
spoken
sped
spent
spilled / spilt
spun
spit
split
spread
sprung
stood
stolen
stuck
stung
stunk
stridden
struck
strung
striven
sworn
swept
swelled / swollen
swum
swung
taken
taught
torn
told
thought
thrived
thrown
thrust
trodden
understood
upheld
upset
woken
worn
weaved / woven
wed
wept
wound
won
withheld
withstood
wrung
written

Keys

Unit 1

Grammar

A

1. teach, taught, taught
2. become, became, become
3. feel, felt, felt
4. wear, wore, worn
5. hold, held, held
6. deal, dealt, dealt
7. be, was/were, been
8. stand, stood, stood
9. mean, meant, meant
10. begin, began, begun
11. lose, lost, lost
12. read, read, read
13. forget, forgot, forgotten
14. win, won, won
15. lead, led, led
16. keep, kept, kept

B

1. have attended
2. have become
3. Have filled out
4. have read
5. has held
6. has been
7. have taken

C

1. haven't seen
2. met
3. have had
4. lived
5. has it been
6. passed

D

1. I ought to eat less junk food.
2. You had better turn off your phone.
3. They ought to admit their mistakes.
4. You'd better not say anything.
5. We should not make hasty decisions.
6. She ought not to act like that.

E

Possible answers:

1. You'd better tell the trainer.
2. You should apologize to him.
3. You ought to read the course outline.
4. You'd better take a few days off.
5. We should visit her soon.

Vocabulary

A

1. workshop
2. registration
3. instructor
4. participant
5. seminar
6. course fee

B

1. to participate,
2. improvement,
3. to assist,
4. to inquire,
5. registration,
6. to attend

C

1. improve,
2. participant,
3. registration,
4. attend,
5. register

D

Possible answers:

1. talkative – quiet
2. patient – impatient
3. shy – outgoing
4. chaotic – well-organized
5. alert – absent-minded
6. confident – timid
7. lazy – hard-working
8. diligent – lazy
9. pessimistic – optimistic
10. motivated – disinterested
11. careless – well-organized
12. ambitious – lazy
13. nervous – calm

F

1. absolutely
2. agree
3. By the way
4. I suppose
5. actually
6. you know
7. Whereas
8. on the other hand
9. don't you think
10. I guess

G

1. in other words,
2. by the way,
3. could you explain,
4. on the other hand,
5. absolutely,
6. do you mind

Unit 2

Grammar

A

Possible answers:

1. I am writing to apply for the position of Office Manager.
2. It is not necessary to add a photo to your resume.
3. Robert promised to help me find a job in the music industry.
4. Excuse me, do you know how to get to Ms Whitehurst's office?
5. Vanessa works part time to spend more time with her kids.

B

1. to,
2. –,
3. –,
4. to,
5. to,
6. –

C

1. I have lived and worked in Brazil, Argentina and Portugal.

2. –
3. Well, I'm not going to accomplish anything just sitting here.
4. Unfortunately, Alyssa wasn't selected for an interview.
5. If Jonathan gets the job, he will be very happy.
6. –
7. Luckily, the application deadline was extended.

D

1. Despite / Instead, 2. Consequently / In spite of,
3. because of / including, 4. Whereas / However,
5. because / including

Vocabulary**A**

British English: CV, 3 April, covering letter, referee, Dear Mr Miller

American English: Dear Mr. Miller, resume, April 3, cover letter, references

B

1. date of birth, 2. interview, 3. experience,
4. CEO, 5. references

C

1. position 7. prior to
2. to provide 8. potential
3. to obtain 9. suitable
4. to select 10. process
5. responsibilities 11. experience
6. job opening 12. current

D

1. Why do you want this job?
2. Why should we hire you?
3. Do you have any questions for us?
4. How did you hear about this position?
5. What are your salary requirements?
6. When would you be able to start?

E

1. advertise 6. skills
2. apply 7. employees
3. current 8. abroad
4. however 9. employers / jobs
5. part-time 10. career

F

Dear Ms Grimes

Thank you for your interest in our company. We would like to invite you to an interview at our company's headquarters on 18 August at 9:30 a.m.

Attached you will find directions to our offices. Should you require more details, please do not hesitate to contact us.

Yours sincerely,

Unit 3**Grammar****A**

1. got up 5. end up
2. ask around 6. called off
3. calm down 7. set up
4. fill in 8. take off

B

1. up 4. over
2. ahead 5. into
3. forward 6. after

C

Possible answers:

1. I woke up at 5:00 a.m. this morning.
2. Do you want to go out Saturday night?
3. We have to find out when the restaurant opens.
4. Restaurants throw away way too much food.

D

1. lower 4. more easily
2. more carefully 5. more enjoyable
3. worse

E

1b, 2f, 3d, 4a, 5g, 6c, 7e

F

Possible answers:

1. must
2. should
3. mustn't

Vocabulary**A**

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

B

1. perks 5. counterpart
2. bonus 6. promotion
3. subsidiary 7. absenteeism
4. staff 8. Empowerment

C

- | | |
|------------|----------------|
| 1. license | 5. regulations |
| 2. guide | 6. signs |
| 3. permit | 7. transport |
| 4. tax | 8. practice |

D

- | | |
|----------|----------------|
| 1. hours | 4. knowledge |
| 2. lunch | 5. environment |
| 3. day | 6. conditions |

E

1. Is your company getting it right?
2. Do you spend hours glued to your desk?
3. A lot of companies are finally getting the message.
4. Others have taken things a step further.
5. Empowerment is the name of the game.
6. In this company the staff truly are in the driving seat.
7. We don't believe in rigid working conditions.

F

- | | |
|-------------|-----------|
| 1. personal | 5. staff |
| 2. stuff | 6. policy |
| 3. except | 7. rise |
| 4. accept | 8. police |

G

1d, 2g, 3b, 4h, 5a, 6e, 7c, 8f

Unit 4**Grammar****A**

- | | |
|----------------------|--------------------|
| 1. 'm going to apply | 4. will grow |
| 2. starts / ends | 5. 'll be drinking |
| 3. is flying | |

B

Examples of personal answers:

1. My wife and I will be going to the Canary Islands in April.
2. We will be going on holidays for ten days.
3. We will be staying in a four-star hotel.
4. We will be taking a boat trip.
5. We will be enjoying ourselves.

C

1. I was wondering if you could help me?
2. Do you happen to know how far it is?
3. Would you mind telling me why he left?
4. Could you tell me where you booked your flight?

D

1. ... what a 401(k) is?
2. ... why he moved back to Canada?
3. ... if I can buy the ticket on the bus?
4. ... where the ticket machine is?
5. ... how you made that soup?

6. ... if we need to go left or right?
7. ...when Thanksgiving Day is?
8. ... if Good Friday is a public holiday?
9. ... where my glasses are?

E

Possible answers:

1. Do you know if there's any garlic in the salad dressing?
2. I was wondering what your soup of the day is?
3. Could you tell me if the steak comes with chips?
4. Do you happen to know if the cake is homemade?

Vocabulary**A**

- | | |
|------------|--------------|
| 1. public | 4. raise |
| 2. permit | 5. clearance |
| 3. pension | 6. relocate |

B

- | | |
|------------------|----------------|
| 1. single | 6. reservation |
| 2. laundry | 7. breakfast |
| 3. business | 8. private |
| 4. accommodation | 9. cooked |
| 5. located | 10. cash |

C

- | | |
|--------------|------------|
| 1. wondering | 4. sights |
| 2. tight | 5. shingle |
| 3. spacious | |

D

- | | |
|-------------------|----------------------|
| 1. fish and chips | 4. toad-in-the-hole |
| 2. crumble | 5. bubble and squeak |
| 3. chicken gumbo | 6. pumpkin pie |

F

1h, 2d, 3a, 4f, 5e, 6g, 7b, 8c

Unit 5**Grammar****A**

- | | |
|------------|------------|
| 1. active | 5. active |
| 2. passive | 6. passive |
| 3. active | 7. active |
| 4. passive | |

B

1. The software is being installed at the moment.
2. The projector hasn't been repaired yet.
3. The products are being sold at a lower price.
4. Tea and coffee are served in your meeting room.
5. The decision has been made by the CEO.

C

- are cleaned,
- are served,
- are given,
- are selected,
- are writtenm,
- is ... being restructured,
- is ... being set up,
- is being repainted,
- is being held,
- are being distributed,
- has been told,
- have been answered,
- has been replaced,
- has been invited,
- has ... been paid

D

- The training centre is being redecorated this month.
- Departmental meetings are usually held every week.
- All the lights have been turned off.
- All parts are checked before we send them to the customers.
- The manager has already been informed.

Vocabulary**A**

Bad: boring, confusing, tiring, uninteresting, awful, poor
Good: excellent, well-organized, inspiring, phenomenal, outstanding, awesome

B

- un-,
- un-,
- il-,
- un-,
- im-,
- in-,
- un-/dis-,
- dis-,
- ir-,
- in-,
- un-,
- dis-,
- un-,
- in-

C

- introducing
- purpose
- questions
- divided
- start
- come back
- concerning
- move on
- wrap up
- comments
- attention

D

- speaker
- presenter
- director
- listener
- attender/attendee
- consumer
- visitor
- leader
- auditor
- coordinator

E

- first,
- Before,
- Next,
- After
- finally

F

- c,
- 2e,
- 3f,
- 4g,
- 5b,
- 6a,
- 7d

Unit 6**Grammar****A**

- will,
- would,
- would,
- would,
- will

B

- The company will replace the photocopier on condition that it is undamaged.
- Should you have any questions, we will be happy to help you.
- In case you run out of toner, we will deliver within the same working day.
- We will replace the machines provided that they have been regularly serviced.

C

Possible answers:

- We'll draw up the contract this week provided that we come to an agreement.
- In case the item is faulty, we'll be happy to arrange an exchange.
- Should you have any technical difficulties, call the support hotline.
- They will sign the contract on condition that we give them a discount.

D

in: bulk, stock, debt, good condition, case
at: a discount, short notice, all costs, a price, the latest
on: a regular basis, request, credit, condition that

E

Possible answers:

- on delivery
- in good condition
- at short notice
- in bulk
- at all costs
- at a discount
- in stock
- on a regular basis

Vocabulary**A**

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

B

- close,
- throw,
- place,
- meet,
- run,
- put

C

Possible answers:

lifetime guarantee, support hotline, bulk orders, raw materials, supply chain, account manager, discount terms

D

1c, 2a, 3d, 4g, 5f, 6b, 7e

F

Possible answers:

1. Normally, all parts of a business have independent objectives.
2. SCM is a means of getting more business partners.
3. The aim of supply chain management is the efficient flow of goods until they are received by the customer.
4. Traditionally, all the different departments worked together with one common objective.
5. SCM has four main areas of decision.

Unit 7**Grammar****A**

1. won, 2. misspelled/-spelt, 3. grew up, 4. quit, 5. chose, 6. misunderstood

B

1. passive, 2. active, 3. active, 4. passive, 5. active

C

1. The container ships were built in South Korea.
2. The company was founded by my father in the early eighties.
3. George was asked to negotiate with them.
4. The fabrics were imported from India.

D

1. were manufactured 5. were made
2. stopped 6. increased
3. was delivered 7. were imported
4. shipped

E

1. outsourcing, 2. diversifying, 3. investing
4. Researching, developing, 5. discussing

F

Possible answers:

There's no point lying about what you did.

I enjoy cycling to work.

I have difficulty getting up in the mornings.

It's a waste of time trying to convince him otherwise.

Vocabulary**A**

1. inventory 5. transport
2. warehouse 6. stock
3. container 7. delivery
4. truck 8. distribution

B

1d, 2f, 3a, 4e, 5g, 6b, 7h, 8c

C

1. hire and fire
2. back and forth
3. ups and downs
4. wining and dining
5. strengths and weaknesses
6. give and take
7. profit and loss

D

1. a business 5. business
2. workers 6. a system
3. a company 7. a company
4. a contract

E

1. to distribute 6. improvement
2. supplier/supply 7. to deliver
3. to found 8. to propose
4. minimum 9. approval
5. to store 10. weight

G

1. automatic telling/teller machine
2. business to business
3. cash on delivery
4. corporate identity
5. medical doctor
6. date of birth
7. value-added tax
8. Member of the Board
9. Human Resources
10. personal identification number

H

Possible answers:

IT: information technology

CV: curriculum vitae

FAQ: frequently asked questions

B & B: Bed and Breakfast

EU: European Union

Unit 8**Grammar****A**

1b, 2f, 3g, 4a, 5c, 6e, 7d

B

1. ... we had it translated.
2. ... they had it repaired.
3. ... we have them cleaned.
4. ... she had them printed.

C

Examples of personal answers:

1. I have my hair cut every four weeks.
2. I have my appointments made for me.
3. We have our printers serviced every year.
4. I have my cleaning done once a week.
5. We have our lunch prepared every day.

D

- | | |
|-------------|-------------|
| 1. Although | 4. although |
| 2. although | 5. Despite |
| 3. Despite | |

E

- | | |
|------------------|------------|
| 1. Compared with | 4. However |
| 2. although | 5. despite |
| 3. Otherwise | |

F

- | | |
|-----------------|----------------|
| 1. Despite | 4. However |
| 2. Nevertheless | 5. In spite of |
| 3. Although | 6. even though |

Vocabulary**A**

- | | |
|------------------|---------------|
| 1. like | 4. running |
| 2. motion | 5. sight |
| 3. sum, postpone | 6. hand, deal |

B

- | | |
|------------|---------------|
| 1. as | 6. appeal |
| 2. what | 7. completing |
| 3. weather | 8. aim |
| 4. like | 9. at |
| 5. in | 10. change |

C

- | | |
|--------------|-----------------|
| 1. otherwise | 3. to eliminate |
| 2. essential | 4. to simplify |

D

- | | |
|---------------------------|----------------------|
| 1. developed by | 5. motivated |
| 2. quality management | 6. be certified |
| 3. manufacturing industry | 7. satisfaction |
| 4. cost savings | 8. follow procedures |

E

- | | |
|-----------------|------------------|
| 1. audit | 4. assess |
| 2. standards | 5. implement |
| 3. requirements | 6. certification |

Unit 9**Grammar****A**

1. agreed,
2. were offered,
3. could be introduced,
4. was,
5. would reduce

B

- | | |
|------------------|------------------|
| 1. had | 5. wouldn't make |
| 2. won | 6. replaced |
| 3. snowed | 7. were |
| 4. wouldn't mind | |

C

1. had, would be
2. wouldn't be, offered
3. were, would hire
4. knew, would tell

D

Examples of personal answers:

1. If I were rich, I would live in a castle.
2. I would introduce four working days per week if I were the boss.
3. If I had a say, I would have longer breaks.
4. If I lived by the sea, I would learn how to swim.
5. I would be very dissatisfied if I were the customer.

E

- | | |
|---------------|------------------|
| 1. take up | 4. break off |
| 2. break into | 5. break in |
| 3. take off | 6. take ... back |

F

- | | |
|----------|---------|
| 1. after | 5. down |
| 2. down | 6. up |
| 3. off | 7. up |
| 4. off | |

Vocabulary**B**

1a, 2c, 3g, 4b, 5e, 6f, 7d, 8h

C

- | | |
|---------------|---------------|
| 1. practical | 3. scenario |
| 2. successful | 4. consultant |

E

- | | |
|--------------|--------------|
| 1. costly | 4. relevant |
| 2. demand | 5. eliminate |
| 3. saturated | 6. potential |

F

to do: well, the accounts, damage, business, overtime, your work, an experiment

to make: a decision, a proposal, sure, a phone call, an attempt, an offer

G

1. green,
2. blue,
3. red,
4. pink,
5. golden

Unit 10

Grammar

A

1. extreme
2. incredibly
3. effective
4. terribly
5. hard
6. surprisingly
7. reasonable

B

1. such, 2. so, 3. such, 4. so, 5. so, 6. so,
7. such

C

1. -ing, 2. -ing, 3. -ed, 4. -ed, 5. -ing, 6. -ed,
7. -ing, 8. -ing, 9. -ed

D

1. for, 2. at, 3. with, 4. for, 5. of, 6. to, 7. for

Vocabulary

A

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

B

1. charity, 2. redeemable, 3. coupon, 4. refund,
5. sale

C

Possible answers:

1. pricey – inexpensive
2. expensive – affordable
3. smart – unintelligent
4. relevant – unimportant
5. specific – undefined

D

Possible answers:

1. These apartments are very pricey.
2. She's very smart; she has five degrees.
3. The content of this isn't very specific.
4. He left out all the relevant information.

E

- 1d, 2i, 3h, 4g, 5c, 6b, 7f, 8a, 9e

F

- 1b, 2e, 3d, 4a, 5c

Unit 11

Grammar

A

1. I think the manager already knows about the problem.
2. We still haven't received the replacement.
3. I've already apologized but the customer is still unhappy.
4. They haven't fixed the defective wiring yet.

B

Possible answers:

1. No, I'm not learning Greek anymore.
2. No, she is not waiting any longer.
3. No, we aren't looking any longer.
4. No, it is not snowing anymore.
5. No, she's not talking to him anymore.

C

1. These items are no longer available.
2. Steve is no longer our boss.
3. This coupon is no longer valid.
4. This document is no longer available.
5. They no longer work together.

D

Examples of personal answers:

1. I still haven't been promoted.
2. My company doesn't offer free yoga classes anymore.
3. I haven't decided whether to take the new job yet.
4. The sun is no longer shining.
5. I've already booked my flight to Thailand this summer.

E

1. ... isn't he?
2. ... have you?
3. ... wasn't it?
4. ... did we?
5. ... didn't he?
6. ... haven't they?
7. ... wasn't he?
8. ... don't we?
9. ... didn't I?

Vocabulary

A

1. apologize, 2. terribly, 3. assure, 4. apologies,
5. problems, 6. sort, 7. look, 8. care,
9. frustrated

B

Possible answers:

1. This is the second time they've sent me the wrong colour phone.
2. Our order was supposed to arrive three days ago, but it hasn't been delivered yet.

3. The new alarm system went off several times for no reason.

C

1. complaints 4. competition
2. defensive 5. value
3. sympathise

D

1. complaining, 2. pleased, 3. anger

E

1. dis-, 2. mis-, 3. dis-, 4. mis-, 5. dis-, 6. mis-,
7. dis-, 8. mis-, 9. dis-

F

1. mind, 2. roof, 3. wall, 4. fly off, 5. fit

G

Possible answers:

1. When I told my boss about the mistake, she flew off the handle.
2. The child had a fit in the middle of the supermarket.

H

1. keep, 2. prevent, 3. saves, 4. provide,
5. questions, 6. contact, 7. questionnaires,
8. retail, 9. sales

Unit 12

Grammar

A

1. in, 2. at, 3. in, 4. in, at, 5. at,
6. at/on, 7. on, 8. at

B

1. by, 2. to, 3. by, 4. at, 5. at, 6. to / by

C

Rate / Speed: quick(ly), steady(ly), gradual(ly), slow(ly), rapid(ly), sudden(ly),

Degree: significant(ly), dramatical(ly), slight(ly), noticeable (noticeably), substantial(ly), considerable (considerably)

Vocabulary

A

1. department, 2. freelancers, 3. guarantee,
4. unions, 5. reduce, 6. deficit, 7. target

B

1. organization 5. at Christmas
2. on the weekend 6. behaviour
3. centre 7. in the fall
4. program 8. package

C

- 1d, 2e, 3b, 4a, 5h, 6g, 7c, 8f

D

1. neck, 2. ear, 3. toes, 4. back, 5. fingers,
6. tongue, 7. arm, 8. hand

E

1. losing, 2. increasing, 3. becoming,
4. struggling, 5. lacking

F

1. solutions, 2. billing, 3. customer, 4. aim,
5. help, 6. prosper

G

1. Who are we and who are our partners?
2. We specialize in finding the best outsourcing partners.
3. Our clients range from small businesses to huge multinationals.
4. Our partner companies are located in Bangalore, India.
5. They are experts in their fields.
6. The Indian government offers attractive financial packages to foreign companies.

Unit 13

Grammar

A

Possible answers:

1. mind you, 2. Listen, 3. like, 4. Actually,
5. Anyway, Well

B

Examples of personal answers:

1. We don't know much about the new project yet.
2. Many employees have a four-day week.
3. I don't have a lot of time to finish this project.
4. We had lots of fun at the company picnic.
5. Most people have plenty of holidays.

C

1. few, 2. little, 3. little, 4. a few, 5. a little

Vocabulary

A

1. And yourself?, 2. Congratulations!
3. Well, you know 4. Yeah, kind of.
5. Well, don't panic

C

1. gesture, 2. interrupt, 3. involve,
4. paraphrase, 5. uncertainty, 6. eye contact

D

Possible answers:

1. kill, 2. save, 3. waste, 4. spend, 5. allow,
6. buy, 7. do, 8. pass

E

1. 24 hours a day
2. just before it's too late
3. time passes quickly
4. to be in a hurry
5. very quickly
6. for now

F

1. silly, 2. average, 3. trades, 4. moaning,
5. nosy

G

1. into, 2. with, 3. on, 4. at, 5. up, 6. on

Unit 14**Grammar****A**

gerund: suggest, mind, avoid, succeed in, risk, insist on
infinitive with to: expect, want, tend, hesitate, offer, refuse, would like

B

1. working, 2. to try/trying, 3. to throw/throwing,
4. to learn/learning, 5. to outsource/outourcing,
6. to produce, 7. working, 8. to visit, 9. opening

C

1. working, 2. to apply, 3. getting, 4. to work,
5. applying, 6. to get

D

- | | |
|----------------|---------------|
| 1. to be | 5. to comment |
| 2. causing | 6. to become |
| 3. to relocate | 7. reaching |
| 4. to save | 8. to switch |

E

Examples of personal answers:

1. I enjoy cycling.
2. I love to eat/eating Thai food.
3. I snooze three times before getting up.
4. I refuse to get a smartphone.

Vocabulary**A**

- | | |
|---------------|-------------|
| 1. economical | 5. latest |
| 2. economic | 6. last |
| 3. spare | 7. At least |
| 4. save | 8. At last |

B

- | | |
|--------------|--------------|
| 1. dangerous | 5. majority |
| 2. expensive | 6. bad |
| 3. increase | 7. volunteer |
| 4. poor | |

C

1. on, 2. for, 3. in, for, in 4. by, on, 5. of, 6. by
7. to, 8. in

D

1. Do you feel that you and your company are exploiting the developing countries?
2. Aren't the employees expected to work more hours than their British counterparts?
3. Isn't your country saving millions by producing in India?
4. And didn't you receive grants from the Indian government?
5. What about your employees in Britain and other European countries?

E

1. independence, 2. forestry, 3. analysts, 4. series,
5. quarter, 6. role, 7. poverty

Unit 15**Grammar****A**

- 1e, 2d, 3a, 4f, 5c, 6b

B

1. I wish he wouldn't work so hard.
2. I wish the meetings wouldn't start so early.
3. I wish Nigel would be more patient.
4. I wish Clara would smoke less.
5. I wish it would stop raining.

C

Examples of personal answers:

1. If I had more time, I would learn Italian.
2. I wish it wouldn't take me an hour to commute to work.
3. I wish our canteen would serve better food.
4. I wouldn't dream of quitting my job.

D

Possible answers:

1. No, I'd rather take a language course.
2. No, I'd rather go to lunch now.
3. No, I'd rather meet on Friday morning.
4. No, I'd rather take a cab.
5. No, I'd rather send him an email.

E

1. h, 2. w, 3. h, 4. h, 5. w, 6. h, 7. w, 8. w

F

1. Doesn't the appraisal system strengthen the company's hierarchy?
2. Haven't you been informed of the training opportunities?
3. Why don't we go out for drinks after work?

Vocabulary

A

- never, 2. leave, 3. believe, 4. shine, 5. swim, 6. take, 7. like, 8. break

B

- make or break 4. take it or leave it
2. now or never 5. like it or not
3. believe it or not

C

- move on 5. at all
2. interrupt 6. any further
3. in more detail 7. As far as
4. As I mentioned 8. on the same page

D

- basis, 2. note, 3. form, 4. impression 5. sign, 6. personnel, 7. actively

E

- performance 5. department
2. communication 6. details
3. opportunities 7. comments
4. satisfaction 8. support

F

Possible answers:

- job description
2. staff fluctuation
3. performance review
4. career development
5. personnel file
6. appraisal form
7. parent company
8. Human Resources

G

- job description
2. Human Resources
3. appraisal form
4. staff fluctuation
5. personnel file
6. performance review

Unit 16

Grammar

A

- who, 2. that, 3. whose, 4. which, 5. whom, 6. that, 7. where, 8. who

B

- This is the man whose company went bankrupt.
2. This is the employee whose contract wasn't renewed.
3. These are the workers whose wages haven't been paid.

- These are the players whose t-shirts were sponsored by our company.
5. This is the man whose name I can't pronounce.

C

- that/which, 2. -, 3. -, 4. who/that,
5. that/which, 6. who/that

D

Possible answers:

- Joanna, whom I work with, is volunteering for a homeless shelter.
2. The meeting, which took four hours, ended at 5:00 p.m.
3. My boss, who is 68, is running the Boston Marathon this year.
4. My friend Tim, who went to the same school as me, is now the CEO of a large international company.

E

Examples of personal answers:

- The company that I work for produces high-quality products.
2. My boss, who is 73, is not going to retire any time soon.
3. We don't do business with companies that behave unethically.

Vocabulary

B

- prevent, 2. risks, 3. hazards, 4. accessible, 5. ventilation, 6. mobility

C

- false, 2. true, 3. true, 4. false, 5. true, 6. false

D

- 1b, 2g, 3a, 4e, 5f, 6d, 7c

E

- bribe, bribery, 2. boycott, 3. tolerance, 4. failure, 5. opposition, 6. refusal, 7. belief

F

Examples of personal answers:

- Our company doesn't tolerate unethical behaviour.
2. We refuse to do business with certain countries.
3. Our company does not accept bribes.

G

- effort
2. responsibility
3. donations
4. educational, organizations
5. familiarity, morale, coverage
6. considerable

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