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A WORLD OF IDEAS: SEE ALL THERE IS TO KNOW

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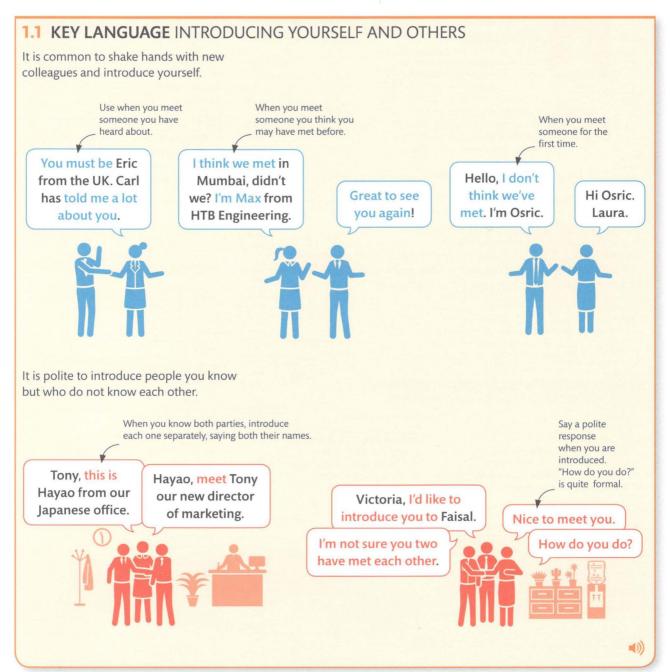
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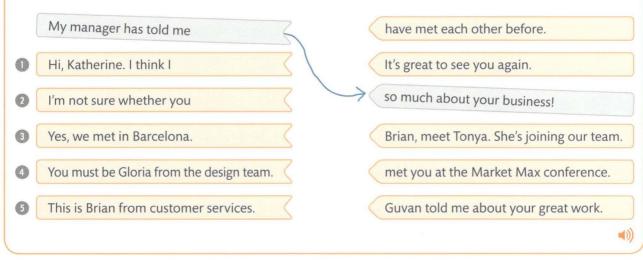
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01 Introductions

When you first join a company, there are many phrases that you can use to introduce yourself. Other people may also use a variety of phrases to introduce you. New language Present simple and continuous
 Aa Vocabulary Etiquette for introductions
 New skill Introducing yourself and others

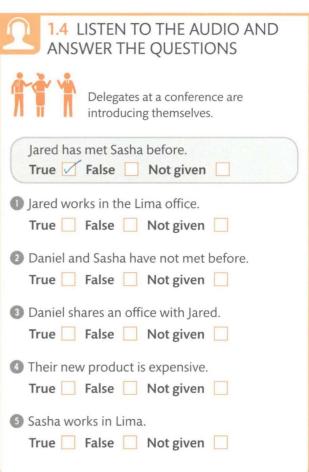


1.2 MATCH THE BEGINNINGS OF THE INTRODUCTIONS TO THE CORRECT ENDINGS



1.3 FILL IN THE GAPS USING THE WORDS IN THE PANEL

You must	be Joe Smith.
Did we	at a conference?
Really good to	you again.
3 Roula, meet Maria,	new assistant.
I'd like to	you to Karl.
3 Have you two	each other before?
- must meet met	introduce our see
	(۱)



1.5 KEY LANGUAGE THE PRESENT SIMPLE AND THE PRESENT CONTINUOUS

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



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

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

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

(

1.6 READ THE ARTICLE AND ANSWER THE QUESTIONS

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

Money Gifts Your business card

CAREER LADDER

Making connections

How to network better if you're shy

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

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



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

•

1.7 REWRITE THE SENTENCES, CORRECTING THE ERRORS

I am being happy to finally meet you, Zoe. I'm happy to finally meet you, Zoe.

I Hi James. I'm Vanisha. I don't think we are meeting before.

② Ashley, I'd like introduce you to my colleague Neil.

I enjoying the presentations. Are you?

Inice to meet you Bethany. How do you doing?

1.8 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE, THEN SAY THE SENTENCES OUT LOUD

I'm sorry, how <mark>do you say</mark> / <u>are you saying</u> your name again?

Hello Frank. Are you enjoying / do you enjoy the conference?

Wilfred, I'd like you to meet / be meeting Roger, our new press officer.

Serena, it's really great to see / seeing you again after so long.

I usually enjoy workshops, but I am not find / finding this one interesting.

01 </ > CHECKLIST

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* Present simple and continuous

Aa Etiquette for introductions

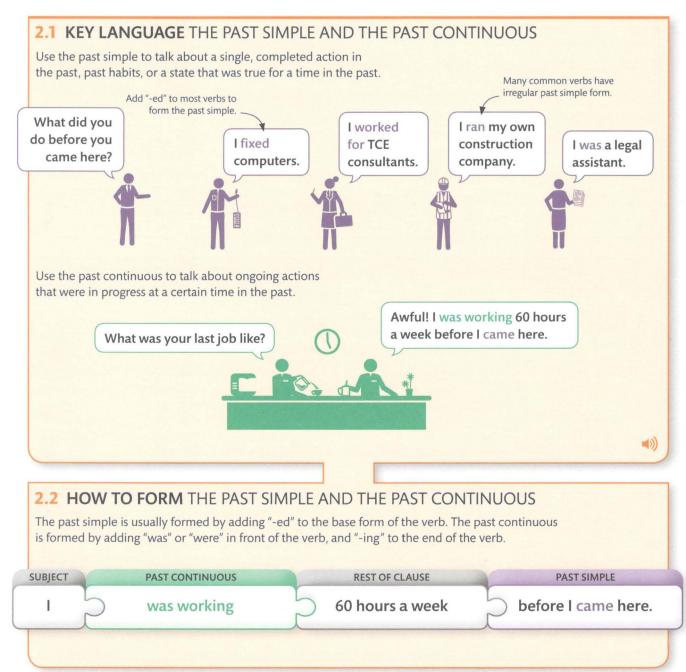
he Introducing yourself and others



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02 Getting to know colleagues

Talking about your past work experience is a good way to get to know your colleagues. Past simple and past continuous tenses are often used to do this. New language Past simple and past continuous
 Aa Vocabulary Sharing past experiences
 New skill Talking about past experiences

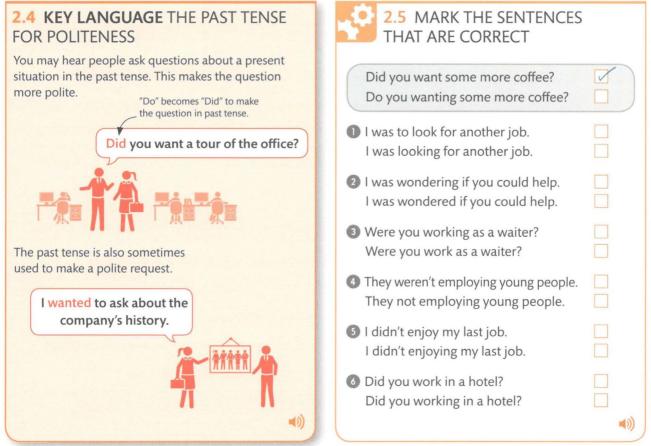




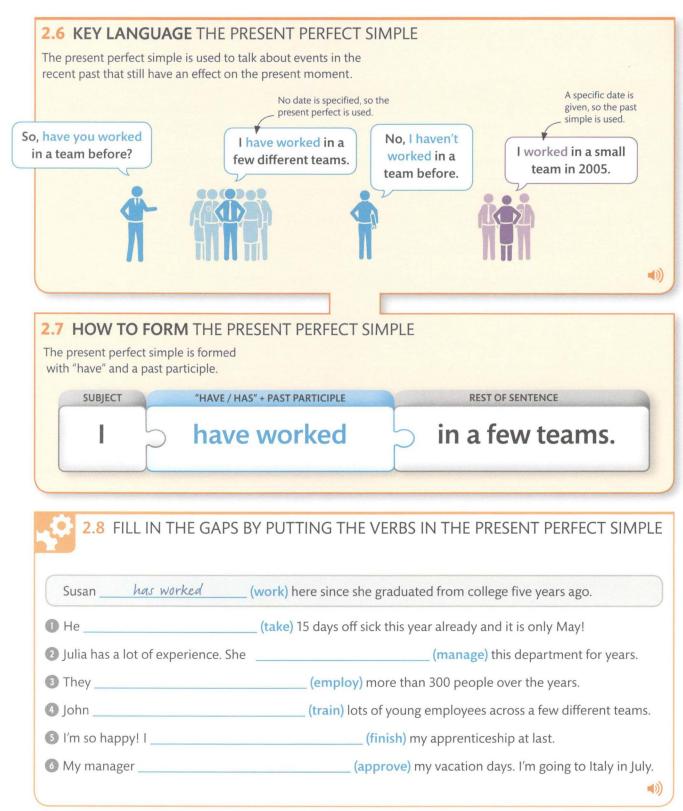
2.3 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE

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

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



((ا



$\underline{\Omega}$	2.9 LISTEN TO THE AUDIO AND ANS	WER THE QUESTIONS	
Two colleagues are discussing their past experience.	discussing their past	 Suzi has always worked in HR. True False Not given 	
		 Jack has worked for CIE for six years. True False Not given 	
	his is Suzi's first day at the company. rue False Not given	Jack has never worked for another company. True False Not given	
	uzi's previous company was smaller. rue 🔄 False 🔝 Not given 🛄	Jack and Suzi always work the same days. True False Not given	
		◄٧)	
I worked / was working / have worked in marketing since 1995.			
0	l drove / was driving / have driven	taxis when I saw this job advertised.	
0	I managed / was managing / have managed accounts for this company for seven years.		
9	3 I bought / was buying / have bought my first business in 2009.		
0	I was studying in college when I saw / was seeing / have seen this job.		
6	They invested / were investing / have	e invested in this company since 2010.	
0	In 2014, I sold / was selling / has	sold the company to an investor.	
		٩))	

02 CHECKLIST

Past simple and past continuous

Aa Sharing past experiences

not the second s

03 Vocabulary

3.1 DEPARTMENTS

Administration

[deals with organization and internal and external communication]



Research and Development (R&D)

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



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



Accounts / Finance

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



Marketing

[deals with promoting products]

Public Relations (PR)

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





Production

[deals with buying goods and raw materials]

[ensures all manufacturing

stages run smoothly]



Sales

[deals with selling a finished product to outside markets]



Facilities / Office Services

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



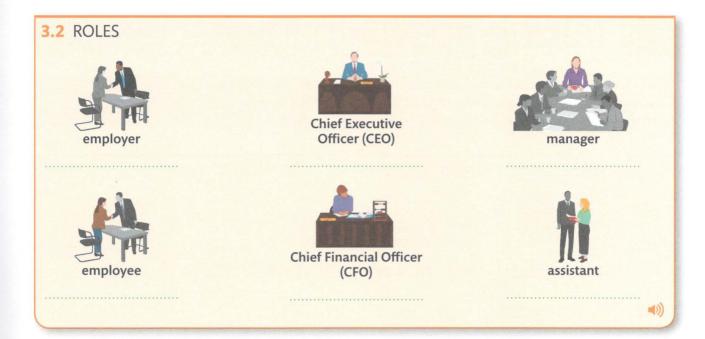
Legal

[ensures that all contracts and company activities are legal]

Information Technology (IT)

[ensures that all technological systems are working and maintained]





3.3 DESCRIBING ROLES

We all work for a large department store.

to work for [to be employed by a company]

I work in event management.

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





She works as a fashion designer.

to work as [to have a particular job or role]



He looks after our salaries and wages.

to look after [to ensure something runs smoothly]

They are responsible for office maintenance.

to be responsible for [to have the duty of ensuring something is done effectively]

An

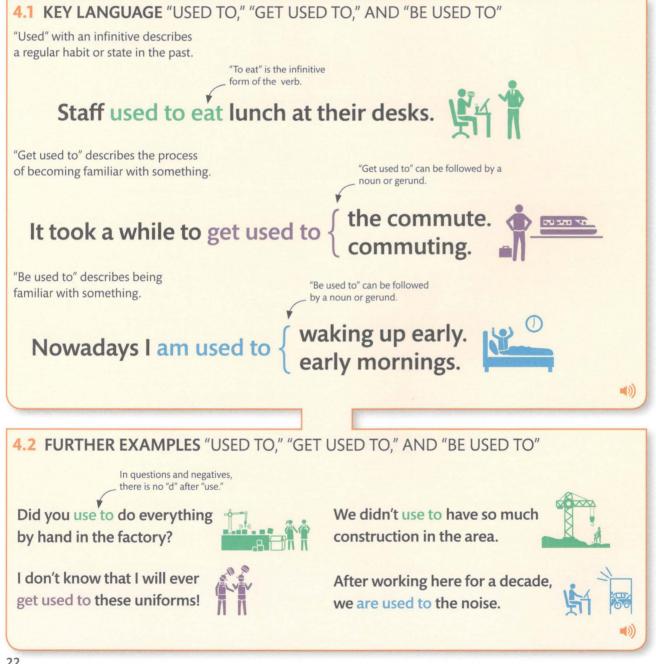
I'm in charge of administration.

to be in charge of [to have control and authority over something]



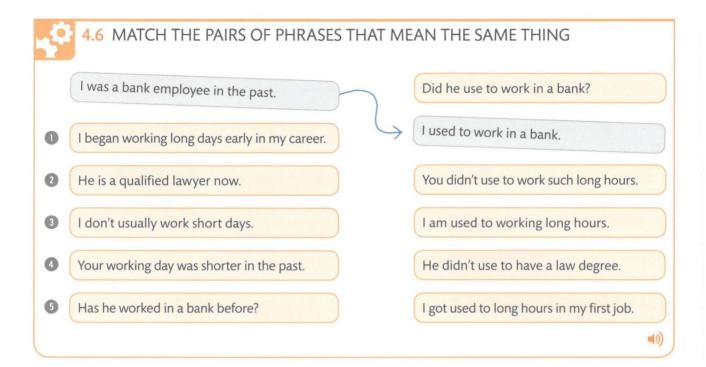
4 Talking about changes

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



4.3 MARK THE SENTENCES THAT ARE CORRECT	4.4 LISTEN TO THE AUDIO, THEN NUMBER THE PICTURES IN THE ORDER THEY ARE DESCRIBED
He is used to working from home.	
I use to travel to work by car. I used to travel to work by car.	
She's used to giving big presentations. She's used to give big presentations.	
 I'll get used to my new job eventually. I get used my new job eventually. 	
 We didn't used to get paid a bonus. We didn't use to get paid a bonus. 	
Did he use to work in marketing?Did he used to work in marketing?	

4.5 REWRITE THE SENTENCES, PUTTING THE WORDS IN THE CORRECT ORDE	R
to here? get Will used we living ever Will we ever get used to living here?	
on used finish Fridays. at We to noon	
2 serious. didn't to She be use so	
strict am boss. used working I for to a	
to London? work you Did use in	
	(را

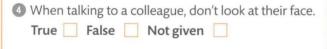


4.7 READ THE ARTICLE AND ANSWER THE QUESTIONS

Weath	ner is a comr	non topic for small talk.	
True	False	Not given	



- True 🗌 False 📃 Not given 🗌
- Sports are the most common topic for small talk.
 True False Not given
- People who are good at small talk are generally disliked.
 - True 🗌 False 📃 Not given 📃



Ont every topic is suitable for small talk. True False Not given

WORKPLACE ADVICE

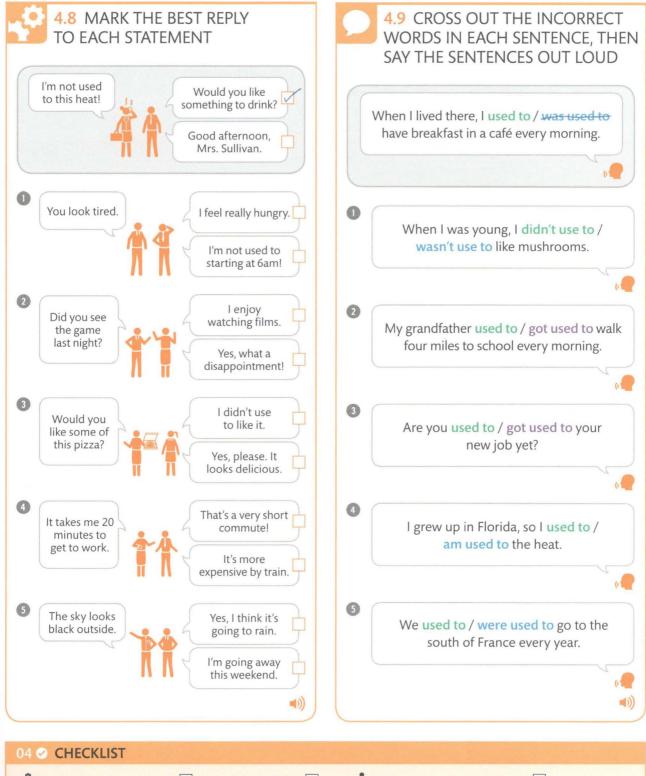
It's good to talk

Small talk—chatting about trivial topics such as the weather

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

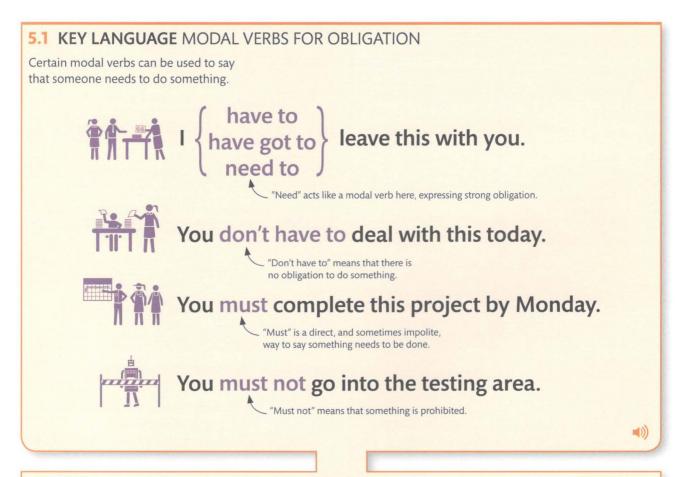


an effort to talk to others are more well-liked by their colleagues. When you make small talk, you make the other person feel more relaxed, and form a connection with that person. People who are good at small talk tend to be quick thinkers, and businesses like employees who can think on their feet. So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

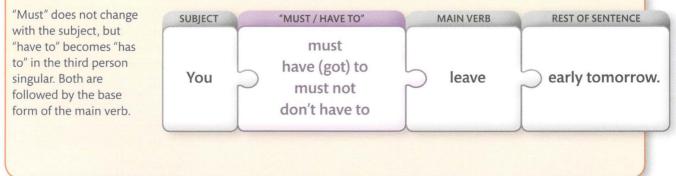


05 Delegating tasks

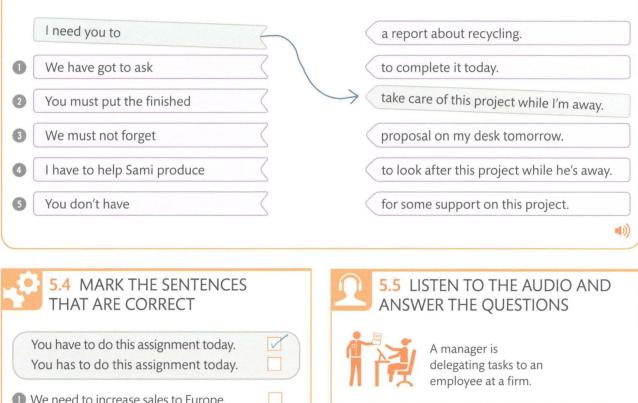
When things get busy, you may want to delegate tasks to colleagues. To do this, different modal verbs are used in English to show the level of obligation. New language Modal verbs for obligation
 Aa Vocabulary Delegation and politeness
 New skill Delegating tasks to colleagues



5.2 HOW TO FORM MODAL VERBS FOR OBLIGATION



5.3 MATCH THE BEGINNINGS OF THE SENTENCES TO THE CORRECT ENDINGS



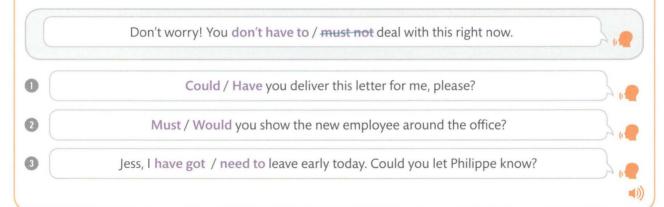
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We need to increase sales to Europe. We need increase sales to Europe.	
We can't reveal our new product yet. We can't to reveal our new product yet.	
You don't having to work late. You don't have to work late.	
I will need the accounts by tomorrow.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

5.5 LISTEN TO THE AUDIO AND ANSWER THE QUESTIONS
A manager is delegating tasks to an employee at a firm.
The conference takes place once a year.TrueFalseNot given
 The conference will take place in August. True False Not given
 The conference will take place at the office. True False Not given
 The manager wants Shona to ask about prices. True False Not given
Shona must complete the task by tomorrow. True False Not given
Shona's boss often delegates work to her. True False Not given



5.8 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE, THEN SAY THE SENTENCES OUT LOUD



5.9 READ THE ARTICLE AND ANSWER	THE QUESTIONS
Team leaders should do everyday tasks. True False Mot given	BUSINESS WEEKLY
 A routine task is answering customer enquiries. True False Not given 	Sharing the load Relieve stress by learning to delegate better
 People who don't delegate often feel stressed. True False Not given 	eam leaders must think about goals and how to
 A team leader has to avoid doing everyday tasks. True False Not given 	achieve them. This takes time. You won't have this thinking time if you're busy doing routine tasks and you
Trust in managers is falling in most companies. True False Not given	will feel stressed. You have to let your team members handle the everyday tasks. Show your team members you trust them. A how your
S Team leaders should trust their staff. True False Not given	could show you a plan of how they can manage their work in their own way. This way you will build a better working relationship

05 🕑 CHECKLIST

Modal verbs for obligation

Aa Delegation and politeness

Provide the set of the

REVIEW THE ENGLISH YOU HAVE LEARNED IN UNITS 1–5

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

06 Vocabulary

6.1 MONEY AND FINANCE

The company's income fell last year.

income [money coming into a business]



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

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



The bank charges for overdrafts now.

an overdraft [extra money the bank allows you to spend]



We need to sell two cars to break even.

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



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

accounts

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



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

expenditure / outlay [an amount of money spent]



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

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



The profit margin on these T-shirts is huge!

a profit margin [the difference between the cost of making



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

or buying something and what it's sold for]

to make a loss [to lose money by spending more than you earn]



High overheads make this business difficult to run.

overheads

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



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

cost (US) / cost price (UK) [a sales price that covers the costs of producing an item without making a profit]



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

now.

to peak [to reach the highest point]

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

to drop [to fall, especially in worth or value]



Changes in the exchange rate make the market uncertain.

the exchange rate

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



Thankfully, there was an upturn in the market.

an upturn in the market [a change to more positive business conditions]



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

cash flow

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



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

to go out of business [to no longer be able to exist as a business]



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

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



Our sales figures have improved consistently each year.

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



Everyone suffered because of the economic downturn last year.

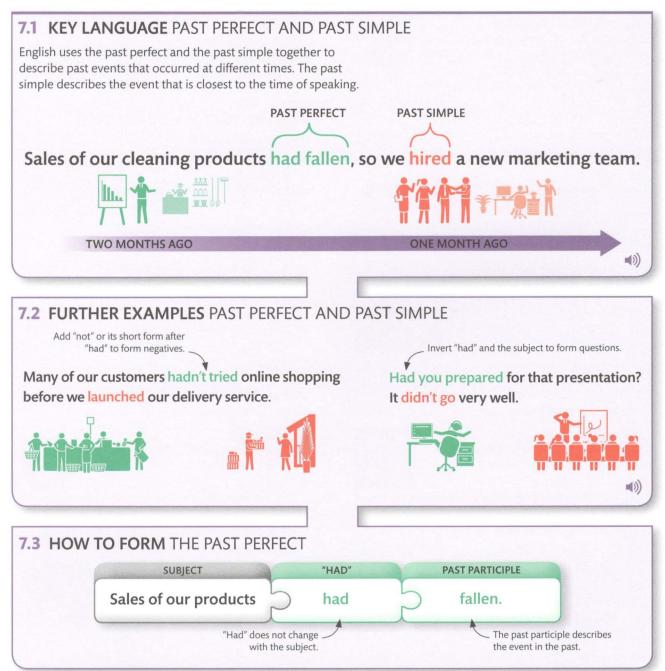
an economic downturn [a major decline in economic activity]



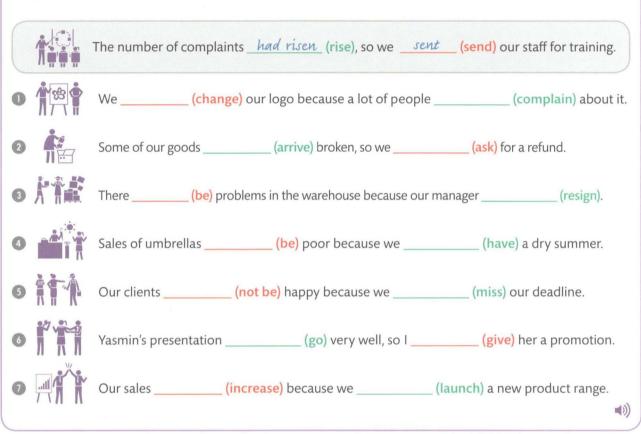
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07 Writing a report

When writing a report, you may need to use different past tenses to show sequences of events. You may also need to use more formal phrasing. New language Past perfect and past simple
 Aa Vocabulary Formal business English
 New skill Writing reports



7.4 FILL IN THE GAPS BY PUTTING THE VERBS IN THE PAST PERFECT OR PAST SIMPLE



7.5 READ THE REPORT AND MARK THE CORRECT SUMMARY

The trial had mostly negative results and the report recommends returning to telephone operators only.

The trial had both positive and negative results and the report recommends maintaining both systems.

The trial had mostly positive results and the report recommends keeping the trial online messaging only.

Replacement of Telephone Operators with Online Messaging

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

Benefits:

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

Negative effects:

- Significant drop in number of inquiries
- Customer dissatisfaction

Recommendations:

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



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

Formal alternative to "This report shows."

of a client satisfaction survey.

Formal alternative to "said."

Formal alternative to "first."

())

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

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

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

The following report presents the results

____ Formal reports often use the passive voice.

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

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

- Formal alternative to "main."

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

7.7 REWRITE THE SENTENCES, CORRECTING THE ERRORS

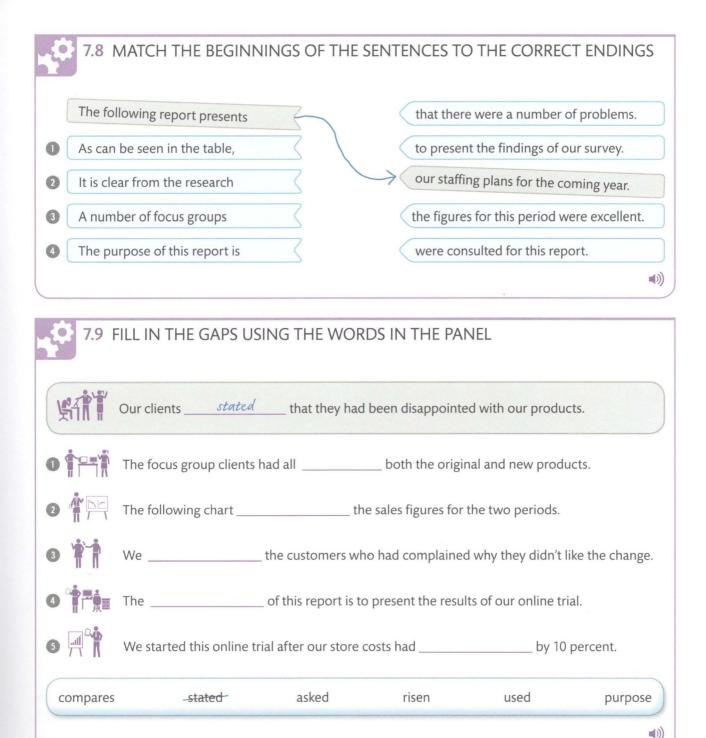
Many of our clients was interviewed for this report. Many of our clients were interviewed for this report.

In the purpose of this report is review our sales figures for the last quarter.

Our principle recommendation is to complete the sale of the downtown store.

Ine follow report presents the results of extensive customer satisfaction research.

Our main client state that the recent changes were beneficial for his business.

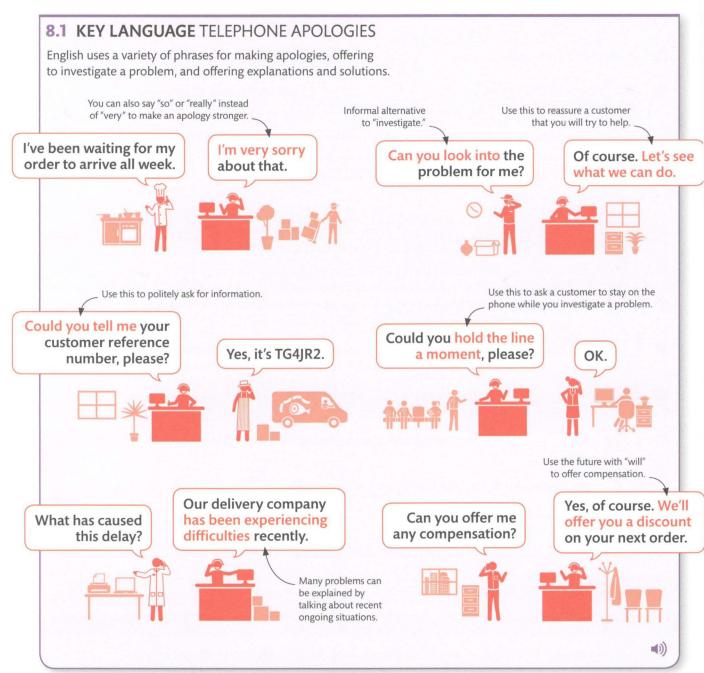


07 🔗 CHECKLIST			
Past perfect and past simple	Aa Formal business English	Writing reports	

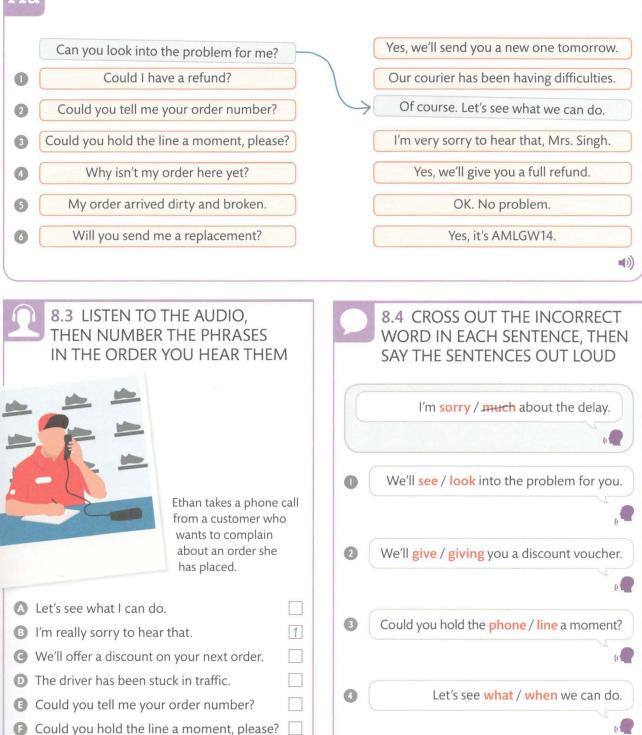
08 Making apologies

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

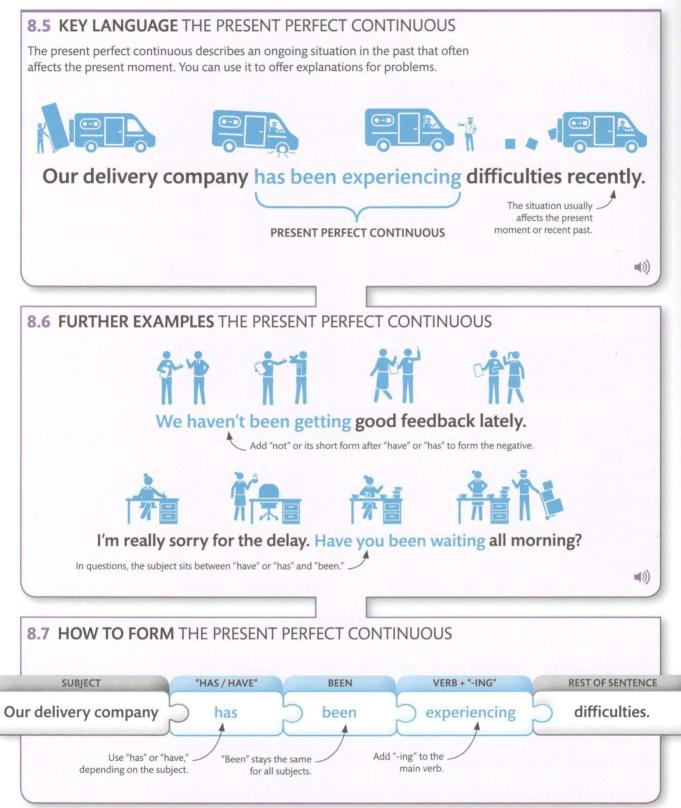
New language Present perfect continuous
 Aa Vocabulary Apologies
 New skill Apologizing on the telephone



8.2 MATCH THE SENTENCES TO THE CORRECT RESPONSES



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8.8 FILL IN THE GAPS BY PUTTING THE VERBS IN THE PRESENT PERFECT CONTINUOUS

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

-	8.9	READ	THE	EMAIL	AND	ANSV	VER
	THE	QUES	TION	١S			

	The complaint is about train delays. True 🗹 False 🗌 Not given 🗌
0	RailKo says they are sorry about the delay. True False Not given

2	RailKo	says the th	ieves were found.	
	True	False	Not given	

- The problem was unexpected for RailKo.
 True False Not given
- RailKo offers Ms. Pérez a total refund.
 True False Not given
- RailKo will keep passengers up to date with changes.
 True False Not given

\boxtimes

To: Mariana Pérez

Subject: Severe train delay

Dear Ms. Pérez,

Thank you for your email regarding the delay to your trip on July 11th. I've been investigating the problem and see that your train was, indeed, 70 minutes late. We apologize for the inconvenience this caused. We've been upgrading that line for several weeks and unfortunately that morning thieves stole a lot of machinery and it was not safe for trains to travel at their usual speed. As you can imagine, RailKo was unable to predict this event. By way of an apology, however, we'd like to offer you a refund of 50% of the value of your ticket. I've attached the voucher to this email.

Yours sincerely, Joshua Hawkins

0 👕

08 CHECKLIST

🌮 Present perfect continuous 🗌

09 Vocabulary

9.1 COMMUNICATION TECHNOLOGY

I can access my work emails from my home computer.

to access [to enter or connect to something]



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

up to date [current and modern]

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

connected to [in communication with]



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

to work online [to work with an internet connection]



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

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



I appear to have lost access to the network again!

a network

[a system of interconnected technology]



We have an automated voicemail system.

automated [computerized; not operated by a human]



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

a mobile device

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



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

to work offline [to work without an internet connection]



I automatically back up my documents every 15 minutes.

to back up

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



This new program is very user-friendly.

user-friendly [easy for the operator to use]



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

an email has bounced

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

Our new website works on computers and mobile devices.

a website

[a collection of linked pages accessed through the internet]



I often use <u>social media</u> to look for job vacancies.

social media

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



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

breaking up [losing a phone or internet connection]



Can you arrange a videoconference with the clients in Sydney?

a videoconference

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



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

a conference call [a group conversation held by phone]



Please could you charge the tablet before the meeting?

to charge

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



Our company always uses the latest software.

software [computer programs]

All sold in the local division of the local	Γ						
-			CALIFORNIA DE LA CALIFICAL DE LA CALIFICAL DE LA CALIFORNIA DE LA CALIFICAL DE LA CAL	K			
				U	Y		

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

a username and password

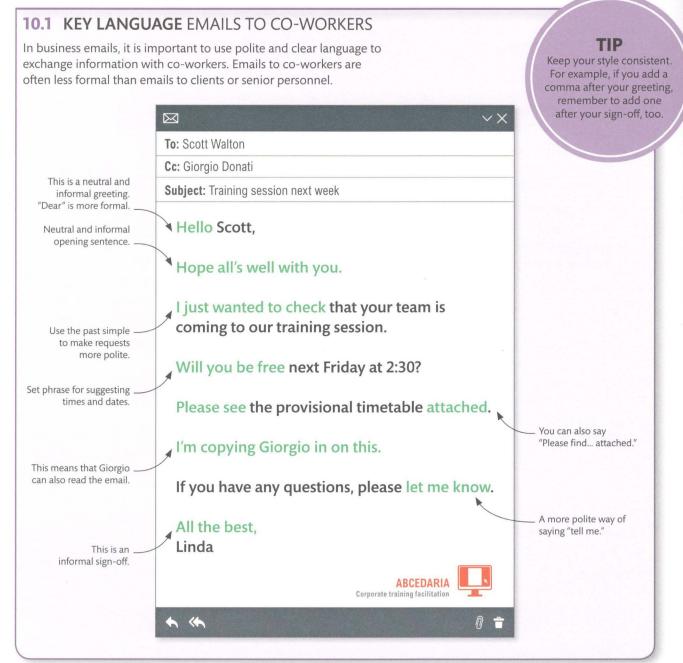
[a name and code used to access an account on a computing device]



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10 Making plans by email

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



10.2 READ THE EMAIL AND MARK THE CORRECT SUMMARY	To: Catherine Quint	∼.
THE CORRECT SOMMARY	Subject: Sales presentation	
 Mira is emailing Catherine to check that she is coming to a sales presentation in Room A. Pauline is also invited to the presentation. Mira wants to meet next Friday to discuss arrangements for the sales presentation. She has asked Pauline to send her the agenda. 	Hi Catherine, Hope all's well with you. I just wante earlier email about our sales present and I are meeting this morning to dis you be free to come and join us in Re	ation next Friday. Pauline scuss arrangements. Will
 Mira is inviting Catherine to a meeting to discuss arrangements for the sales presentation. She has sent Catherine and Pauline the timetable and agenda. Mira is emailing to check that Pauline is coming to the sales presentation. Catherine has sent the timetable and agenda. 	Please find the attached timetable an presentation. I've copied Pauline in o any ideas or want to ask any question All the best, Mira	n this message. If you have
	h (h)	A 4
10.3 FILL IN THE GAPS USING THE V Please see the timetable for tomorrow's training of		know
I just wanted to that you will be	e able to make it to the meeting.	copying
2 Don't worry if you have any questions. Just let me	·	-attached
I'm Maxine in on this as she may	have some more information.	wondering
4 How coming to the restaurant	with us this evening?	check
I was if you and Ana could con	ne to the meeting tomorrow.	about
6 Give me a call if you can't the p	presentation at 10 o'clock.	make
		())
10 🧭 CHECKLIST		

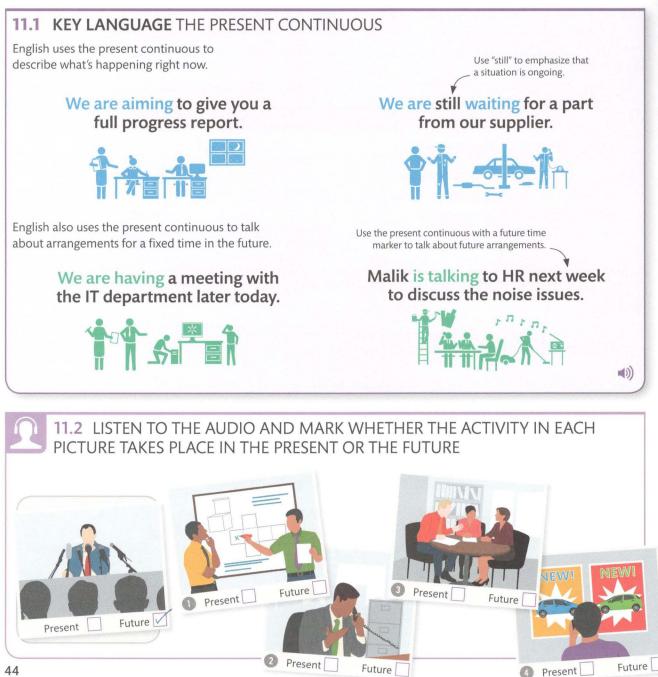
💣 Email language 🗌

Aking plans

11 Keeping clients informed

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

New language Continuous tenses **Aa Vocabulary** Arrangements and schedules New skill Keeping clients informed



11.3 READ THE EMAIL AND WRITE ANSW TO THE QUESTIONS AS FULL SENTENCES	/ERS		
TO THE QUESTIONS AS FULL SENTENCES	××		
What is Janice informing Yasmin about?	To: Yasmin Hendricks		
She is informing her that her order is delayed.	Subject: Delay with order TY309		
What happened to the delivery van?	Dear Ms. Hendricks, I'm sorry to inform you that our delivery van was involved		
When is the company receiving new stock?	in an accident yesterday. I've obtained a list of affected customers and unfortunately your order was damaged. We're receiving new stock tomorrow and will contact you with a new delivery date. I'm hoping to confirm a new		
What is Janice hoping to do next week?	date next week. We're very sorry about the inconvenience caused, and		
How can Yasmin cancel her order?	would like to assure you that you'll receive your order as soon as possible. If you'd prefer to cancel your order, you can do so online. Do not hesitate to contact me if you		
Who should Yasmin contact if she has questions?	have any questions. Best wishes, Janice Wright		
	* *		

11.4 MATCH THE DEFINITIONS TO THE CORRECT VERBS Aa to prefer to make a promise to delay doing something to confirm 61 to favor one thing above another to assure 2 to get or find something to contact 3 to say something will definitely happen to request 0 to tell someone something to hesitate 5 to call or email someone to inform 6 to ask for something to obtain ()

11.5 KEY LANGUAGE CONTINUOUS TENSES FOR POLITENESS

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

PRESENT CONTINUOUS

We are hoping to deliver your order next Monday.

[We intend to deliver your order next Monday.]



PAST CONTINUOUS

The past continuous is only used for politeness here.

I was wondering if we could meet at your office.

[Let's meet at your office.]



FUTURE CONTINUOUS

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

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

[We hope you will go to the launch.]



11.6 REWRITE THE HIGHLIGHTED PHRASES. CORRECTING THE ERRORS

To: Tyson Bailey

Subject: Poster campaign update

Dear Tyson Bailey,

Thanks for your email of December 12th regarding your poster campaign. I aiming to have a final meeting with the designers tomorrow morning, and I is hoping to send you more designs tomorrow afternoon.

We are currently wait for feedback from our focus group, but we expecting to hear from them soon. I was wonder if we could meet at your office to discuss their findings. I ensure you that we doing will be all we can to ensure that the campaign is completed on time. In the meantime, if you have any questions, please do not hesitate contacting me.

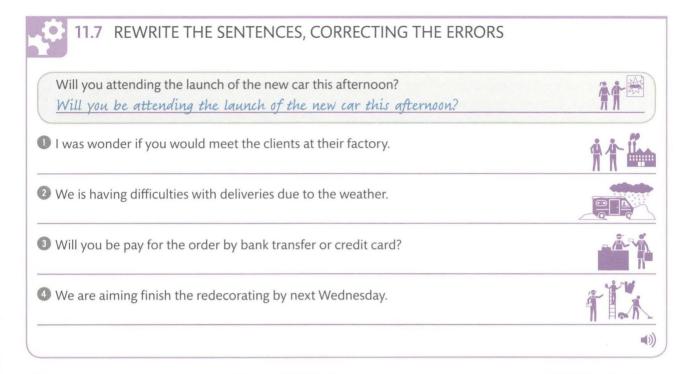
1 1

Yours,

Darius Gad

h (1)

I am aiming	to have	
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6		
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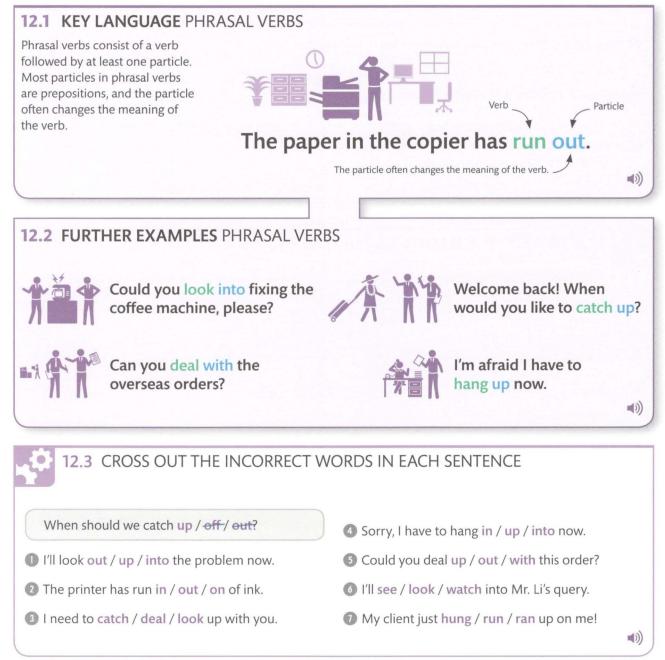


11.8 REWRITE THE SENTENCES, PUTTING THE WORDS IN THE CORRECT ORDER
the are job complete We to aiming tomorrow.
We are aiming to complete the job tomorrow.
to We from waiting supplier. still are our hear
2 wondering I could back. if was me you call
you meeting the be next Will attending week? progress
11 O CHECKLIST

💣 Continuous tenses 🗌 🛛 🗛 Arrangements and schedules 🗌 👘 Keeping clients informed 🗌

12 Informal communication

Phrasal verbs have two or more parts. They are often used in informal spoken and written English, in things such as messages and requests to co-workers. New language Phrasal verbs
 Aa Vocabulary Arrangements and plans
 New skill Keeping co-workers informed

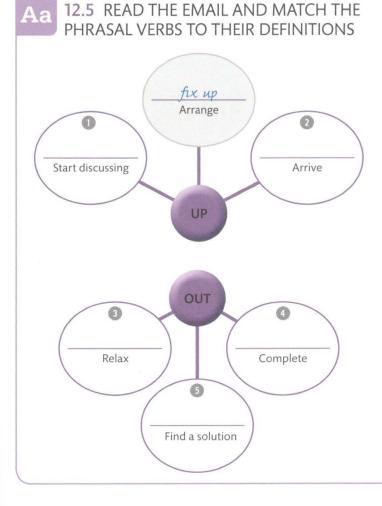


12.4 LISTEN TO THE AUDIO, THEN NUMBER THE SENTENCES IN THE ORDER YOU HEAR THEM



Nicky leaves a telephone message for her co-worker, Oscar.

- I've got lots to do, so I have to hang up now.
- B When one printer runs out of ink, all the others stop working, too.
- It would be nice to meet up sometime soon.
- I just wanted to catch up with you about your problem with the printers.
- I looked into it a bit deeper and discovered the problem.
- It's quite easy to deal with.



	~×
To: André Jennings	
Subject: Today	

1

Hi André,

I was just writing to fix up a meeting with you to talk about arrangements for next month's sales trip. Maybe we could go for dinner on Friday? We could meet before dinner to fill out all the paperwork for the sales meetings and figure out the best places to stay during the trip. Then we can chill out and eat some food.

We could ask Lucinda to join us. It would be a good opportunity to bring up our new sales strategy with her and see what she thinks of it. Hopefully she won't turn up late this time!

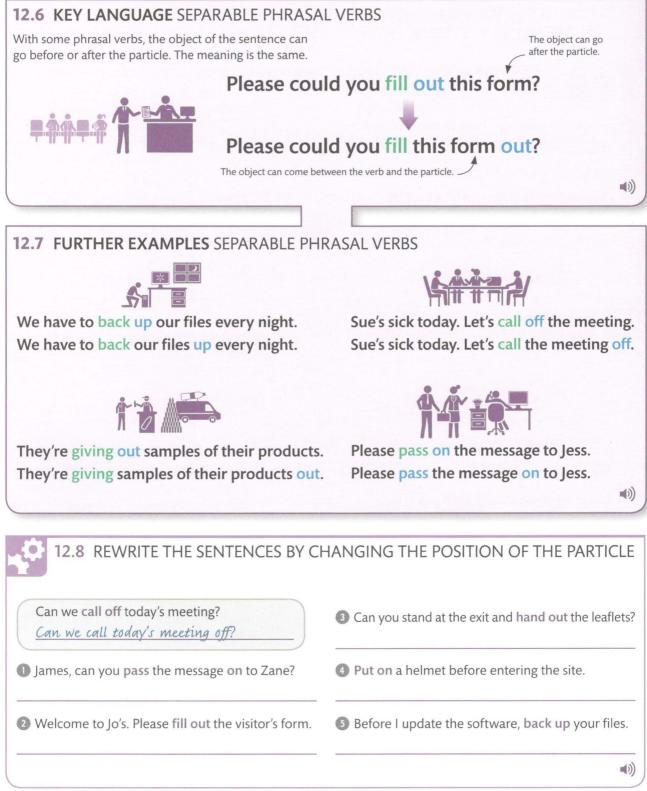
Let me know your thoughts, Peter

h Th

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	12.9 SAY THE SENTENCES O IN THE PANEL	UT LOUD, FILL	ING IN	THE GA	APS USIN	IG THE	WORDS
	Every hour I <u>back</u> my new files <u>up</u> on my computer.	3			nould really for this		
0	Could you please the message to Gary?	3			y in the offi		ully
0	I have an important meeting, so I a suit this morning.		put pass	chill fix	- back up	on on	out _up
							())

12 CHECKLIST

Phrasal verbs 🗌 🛛 🗛 Arrangements and plans 🗌

* Keeping co-workers informed

NEW LANGUAGE	SAMPLE SENTENCE	UNIT
AST PERFECT AND PAST SIMPLE	Sales of our products had fallen, so we hired a new marketing team.	7.1
ROJECT REPORTS	The following report presents the results of a client satisfaction survey.	7.6
ELEPHONE APOLOGIES	I'm very sorry about the delay. Let's see what we can do.	8.1
PRESENT PERFECT CONTINUOUS	Our delivery company has been experiencing difficulties recently.	8.5
MAILS TO CO-WORKERS	Please see the timetable for next week's training course attached.	10.1
CONTINUOUS TENSES	We are hoping to give you a full update. I was wondering if we could meet next week.	11.1, 11.5
PHRASAL VERBS	The paper in the copier has run out. Could you please fill this form out?	12.1, 12.6

13 Vocabulary

13.1 PRODUCTION

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

a production line

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



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

a one-off production

[something that is made or produced only once]



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

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



We can make changes. This is just a prototype.

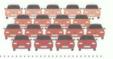
a prototype [the first form of a design that can be changed, copied, or developed]



These cars have become much cheaper with mass production.

mass production

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



These fabrics are much cheaper to manufacture abroad.

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



The bags are expensive because they are all handmade.

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



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

overproduction [manufacturing too much of something in relation to demand]



All our toys go through a process of product testing.

product testing [a process to check that goods meet certain standards]



We cannot begin manufacture without product approval.

product approval

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



The packaging of certain goods is vital for sales.

packaging

[the external wrapping of goods before they are sold]



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

a process

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



All the ingredients for this product are ethically sourced.

ethically sourced [found or bought in a morally acceptable way]



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

stock

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



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

a factory

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



We arrange shipping all over the world for our clients.

shipping [moving goods from one place to another]



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

labor intensive [requiring a lot of human effort to make something]



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

a warehouse

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



With food products, quality control is vital.

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



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

a supplier

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



14 Describing a process

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

New language The passive voice Aa Vocabulary Processes and manufacturing hew skill Discussing how things are done

14.1 KEY LANGUAGE TALKING ABOUT PROCESSES WITH THE PASSIVE VOICE

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





The present simple passive describes current or routine events.

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

The present perfect

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

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

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

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



before Christmas.

The new models are being released

The present continuous passive describes ongoing actions.

All the latest technologies have been used. The present perfect passive

describes past events that still have an effect on the present.

Our original model was sold worldwide.

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



We tested extensively while it was being redesigned.

The past continuous passive describes ongoing actions in the past.

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

(()

The media had been notified before we announced the launch.

14.2 READ THE ARTICLE AND ANSWER THE QUESTIONS

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

BUSINESS TODAY

A slice of history

The essential potato chip: How did we get here?

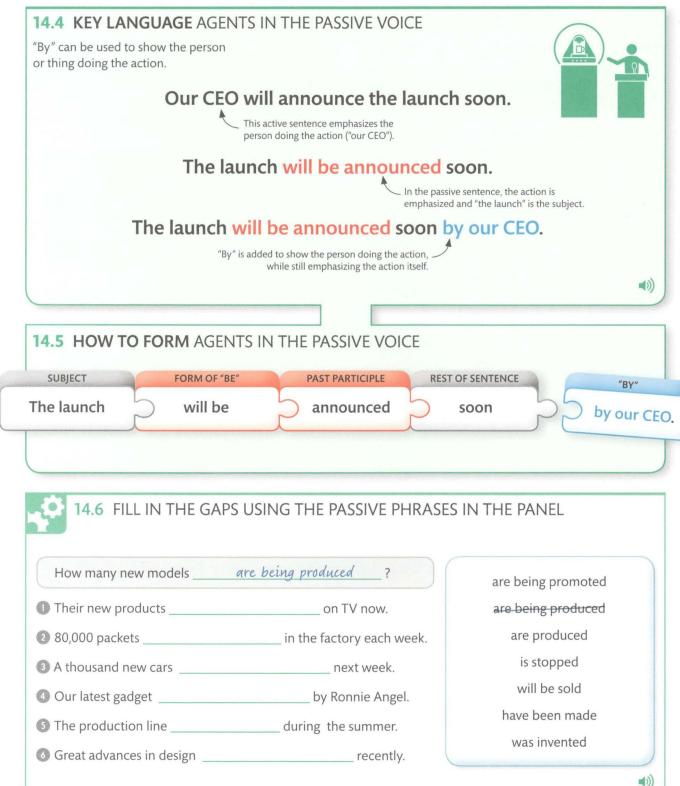
t is believed that the first potato chips were created at the end of the 19th century. But how are they made? First, golf-ball-sized potatoes are chosen and stored at a constant



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

14.3 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE

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



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

Our promotions team markets the product worldwide. The product is marketed worldwide by our promotions team.

Ose all the cars before they leave the factory.

2 Maxine invented the new photo app for professional artists.

Oustomers bought all Carl Osric's books on the publication date.

④ Ron buys all our vegetarian ingredients from the market.

⑤ Samantha checks all of the invoices before they are sent out.



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



14.9 KEY LANGUAGE MODALS IN THE PASSIVE VOICE

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



The importance of product testing can't be overestimated.

[Product testing is very important.]

All products must be approved before leaving the factory.

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

The product must have been damaged before it was shipped.

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

The shipment could have been packaged more carefully.

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

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

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

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

We must not ignore the costs.

- Tim must have bought these flowers today.
- 2 You can't mark these down yet. They're new.
- Sanjit could not have drawn this picture.
- Niamh shouldn't have accepted the price.
- 5 You should package these glasses carefully.
- Nobody should ignore faults in the products.

Someone has turned the oven up.

This picture couldn't have been drawn by Sanjit.

()

The price shouldn't have been accepted.

The costs can't be ignored.

These glasses must be packaged carefully.

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

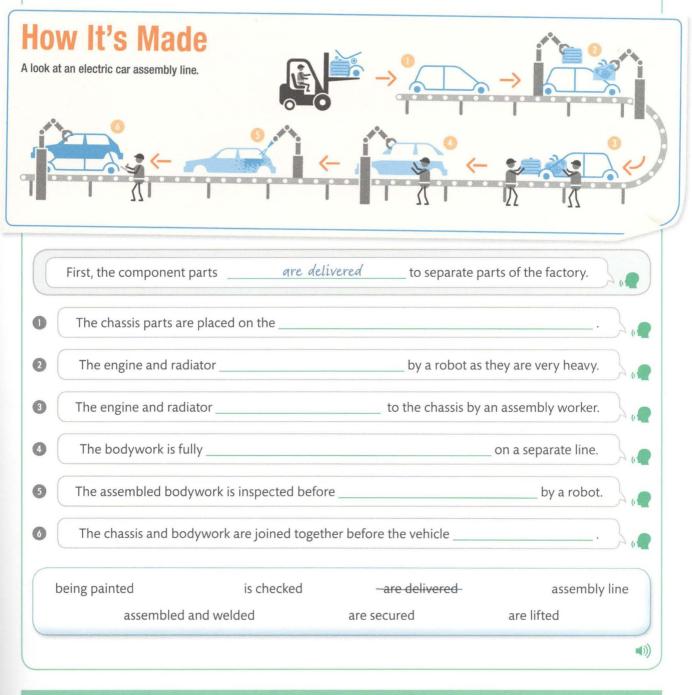
The oven has been turned up.

These flowers must have been bought today.

Faults in the product shouldn't be ignored.

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



14 CHECKLIST

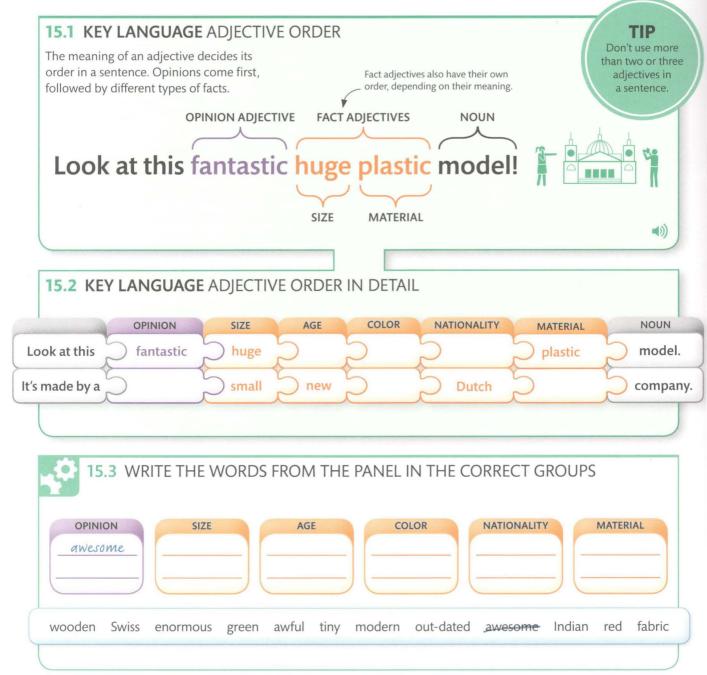
5[°] The passive voice

Aa Processes and manufacturing

15 Describing a product

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

New language Adjective order
 Aa Vocabulary Opinion and fact adjectives
 New skill Describing a product



15.4 REWRITE THE SENTENCES, PUTTING THE WORDS IN THE CORRECT ORD	DER
I this blue version! new, love I love this new, blue version!	
the you plastic seen Have desks? ugly,	
2 metallic We're range new, launching the tomorrow.	
3 you Would diamond prefer ones? these tiny,	
	(ا



15.6 KEY LANGUAGE SPECIFIC AND GENERAL OPINIONS

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



15.8 READ THE ARTICLE AND ANSWER THE QUESTIONS
White guest towels are cheaper this year. True False Yot given
The Festival towel range is colorful. True False Not given
2 There is a discount on Festival towels. True False Not given
 Black tablecloths are a new product. True False Not given
 The kitchen towels are made of paper. True False Not given
3 The kitchen towels are made in Egypt. True False Not given
LARA'S LINEN
We have everything your hotel or restaurant needs, from guest towels through to tablecloths. We are keeping our wonderful, best-selling white guest towels

keeping our wonderful, best seeing at the same fantastic price as last year. But this year w are also adding a range of stunning, multicolored "Festival" towels to our Hotel range. We are also adding to our wonderful Egyptian cotton tableware range. As well as the usual black and white ranges, we now offer burgundy, brown, and olive-colored



tablecloths and napkins. Don't forget to check out our hard-wearing, Turkish, cotton kitchen towels and aprons in the Kitchen section of the brochure.

	15.9 SAY THE SENTENCES OUT LOUD, FILLING IN THE GAPS USING THE WORDS IN THE PANEL
	His marketing strategy is a <u>fantastic</u> , intelligent idea.
0	We offer great, food that people can afford.
2	Look at that new billboard across the street.
3	I love buying wooden furniture for the office.
4	My boss drives a tiny car to work. It's definitely easy to spot!
0	We aim to offer awesome, customer service at all times.
	delicious enormous fantastic friendly green antique
	N

15 🖉 CHECKLIST

Adjective order

Aa Fact and opinion adjectives

16 Vocabulary

16.1 MARKETING AND ADVERTISING



advertising agency



copywriter



write copy



brand







unique selling point / USP



promote





publicity



billboard



press release



sponsor



door-to-door sales



merchandise



consumer



market research



sales pitch



free sample



special offer



leaflet / flyer



direct mail



coupons



word of mouth



small ads / personal ads

online marketing



television advertising



online survey





social media

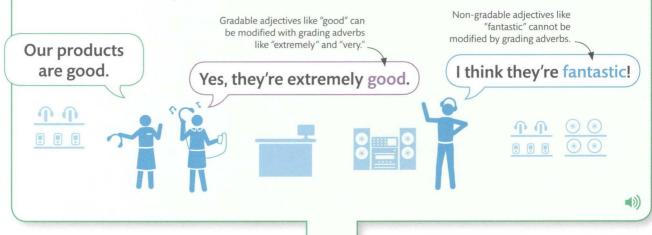


17 Marketing a product

You can use a variety of adjectives and adverbs to describe the key features when marketing a product or service. Not all adjectives can be modified in the same way. New language Adjectives and adverbs
 Aa Vocabulary Descriptive adjectives
 New skill Modifying descriptions of products

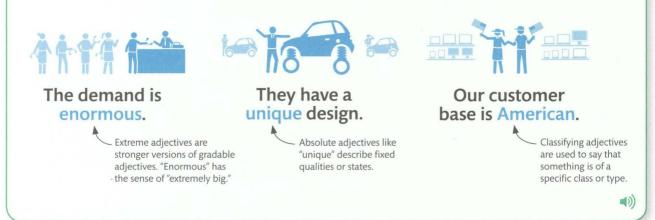
17.1 KEY LANGUAGE NON-GRADABLE ADJECTIVES

Most adjectives are known as "gradable" adjectives. They can be modified with grading adverbs, such as "slightly," "very," and "extremely." Non-gradable adjectives cannot be modified in this way.



17.2 FURTHER EXAMPLES NON-GRADABLE ADJECTIVES

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





17.3 WRITE THE ADJECTIVES FROM THE PANEL IN THE CORRECT CATEGORIES

awful		_ [organic	
fantastic	awful-	impossible	tiny	right	digital	. organic	disgusting
perfect	industrial	wrong	electro		unique	enormous	chemical

17.4 READ THE ARTICLE AND ANSWER THE QUESTIONS

C	The author owns his own marketing company. True False Not given
0	Give readers a reason for buying your product. True False Not given
2	Deals of the Day can encourage people to buy. True False Not given
3	Put key words in a different color text. True False Not given
0	The article only talks about newsletters. True False Not given
6	Readers do not trust the words "Free" and "New." True False Not given
6	The article recommends setting up a website. True False Not given

MARKETING WEEKLY

Writing for buyers

Rachid Barbery talks about writing effective marketing texts

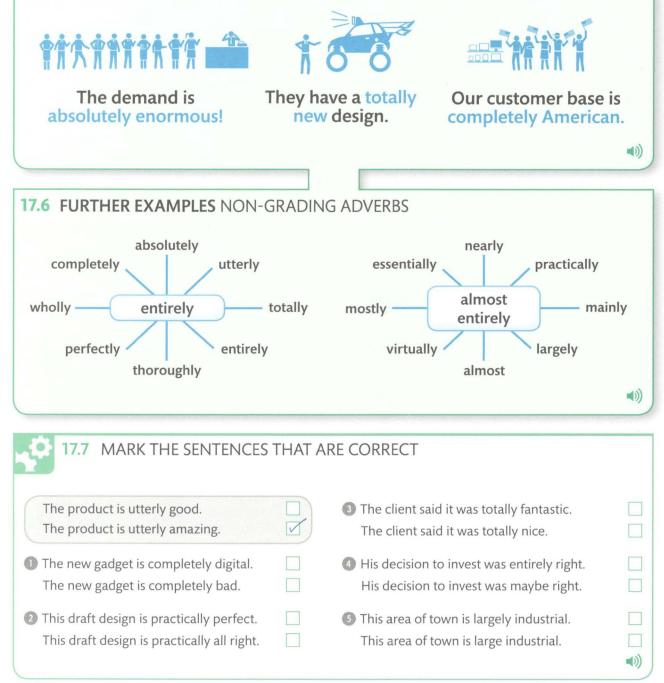
R esearch has shown that there are certain techniques you can use to turn your readers into buyers. First, repeat the positive facts about the product to make them more believable. Make

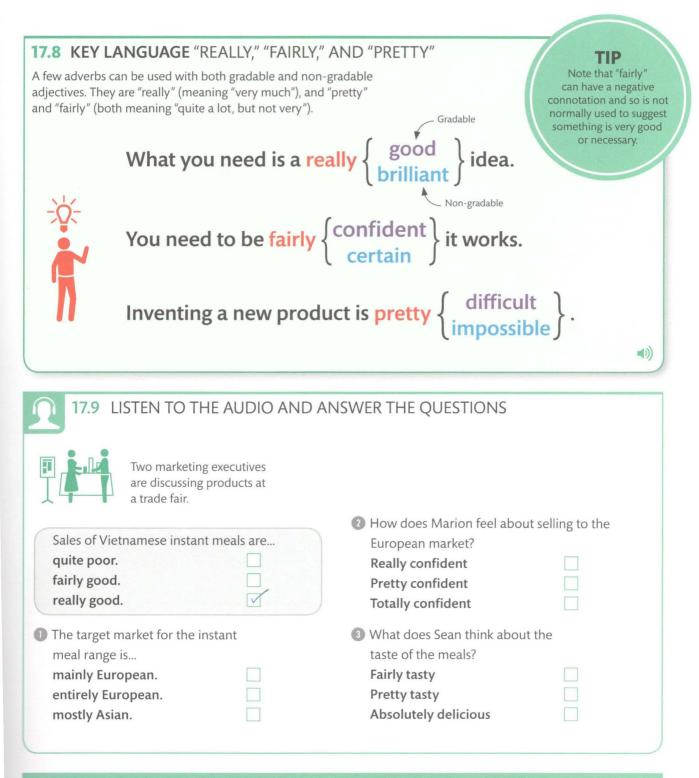


sure you explain why readers would benefit from buying your product compared to others. For example, say that your digital camera weighs 100g less than similar ones and has a unique rubber grip because it makes it easier to carry when traveling. Use the word "you" a lot to help make the connection between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

17.5 KEY LANGUAGE NON-GRADING ADVERBS

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





17 </ > CHECKLIST

Adjectives and adverbs

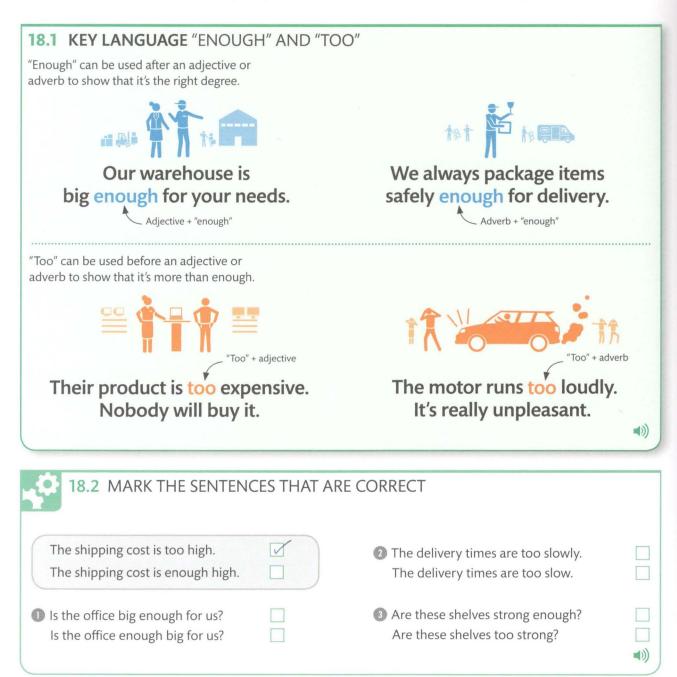
Aa Descriptive adjectives

Modifying descriptions of products

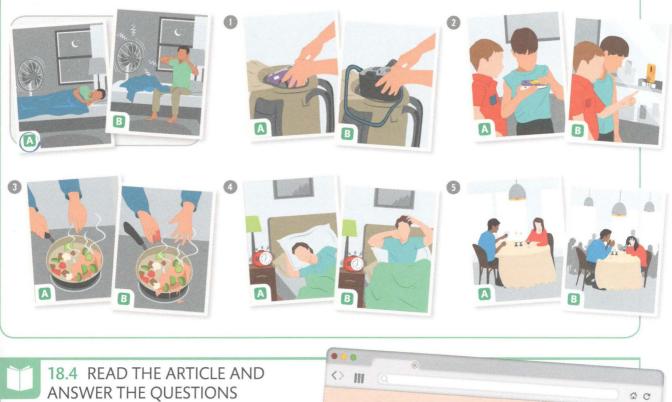
18 Advertising and branding

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

New language Intensifiers
 Aa Vocabulary "Enough," "too," "so," and "such"
 New skill Adding emphasis to descriptions



18.3 LISTEN TO THE AUDIO AND MARK WHICH THINGS ARE DESCRIBED



The ad s	suggests in	ages are ofter	n too small.
True	False	Not given	V

- Over half of clients view websites on computers. True False Not given
- 2 A poor website could mean you lose customers. True False Not given
- 3 50% of consumers shop online.
 - True False Not given
- 4 Mobiopt Web focuses on what the website looks like and how it works.
 - True False Not given
- S You have to pay Mobiopt Web for a quote. True False Not given

Mobiopt PORTFOLIO | ABO CONTACT

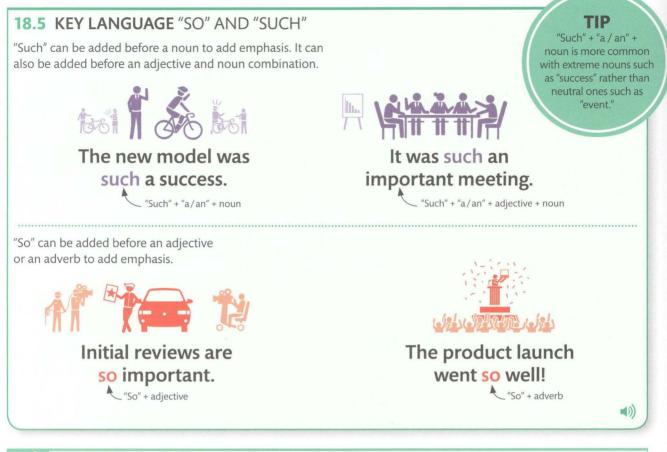
What we do

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



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

At Mobiopt Web, we work with you to ensure that not only does your website look great, but that it also does exactly what you and your clients want it to. Contact us now for a free quotation on your new web design.



18.6 REWRITE THE SENTENCES, PUTT	ING THE WORDS IN THE CORRECT ORDER
price The high! so is The price is so high!	My so is ambitious. boss
such It's a product. great	(5) phones so cheap. Their are
2 boring. was so meeting The	so Her is company big!
3 such His was surprise. news a	surprise! was such Our launch a

18.7 CROSS OUT THE INCORRECT WORD IN EACH SENTENCE, THEN SAY THE SENTENCES OUT LOUD

L	There is such / so a big crowd at the trade fair this year!	o
	The slogan is far such / too complicated. We need to simplify it.	2
2	They have created such / enough a brilliant poster campaign.	
3	We haven't done too / enough market research. We need to understand our consumers.	
	Our supervisor is such / too a creative person. She designed our new logo.	
3	Marion is such / so persuasive when she delivers a sales pitch.	

18 🕑 CHECKLIST

o[®] Intensifiers

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

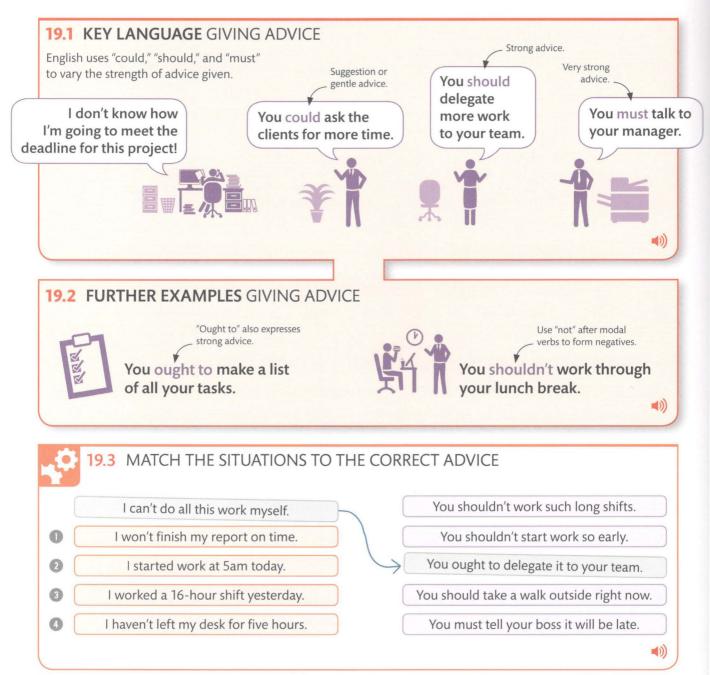
Adding emphasis to descriptions

C REVIEW THE ENGLISH YOU HAVE LEARNED IN UNITS 13-18

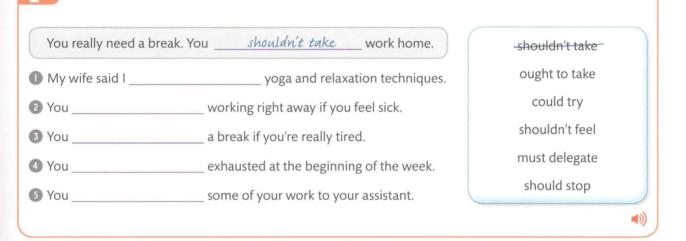
NEW LANGUAGE	SAMPLE SENTENCE	UNIT
DESCRIBING A PROCESS WITH THE PASSIVE VOICE	Our products are designed in London. Our original model was sold worldwide.	14.1
DESCRIBING A PRODUCT WITH CORRECT ADJECTIVE ORDER	Look at this fantastic, huge plastic model!	15.1, 15.2
SPECIFIC AND GENERAL OPINIONS	What a nice, friendly new team!	15.6
NON-GRADABLE ADJECTIVES AND NON-GRADING ADVERBS	They have a new design. They have a totally new design.	17.1 17.5
"ENOUGH" AND "TOO"	Our warehouse is big enough for your needs. Their product is too expensive.	18.1
"SO" AND "SUCH" FOR EMPHASIS	The new model was such a success. Initial reviews are so important.	18.5

19 Advice and suggestions

English uses modal verbs such as "could," "should," and "must" for advice or suggestions. They can be used to help co-workers in difficult or stressful situations. New language Modal verbs for advice
 Aa Vocabulary Workplace pressures
 New skill Giving advice



19.4 FILL IN THE GAPS USING THE PHRASES IN THE PANEL





You ought talk to your manager. You ought to talk to your manager.

You are ought to relax more.

2 You must to stop taking work home every day.

It could trying to delegate more tasks.

④ You shouldn't to worry so much about work.

She shoulds talk to her colleagues.

6 He ought to quits his job if he hates it.

19.6 LISTEN TO THE AUDIO AND MARK WHETHER KATE ADVISES GIORGOS TO DO THE ACTIVITY IN EACH PICTURE







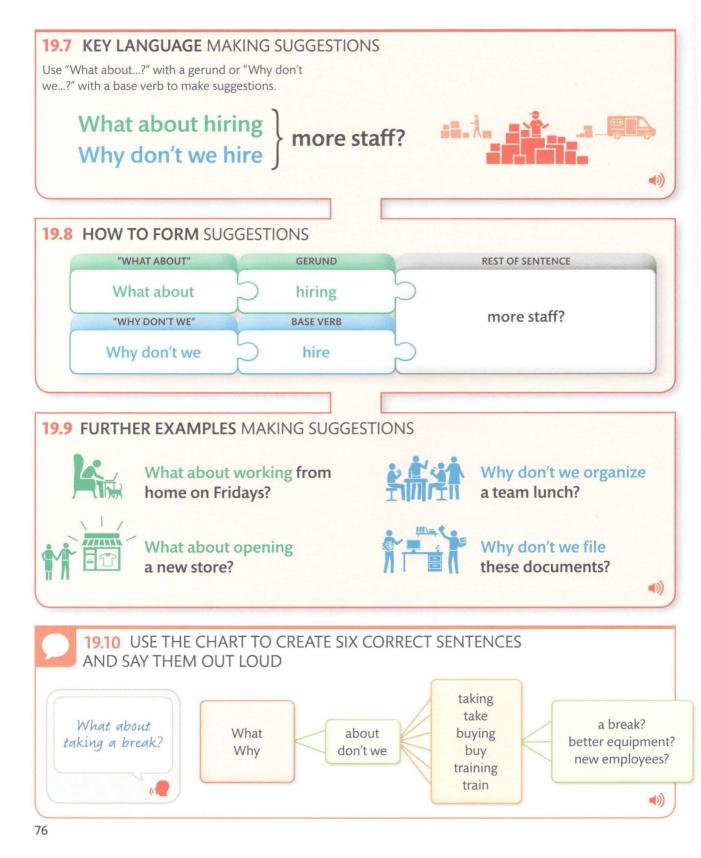




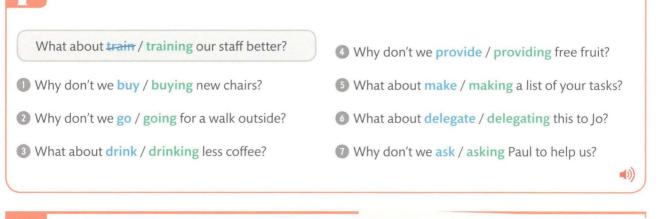
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19.11 CROSS OUT THE INCORRECT WORD IN EACH SENTENCE



19.12 READ THE ARTICLE AND ANSWER THE QUESTIONS

A heavy workload can affect your health. True False

You must find out what makes you stressed.

True False

When you are stressed, you can concentrate.

True	False	

I Exercise can help you deal with stress.

True F	alse
--------	------

- You should work through your lunch break.
 True False
- It's important to get a good night's sleep.
 True False
- Vou shouldn't tell people how you feel.

True False

YOUR HEALTH

Stressed out at work?

Our experts give advice about coping with a busy workload

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

- feeling depressed
- problems sleeping
- difficulty concentrating
- headaches.

Next, you ought to develop

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

19 🧭 CHECKLIST

🇳 Modal verbs for advice 🗌



20 Vocabulary

20.1 MANAGEMENT AND LEADERSHIP

Every year I have an appraisal with my manager.

an appraisal / a performance review [an interview to discuss an employee's performance]



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

to be promoted [to be given a more senior position within a company]



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

a bonus

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



My boss is really pleased with my performance this year.

performance [how well a person carries out tasks]



20.2 SKILLS AND ABILITIES organization T / computing T / computing T / computing Customer service public speaking Customer service Customer service













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

to approve [to officially confirm something meets the required standards]



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

to allocate a task [to give a task to somebody]



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

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



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

to designate [to choose somebody to take on a particular role]









work well under pressure



decision-making



fluent in languages





teamwork



attention to detail



project management



fast learner



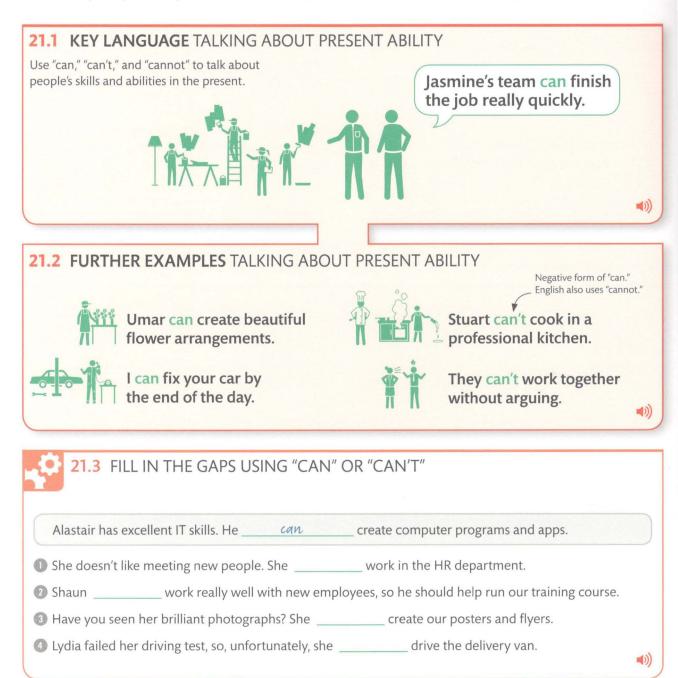


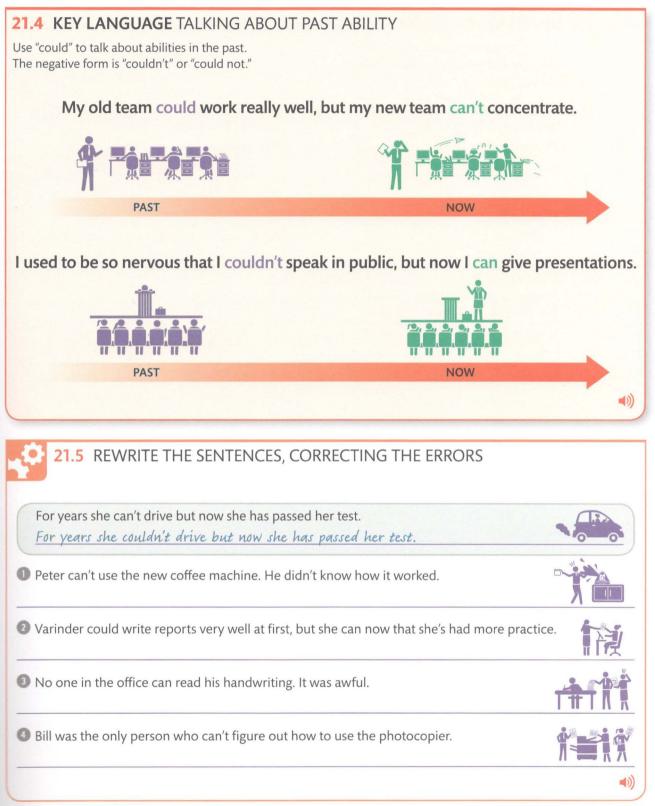
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21 Talking about abilities

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

New language Modal verbs for abilities
 Aa Vocabulary Workplace skills
 New skill Describing abilities





21.6 KEY LANGUAGE TALKING ABOUT FUTURE POTENTIAL

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

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

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

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



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

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



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

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

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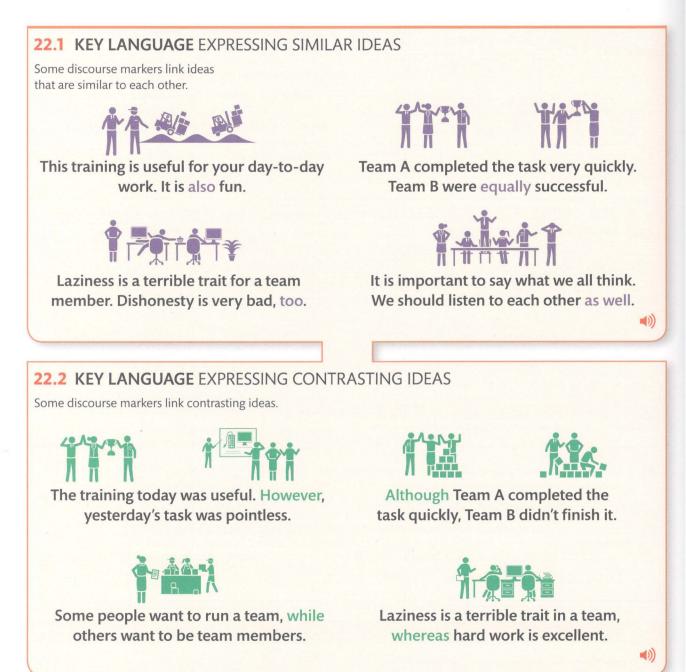
21.7 MARK WHETHER THE STATEN	VENTS REFER TO PAST OR FUTURE ABILITY
You could be head of your department. Past Future	Ite would do well in a smaller team. Past Future
 She would make a great team leader. Past Future 	Ray could get along with the old CEO. Past Future
Past Future Future	Fiona could do better if she tried. Past Future

Ω	21.8 LISTEN TO THE AUDIO AND ANS	WER THE QUESTIONS
RI		Nick is pleased with Shona's work. True False Not given
T		Shona has worked there for five years. True False Not given
	Shona is having her annual performance	Shona will get a \$500 bonus. True False Not given
	review with her manager.	Shona can't work well with new staff. True False Not given
	ona's manager wants to talk about her past. ue False V Not given	Shona wouldn't be a good team leader. True False Not given
C	You're an excellent sales assistant, and you ca	n't / would do well in the marketing team.
0 (James's team was weak, but he's trained the	m well and now they can / can't do anything.
0	We think that you are really creative and couldr	n't / would make a great addition to the PR team.
0	I don't know what is wrong with me to	oday. I can / can't get anything finished.
0	My confidence is much better now. B	efore, I would / couldn't talk in public.

21 ⊘ CHECKLIST Modal verbs for abilities Modal verbs for abilities

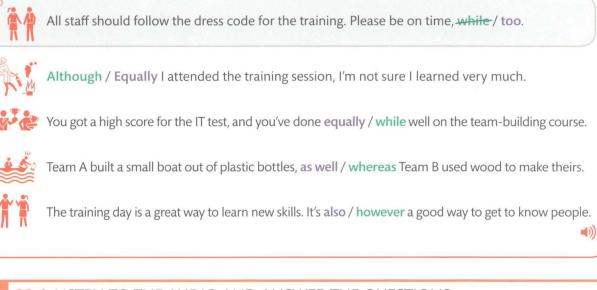
22 Comparing and contrasting

In team discussions, discourse markers can ease the flow of conversation. They can help link similar or contrasting ideas, or connect an action to a result. New language Discourse markers
 Aa Vocabulary Teamwork and team building
 New skill Expressing your ideas





22.3 CROSS OUT THE INCORRECT WORD IN EACH SENTENCE



22.4 LISTEN TO THE AUDIO AND ANSWER THE QUESTIONS



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

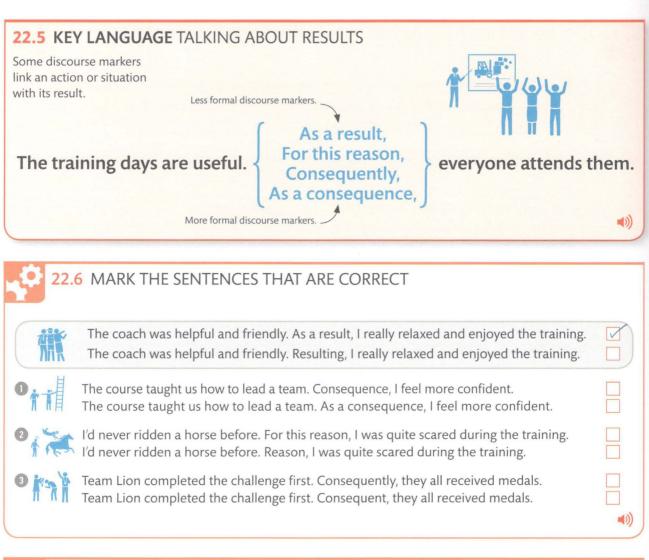
The coach says the team-building day	s are
challenging and tiring.	
challenging but rewarding.	
challenging and fun.	

 At the beginning of the team-building day, the participants...

walked across bridges over a river. walked across bridges high in the air. made ladders to climb up trees.

2 This task challenged the participants to... overcome fear and help each other. deal with a fear of heights. learn how to build rope bridges.

Members of Team Bear were... the tallest and the quickest. the tallest and the most scared. the tallest, whereas Team Lion were slowest. 4 Members of Team Bear helped each other while members of Team Lion... disagreed with each other. worked too slowly. raced each other to the finish. In the future, Team Lion should... help Team Bear to be less afraid. argue less and work faster. work more slowly and listen to their teammates.





22.8 READ THE ARTICLE AND ANSWER THE QUESTIONS

94 MANAGEMENT TIPS

BUILDING A TEAM

CEO Lucia Gomez talks to us about team building

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



Activities are good for morale

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

and a second second second
Lucia's staff do team building every year. True False Not given
 Lucia's staff have learned how to sail. True False Not given
2 Team building takes place away from work. True False Not given
③ The choice of activity is very important. True False Not given
Ouring team building, staff work with new people. True False Not given
 5 Lucia can identify which employees are leaders. True False Not given

22.9 SAY THE SENTENCES OUT LOUD, CORRECTING THE ERRORS

This task is useful. It's however fun.

This task is useful. It's also fun.

This course will teach you new skills. It will help you to get to know each other whereas.

2 Equally Team B completed the task first, they had some major communication problems.

By doing this task, we'll not only identify the team's weaknesses, but while its strengths.

Team A worked together very well. Team B were whereas cooperative.

22 🖉 CHECKLIST

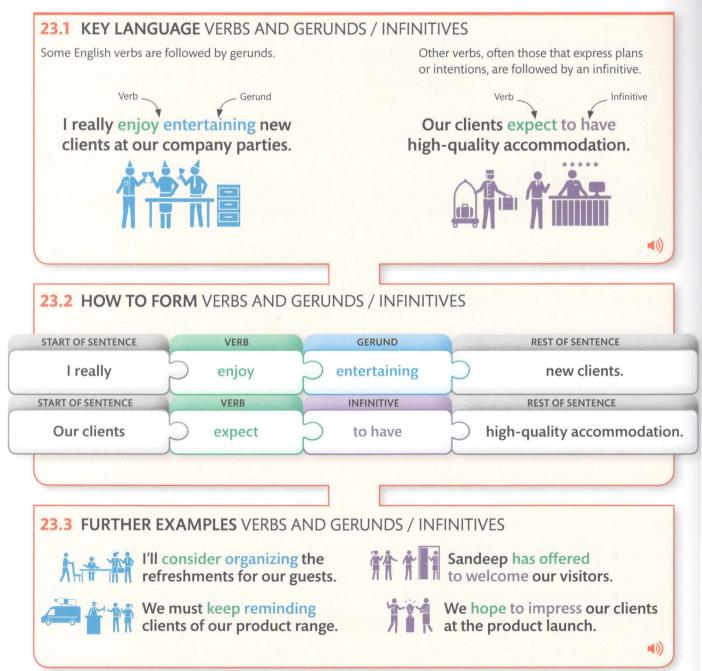
Discourse markers

Aa Teamwork and team building

Expressing your ideas

23 Planning events

Many English verbs that are used to give opinions or talk about plans, intentions, and arrangements are followed by a gerund or an infinitive. New language Verb patterns
 Aa Vocabulary Corporate entertainment
 New skill Talking about business events



23.4 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE

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

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

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

Which city is the SmartTech Fair in? The SmartTech Fair is in Tokyo.

What year did the SmartTech Fair open?

2 What is smart health technology helping to do?

③ What could self-driving cars do?

4 How can you show interest in attending an event?

I How can you buy tickets in advance?

TECHNOLOGY WEEKLY

Don't miss this year's **SmartTech Fair!**

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

Don't miss out on these exciting seminars

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

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

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



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

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



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

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



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

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

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

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

VERB + GERUND



I stopped reading the timetable because my manager called me.

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



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

[Sally was talking for a long time.]



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

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

VERB + INFINITIVE



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

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



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

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

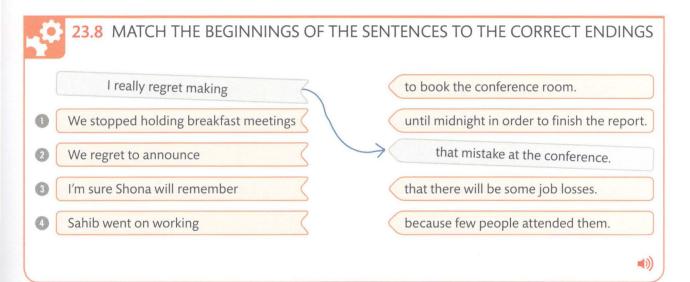




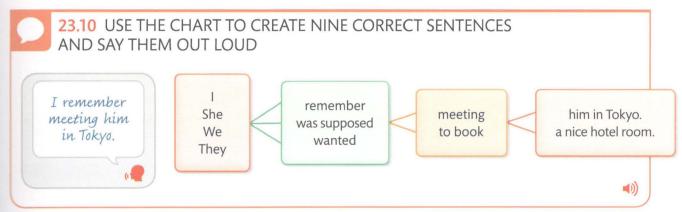
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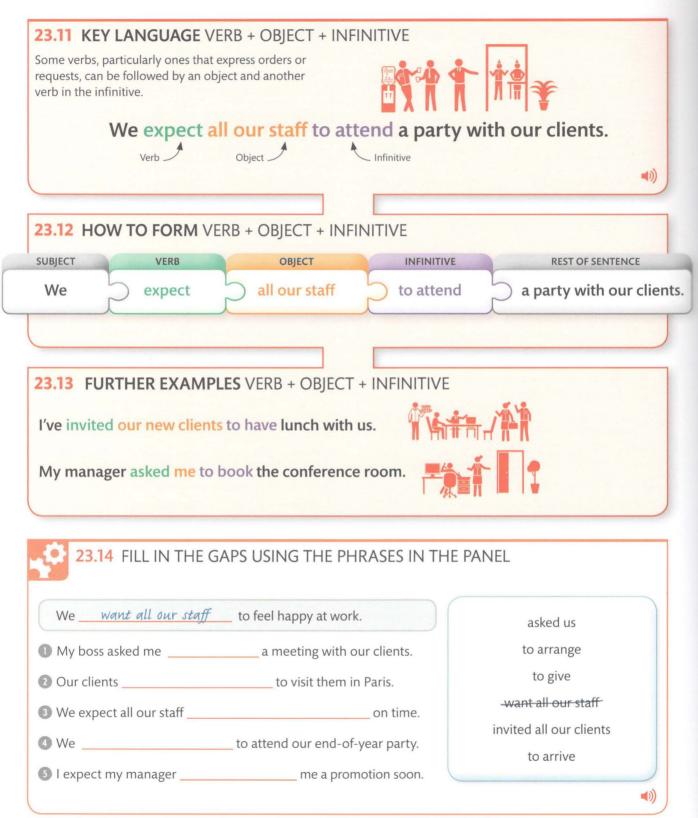
I regret to tell you that I can't come to dinner with the clients. I'm really sorry.

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



23.9 LISTEN TO THE AUDIO AND ANS	SWER THE QUESTIONS
Sunita and Darren are arranging for some overseas clients to visit their office.	③ The conference is on Thursday. True False Not given
Two clients are visiting the office next week. True False Not given	Sunita's boss expects her to impress the clients. True False Not given
 Darren is not going to the meetings. True False Not given 	It is Mr. Yamada's first visit to the US. True False Not given
 2 The conference is about healthcare products. True False Not given 	They may go sightseeing with the clients. True False Not given





23.15 REWRITE THE SENTENCES, PUTTING THE WORDS IN THE CORRECT ORDER

me book hotel. the The to asked CEO The CEO asked me to book the hotel.
excellent expect clients to Our receive service.
2 invited My a me boss to conference. attend
My degree to me business this allowed get job.
•))

23 🧭 CHECKLIST		
Verb patterns	Aa Corporate entertainment	💏 Talking about business events 🗌

♥ REVIEW THE ENGLISH YOU HAVE LEARNED IN UNITS 19-23

NEW LANGUAGE	SAMPLE SENTENCE	UNIT
GIVING ADVICE	You should ask the clients for more time. You must talk to your manager.	19.1
MAKING SUGGESTIONS	What about hiring more staff? Why don't we open a new store?	19.7
TALKING ABOUT ABILITIES	Jasmine's team can finish a job quickly. I couldn't give presentations five years ago.	21.1, 21.5 21.6
COMPARING AND CONTRASTING DEAS	This task is useful. It is also fun. Team A won the task, whereas Team B lost.	22.1, 22.2
VERBS WITH GERUNDS AND INFINITIVES	I really enjoy entertaining clients. Sandeep has offered to welcome our guests.	23.1, 23.3 23.6
VERB + OBJECT + INFINITIVE	We expect all our staff to attend the party.	23.11



24.1 MEETINGS

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

to send out an agenda [to send a plan for what will be discussed]



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

to be absent [to be not present]



Francesca will give a presentation on health and safety.

to give a presentation [to present information to a group of people]



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

to reach a consensus [to come to an agreement about an issue]



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

to run out of time

[to have no more time left to do something]



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

main objective [the primary aim]



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

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



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

to look at [to consider or focus on something]



We reached a unanimous agreement on the plan.

unanimous agreement [when everyone agrees]



We will take questions at the end of the meeting.

to take questions [to answer questions]



We need someone to take minutes during the meeting.

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



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

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



Let's discuss the options for the new logo.

to discuss [to talk about something]



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

to wrap up [to conclude or finish something]



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

to sum up [to conclude]



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

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



We need a strategy for increasing sales to young buyers.

a strategy [a plan for achieving a particular goal]



I suggest that we use this new design.

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



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

to interrupt [to say something before someone else has finished speaking]



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

action points [proposals for specific action to be taken]

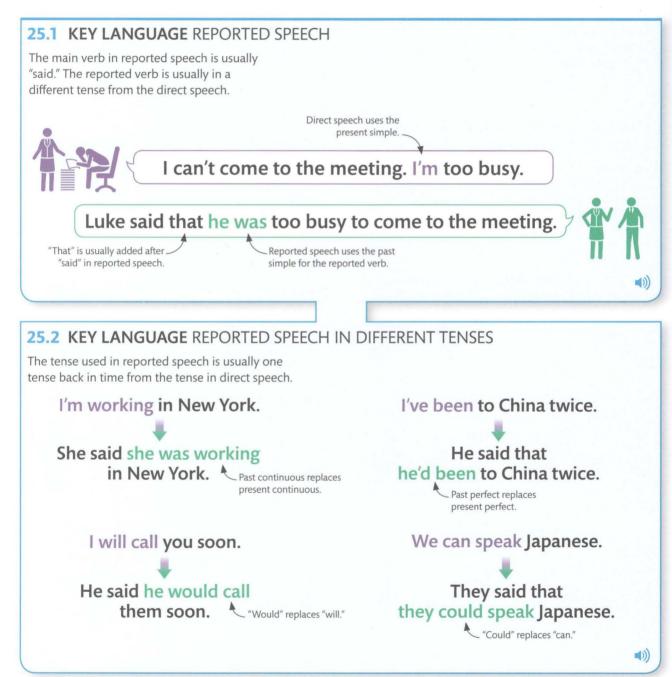


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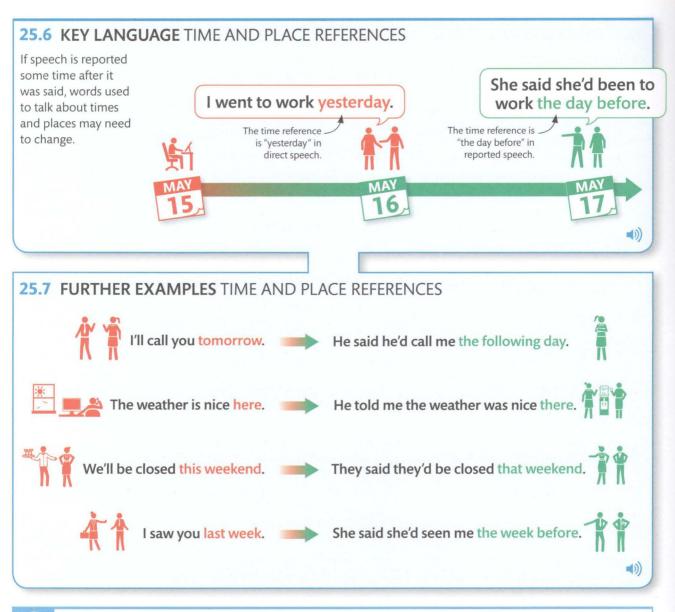
25 What people said

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

New language Reported speech
 Aa Vocabulary Meetings
 New skill Reporting what someone said



the past simple or change	AND THE PAST SIMPLE ived in Delhi on Saturday. rived rived rived rived		
	4		
25.4 MATCH THE DIRECT SPEECH TO			
I'm working on the accounts.	She said she had finished writing the report.		
I paid the invoice.	He said he was arranging a meeting.		
2 I will pay the invoice.	He said he was working on the accounts.		
3 I will arrange a meeting.	g. He said he would pay the invoice.		
I'm arranging a meeting.	He said he would arrange a meeting.		
5 I've finished writing the report.	She said she paid the invoice.		
I'll finish writing the report.	She said she would finish writing the report.		
	·		
25.5 REWRITE THE SENTENCES, PUT	TTING THEM INTO REPORTED SPEECH		
I need to send an email. He _said that he needed to send an email.	I can book the meeting room.		
I will interview the candidates.	 He I'm writing a press release. 		
She	She		
I met the CEO on Monday. He	I can use design software. He		

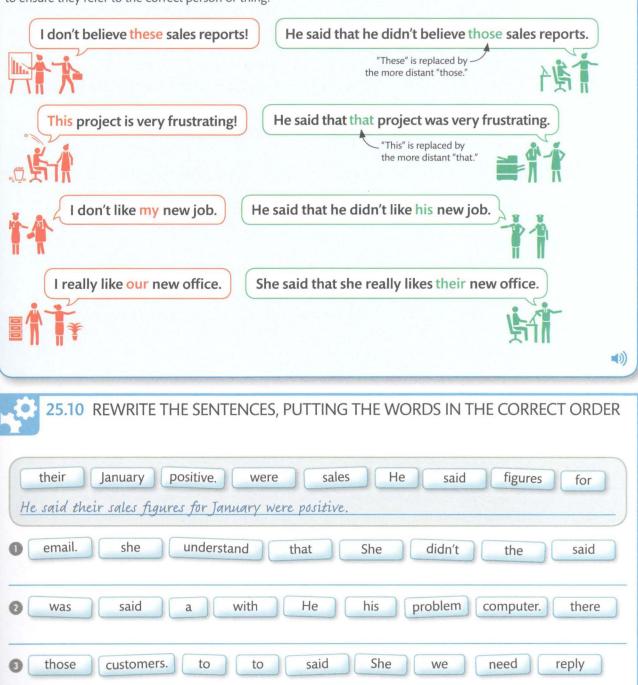


25.8 LISTEN TO THE AUDIO, THEN NUMBER THE REPORTED SENTENCES IN THE ORDER YOU HEAR THEM AS DIRECT SPEECH

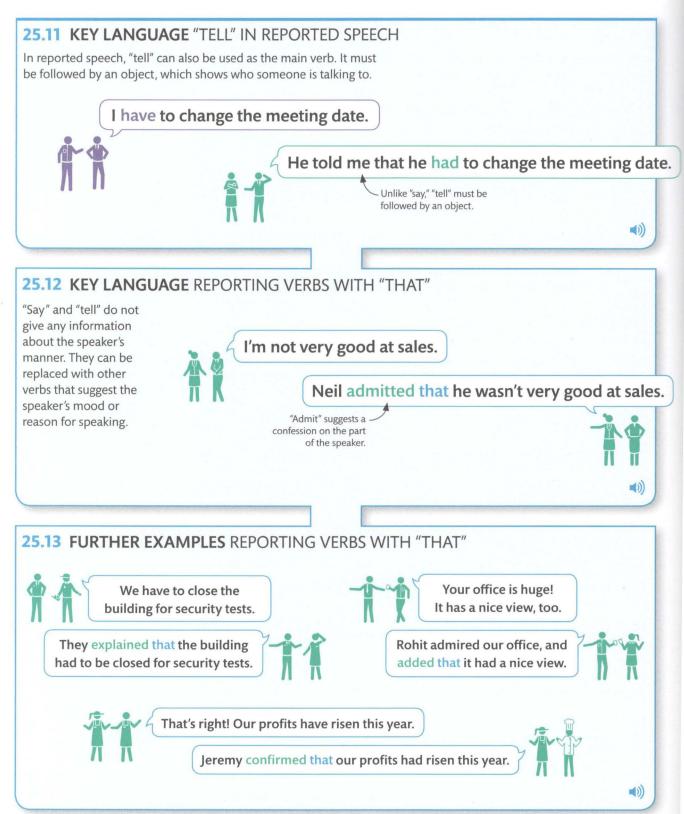
A Jack said he would send me the proposal the following day.	
B Jack said he had got promoted the week before.	
G Jack said he enjoyed working there.	
Jack said he'd be going to Dubai the following weekend.	1
Iack said he had gone to the London office the day before.	

25.9 KEY LANGUAGE OTHER CHANGES IN REPORTED SPEECH

In reported speech, pronouns may also need to be changed to ensure they refer to the correct person or thing.



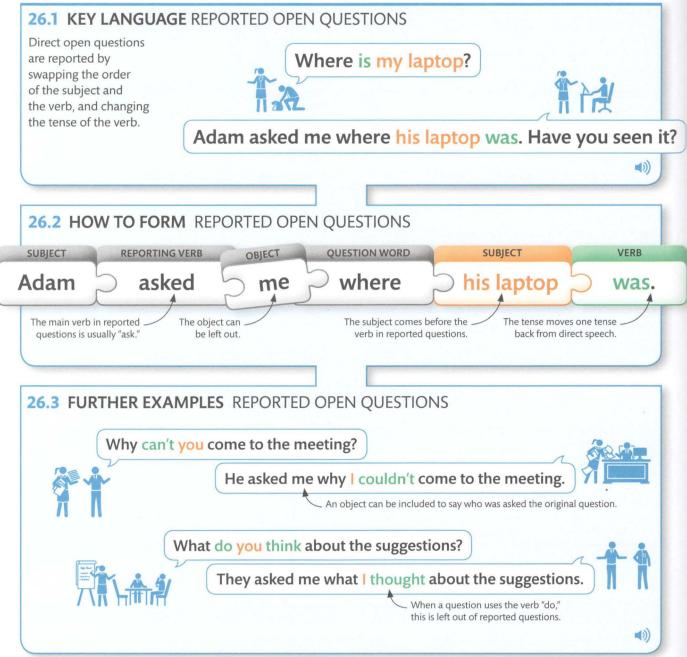
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I	am not the	person in charge	of this project.			
1		Не	denied	that he was the per	rson in charge o	f that project.
5	Yes, that's rig	ht. The sales figu	res will be read	y by 5pm.		(i
0	~			that the sales f	igures would be	e ready by 5pr
[Don't worry.	I'll definitely stay	late to help yo	u finish the report.		
		_ilia		that she would stay la	ite to help me fi	nish the repo
	We have bea	ten our sales tar _é	get for the year.			
		Mr. Lee		that we had beat	en our sales tar	get for the yea
	The coffee fro	om the machine	tastes awful.			
		Ben		that the coffee	from the machir	ne tasted awf
F	Perhaps you	could ask your b	oss about a rais	e.		
	2	She		that I c	ould ask my bos	ss about a rais
cor	mplained	announced	confirm	ed suggested	-denied	promised

26 What people asked

You can use reported questions to tell someone what someone else has asked. Direct questions and reported questions have different word orders. New language Reported questions
 Aa Vocabulary "Have," "make," "get," "do"
 New skill Reporting what someone asked



26.4 REWRITE THE SENTENCES, PUTTING THE WORDS IN THE CORRECT ORDER
me where was. Sasha the asked conference Sasha asked me where the conference was.
asked me I late again. why was He
was. me Lara asked the meeting where
(3 asked interview. I me missed She the why had
asked who had minutes. taken He me the
٩»)

2 6.5 L	ISTEN TO THE AUDIO AND AN	SWER THE QUESTIONS
	Two co-workers, Krista and Mandy, are discussing a launch.	 Journalists are coming to the press launch. True False Not given
		Mandy has a good relationship with ABC TV. True False Not given
Krista said they're launching a new phone. True False Mot given		Mandy asked what to do with the speech. True False Not given
 Krista asked Mandy about the press release. True False Not given 		Krista told Mandy to email the speech to her. True False Not given
 Mandy hasn't finished writing the press release. True False Not given 		 Mandy usually makes a lot of changes. True False Not given

26.6 READ THE ARTICLE AND ANSWER THE QUESTIONS

You must have meetings in order to do business. True False Not given
 You should limit the number of things to discuss. True False Not given
2 There is no need to share the agenda. True False Not given
 Let attendees know how long the lunch break is. True False Not given
 People tend to take a long break after a meeting. True False Not given
People rarely forget to organize the meeting location True False Not given
A good meeting room has plenty of light. True False Not given

BUSINESS TIPS

Preparation is key

CEO David Moss explains how to have successful meetings

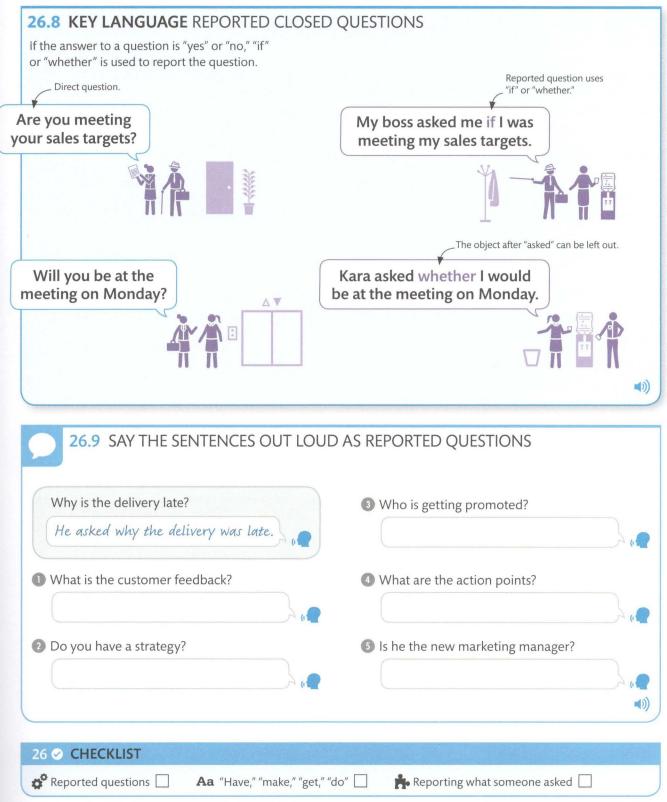
t is important to decide your main objectives before the meeting. Create an agenda and send it to all attendees so they can prepare in advance. Set a date and time for your



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

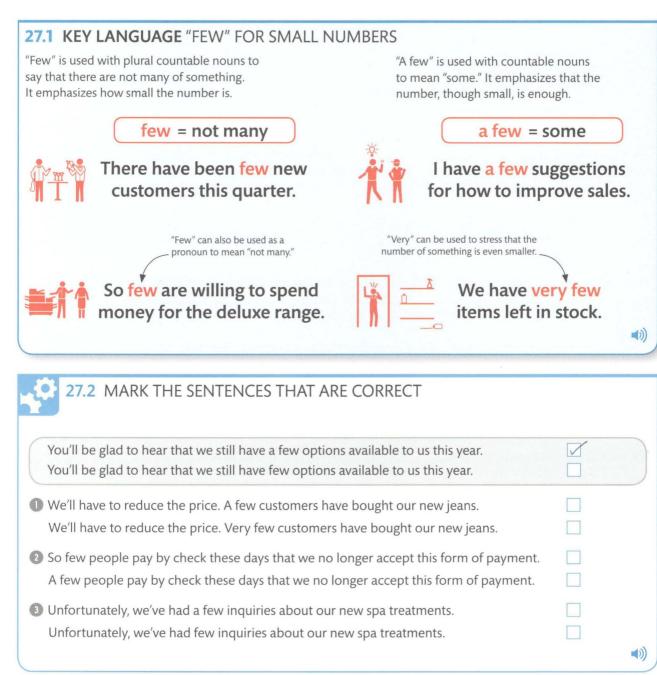
Aa 26.7 FILL IN THE GAPS USING THE WORDS IN THE PANEL TO CREATE MORE COLLOCATIONS WITH "HAVE," "MAKE," "GET," AND "DO"

 The boss is angry with Max. He told him to do before he leaves. Mr. Tan promised that I would get to manager if I worked hard. Could you do ? Could you make 20 copies of this, please?
③ Could you do ? Could you make 20 copies of this, please?
Can I make ? Finish the proposal first, then work on the spreadsheet.
3 Paola said that she usually gets from work at 6:30pm.
3 Paul said that he had with his boss, but he was really late.
his work a suggestion a job me a favor an appointment home promoted



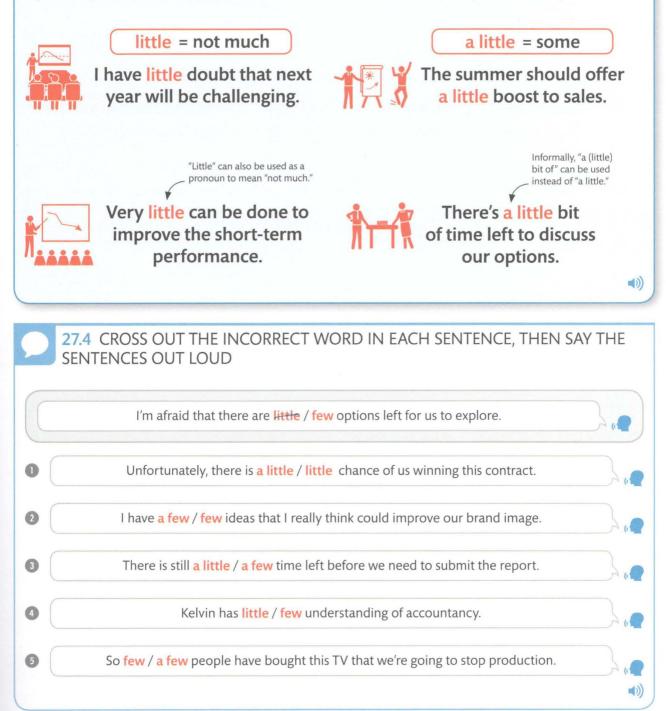
27 Reporting quantities

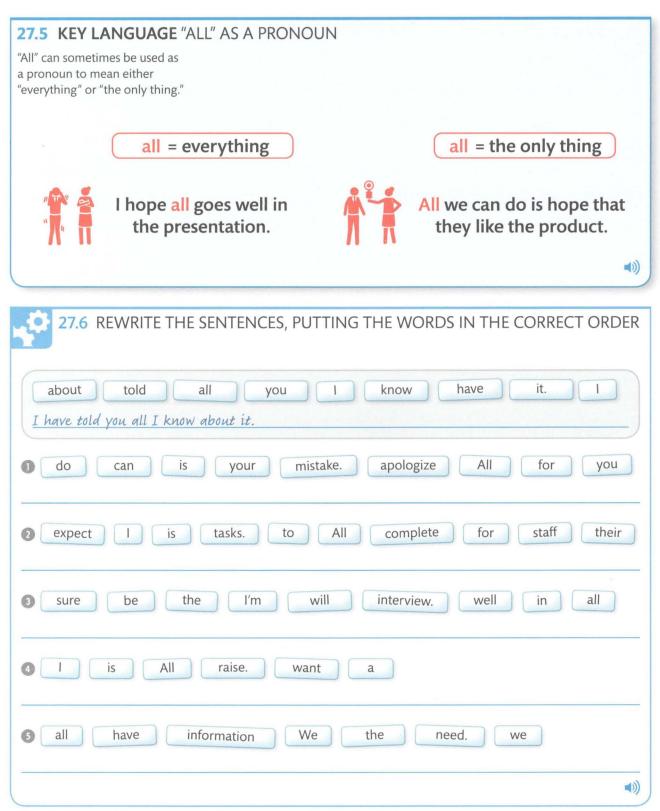
In presentations and reports, you may need to talk about how much of something there is. The words you can use to do this depend on the thing you are describing. New language "Few," "little," and "all"
 Aa Vocabulary Meetings
 New skill Talking about quantity



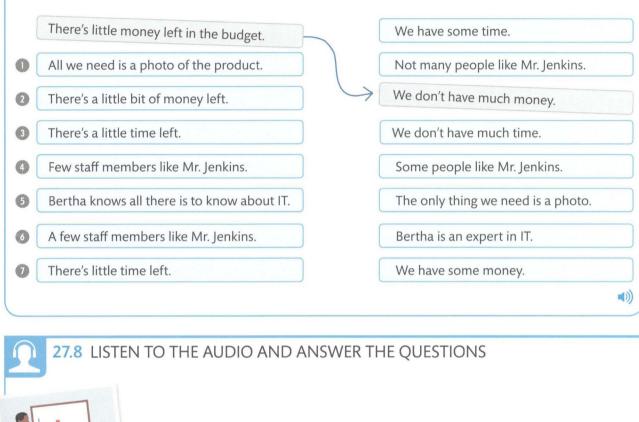
27.3 KEY LANGUAGE "LITTLE" FOR SMALL AMOUNTS

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





27.7 MATCH THE PAIRS OF SENTENCES THAT MEAN THE SAME THING



A sales executive is reporting to his manager about the results from the last quarter. There are very few dog toys left. True False Not given	 2 It'll be easy to get the supplier to deliver more toy. True False Not given 3 The boss suggests asking for part of an order. True False Not given 4 There are no princess costumes left. True False Not given 5 The princess dress will be delivered next quarter. True False Not given
The Woof Doggy toy is a new product. True False Not given	The camping kit has been very popular. True False Not given
	-0

Aa Meetings

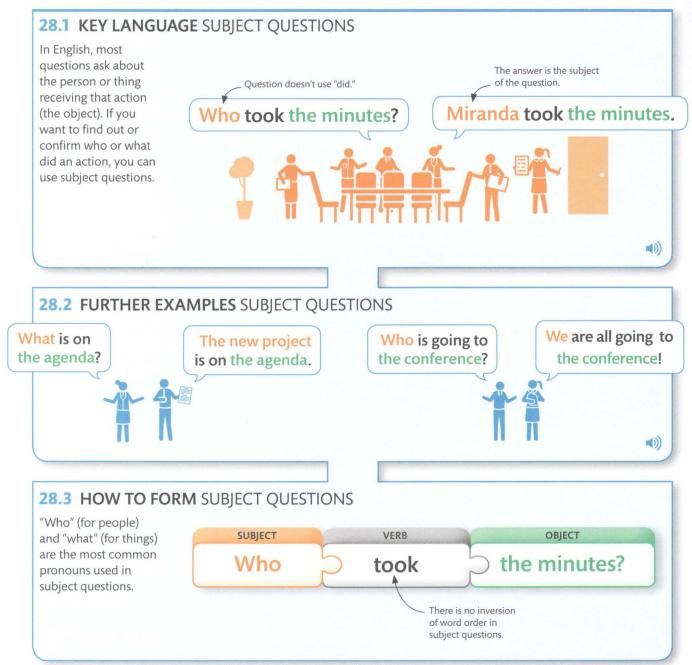
Talking about quantity

🕉 "Few," "little," and "all" 🗌

109

28 Checking information

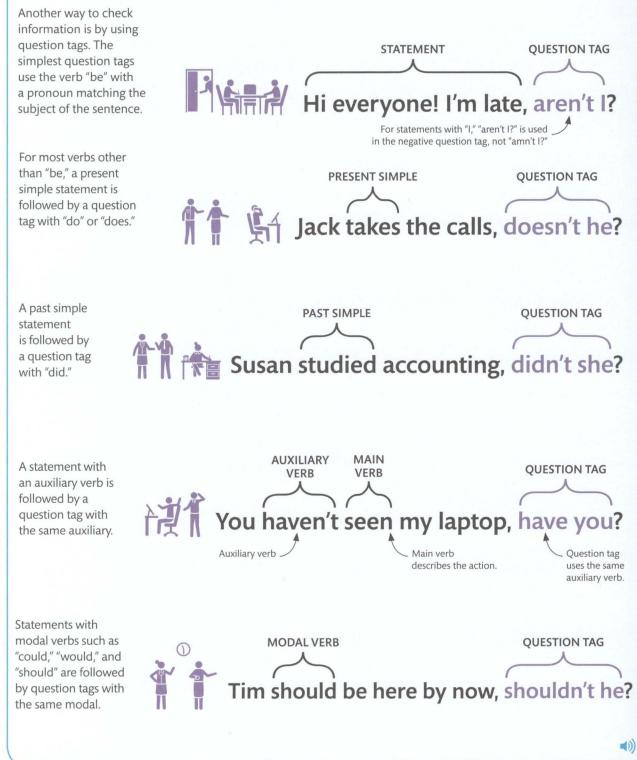
Sometimes you may need to clarify whether you have understood a point. There are a number of ways to politely check information in conversation. New language Subject questions, question tags
 Aa Vocabulary Polite checks and echo questions
 New skill Checking information

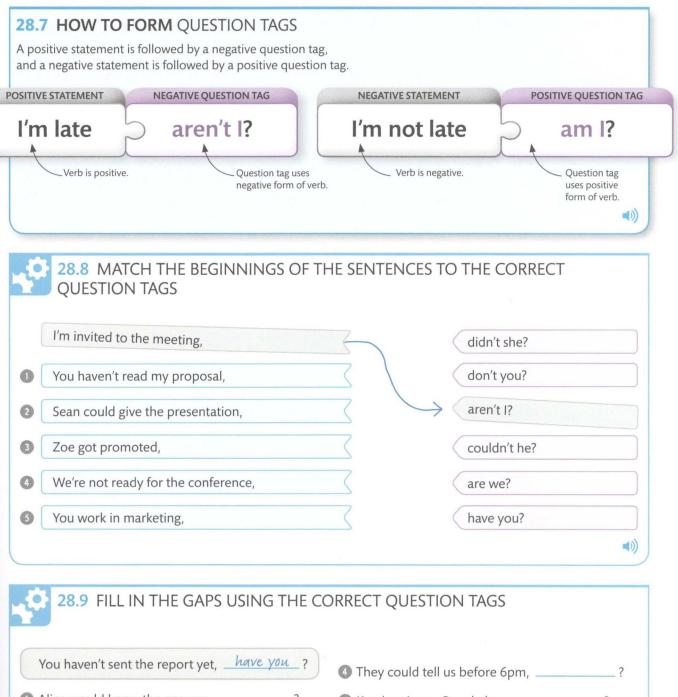


28.4 REWRITE THE QUESTIONS, PUTTING THE WORDS IN THE CORRECT ORDER			
the is problem? What What is the problem?			
manager? Who the is			
2 the What's in report?			
3 answers telephone? Who the			
(approves) Who annual vacation?			
5 is What deadline? the			
6 wrote the ad? Who			
take Who questions? will			
are the What objectives?			
• the What's about? complaint			
◄٥)			



28.6 KEY LANGUAGE QUESTION TAGS



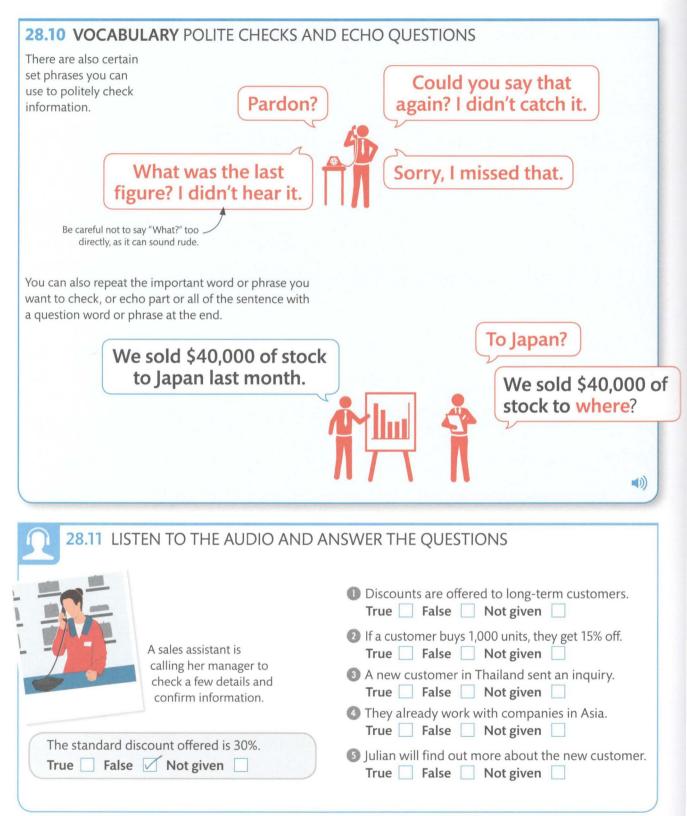


Alice would know the answer, _____?
I'm not dressed formally enough, _____?

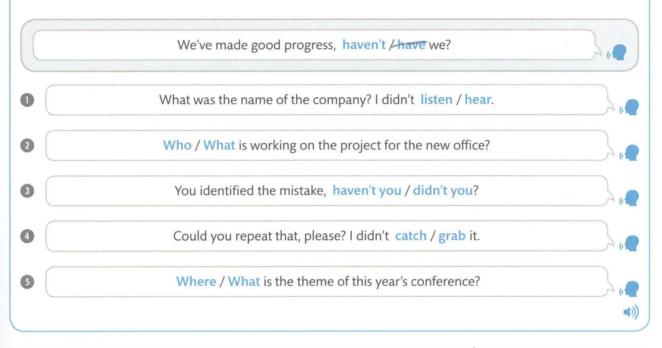
You've worked in Berlin, _____?

S Kate's going to Bangkok, _____?
I should double check the figures, _____?
Richard didn't get a raise, _____?

()



28.12 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE, THEN SAY THE SENTENCES OUT LOUD



28 CHECKLIST

Subject questions, question tags

Aa Polite checks and echo questions

hecking information

C REVIEW THE ENGLISH YOU HAVE LEARNED IN UNITS 24-28

NEW LANGUAGE	SAMPLE SENTENCE	UNIT
REPORTED SPEECH	Luke said that he <mark>felt</mark> sick. She said she'd been to work the day before.	25.1, 25.6, 25.9
REPORTING VERBS	Jeremy confirmed that our profits had risen.	25.12
REPORTED QUESTIONS	Adam asked me where his laptop was.	26.1, 26.8
"FEW," "LITTLE," AND "ALL"	I have a few suggestions. Very little can be done. I hope all goes well.	27.1, 27.3, 27.5
CHECKING INFORMATION WITH SUBJECT QUESTIONS AND QUESTION TAGS	Who took the minutes? I'm late, aren't !?	28.1, 28.6
POLITE CHECKS AND ECHO QUESTIONS	Sorry, I missed that. We sold \$40,000 of stock to where?	28.10

29 Vocabulary



education



construction



entertainment



hospitality



mining



recycling



healthcare



agriculture / farming



fashion



journalism



petroleum



shipping



catering / food



energy



finance



manufacturing



pharmaceutical



tourism



chemical



electronics



fishing



advertising



real estate (US) / property (UK)



transportation



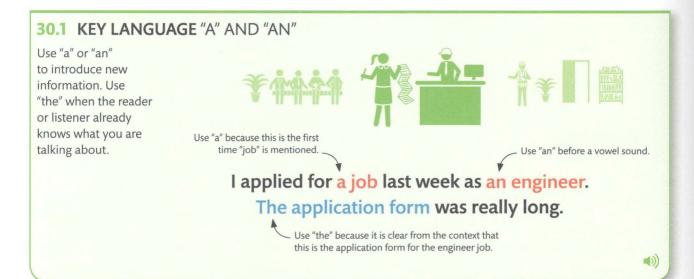
30 Job descriptions

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

* New language Articles

Aa Vocabulary Job descriptions and applications

New skill Describing a job



30.2 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE

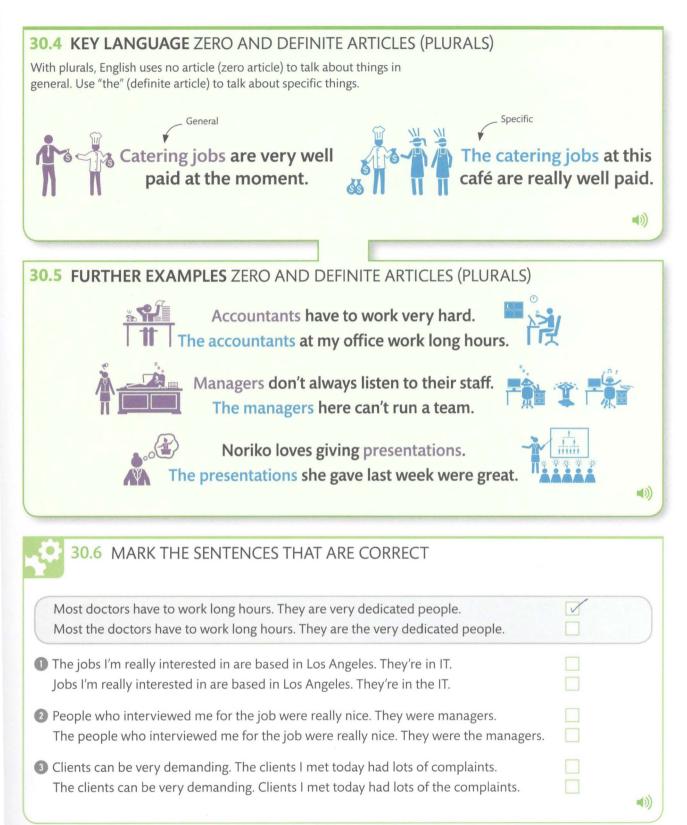
-A/An/The salary for this job is really good.

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

()

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







30.10 REWRITE THE HIGHLIGHTED PHRASES, CORRECTING THE ERRORS

)		 	

FLIGHT ATTENDANT

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



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

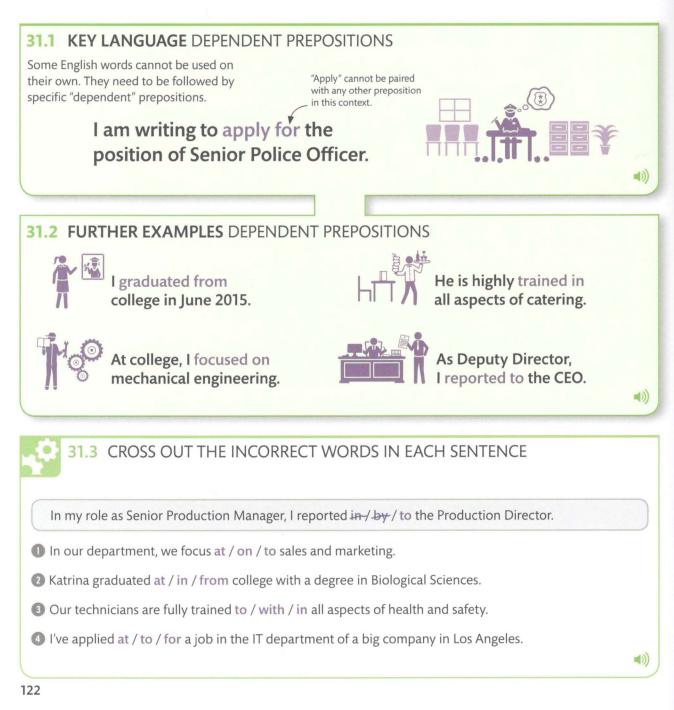
	30.11 CROSS OUT THE INCORRECT WORDS IN EACH SENTENCE, THEN SASENTENCES OUT LOUD	AY THE
C	-Salary in this job / The salary in this job is really good.	
0	Your meeting is with HR manager / the HR manager.	
2	We're recruiting more staff in France / the France.	
3	I'm looking for a job as education consultant / an education consultant.	
4	We need someone who can speak the Italian / Italian.	
6	Omnitech / The Omnitech is advertising several vacancies in its marketing department.	
0	I work in sales department / the sales department of a large company.	
		(۱)

30 CHECKLIST

o^o Articles

31 Applying for a job

Cover letters for job applications should sound fluent and confident. Using the correct prepositions after verbs, nouns, and adjectives can help you achieve this. New language Dependent prepositions
 Aa Vocabulary Cover-letter vocabulary
 New skill Writing a cover letter



ANSWER THE QUESTIONS
Sasha heard about the job on the radio. True False Vot given
 Sasha is currently a senior travel executive. True False Not given
2 She has worked for the same company for 10 years. True False Not given
She is responsible for travel to Southeast Asia. True False Not given
She is tired of working in the travel industry. True False Not given
 She would like to learn new skills. True False Not given
 She has provided written recommendations with her application. True False Not given

DEAD THE COVED LETTED AND

Dear Mr. Goméz,

I am writing to apply for the position of Senior Travel Representative, as advertised in Go Travel! magazine.

I have worked in the travel industry for more than 10 years, and have experience handling both package vacations and tailor-made trips. In my current position, I am responsible for travel to Southeast Asia, and last year I was responsible for more than 15,000 customers. My sales figures amounted to more than \$12 million.

I am passionate about working in the travel industry and would welcome the opportunity to learn new skills and broaden my experience. I'm extremely reliable and hard-working.

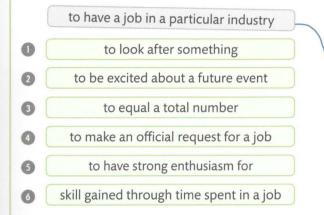
Please find attached my résumé and references. I look forward to hearing from you.

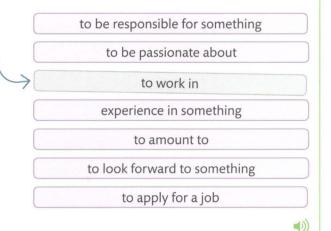
Yours sincerely,

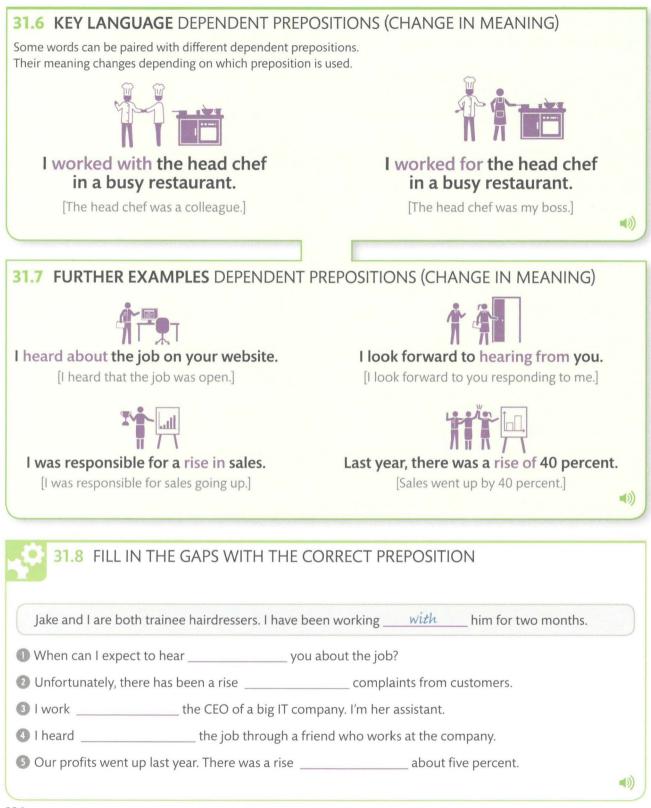
Sasha Mailovitch

Aa 31.5 MATCH THE PHRASES THAT MEAN THE SAME

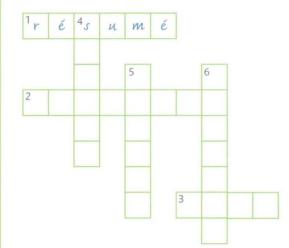








31.9 USING THE CLUES, WRITE THE WORDS FROM THE PANEL IN THE CORRECT PLACES ON THE GRID



ACROSS

A document detailing your qualifications

- O Honest and trustworthy
- Ine group of people you work with

DOWN

- 4 A set of abilities resulting from experience
- 6 A fixed regular payment
- 6 A person who gives a formal recommendation

-		:1	1~	
5	ĸ		15	

salary referee

résumé- reliable

31.10 READ THE COVER LETTER AND CROSS OUT THE INCORRECT WORDS

64 Elm Tree Way West Clinton P013 4JS

Dear Mr. Khan,

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

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

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

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

Yours sincerely, Amy Quah

31 🕑 CHECKLIST

🗳 Dependent prepositions 🗌

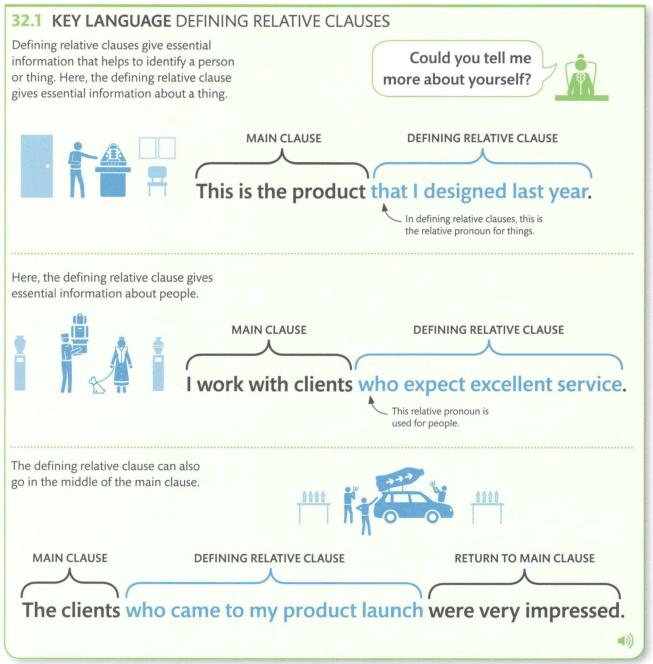
team

Aa Cover-letter vocabulary

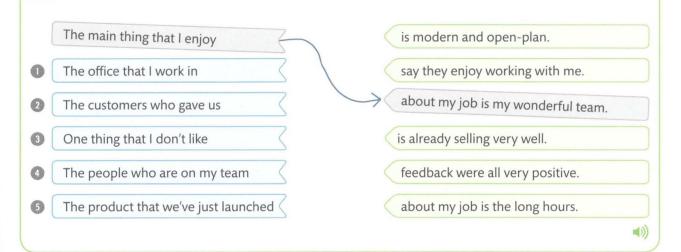
뵭 Writing a cover letter 🗌

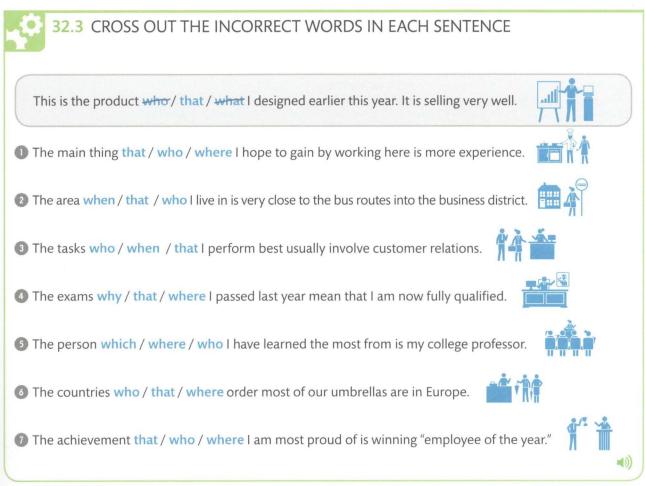
32 Job interviews

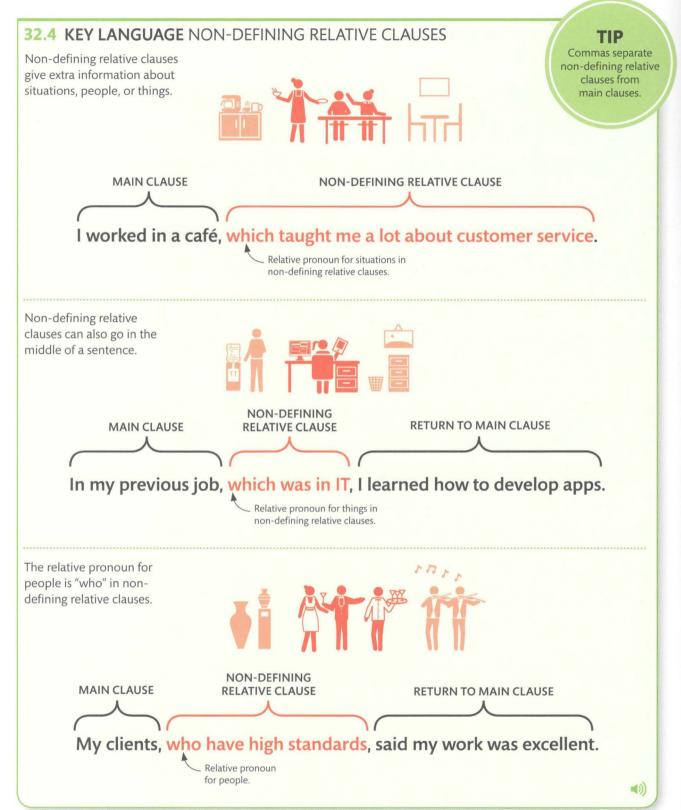
In a job interview, it is important to describe your achievements in a specific and detailed way. You can use relative clauses to do this. New language Relative clauses
 Aa Vocabulary Job interviews
 New skill Describing your achievements in detail

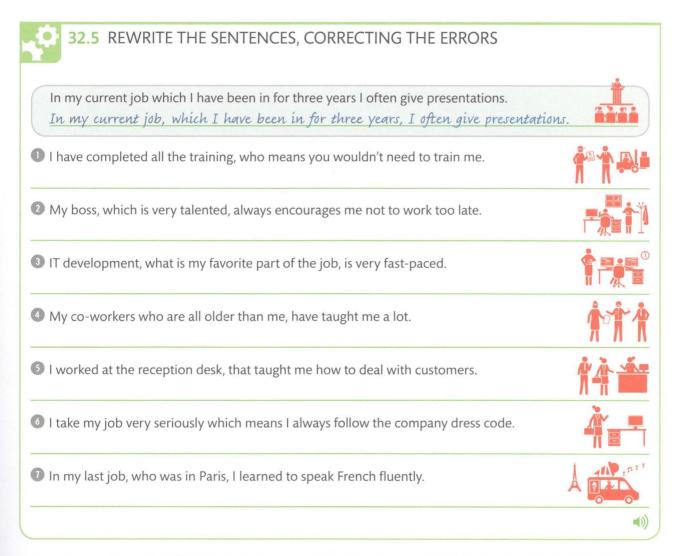


32.2 MATCH THE BEGINNINGS OF THE SENTENCES TO THE CORRECT ENDINGS





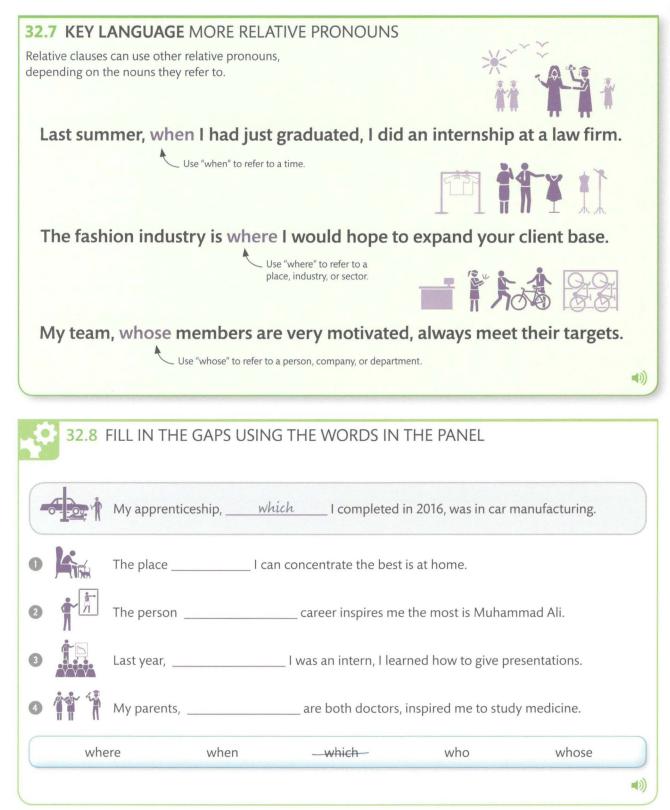




32.6 LISTEN TO THE INTERVIEW, THEN NUMBER THE SENTENCES IN THE ORDER YOU HEAR THEM

- I work about 35 hours a week, and I love it.
 I think I'm really good at understanding people's goals and aims.
 I'd like to join a bigger gym so I have the opportunity to build my career.
 I have 40 regular clients, who I spend 30-60 minutes with each session.
 I can see you have some experience already.
- (F) There are only about 100 clients, so there are only two trainers.





32.9 RESPOND OUT LOUD TO THE AUDIO, FILLING IN THE GAPS USING THE PHRASES IN THE PANEL What would you say is your biggest weakness? who know me well say that I'm sometimes impatient. People What do you think of your current salary? 6 My current salary, \$20,000 a year, is not very high. What do you like most about your job? 2 me excited about my job is seeing our products on sale. The thing Do you think you are a good team leader? 3 the responsibility for getting a task done on my team. Yes. I always know What benefits do you think you would bring to our company? 4 I can identify things to change, to make your business more efficient. How soon can you start, supposing we offer you the job? 6 My boss, guite flexible, would allow me to leave after six weeks' notice. that need who is who know which is who has that gets () 32 🕗 CHECKLIST

Bescribing your achievements in detail

Relative clauses

Aa lob interviews

131

33 Vocabulary

33.1 BUSINESS IDIOMS

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

to be ahead of the game

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



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

to be on the same page [to be in agreement about something]



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

to fill someone's shoes [to start doing a job or role that someone else has just left]



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

to get / have a foot in the door [to gain a small initial advantage at the beginning of a longer process]



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

to go the extra mile [to make more effort than is usually expected]



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

to do something by the book [to do something strictly according to the rules]



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

a change of pace [an increase or decrease in speed from what is normal]



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

to go back to square one [to return to the start position]



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

in a nutshell [simply and succinctly]



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

up and running [operating properly]



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

to touch base

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



Everyone was pleased when Simon clinched the deal last week.

to clinch the deal

[to confirm or settle an agreement or contract]



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

a ballpark figure [a rough estimate]



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

up in the air [uncertain and undecided]



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

to see eye to eye [to agree totally]



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

to call it a day [to stop the current activity]



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

to corner the market [to have control of a particular market]



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

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



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

a game plan [a strategy worked out beforehand]

This chair design is totally groundbreaking, Ceri.

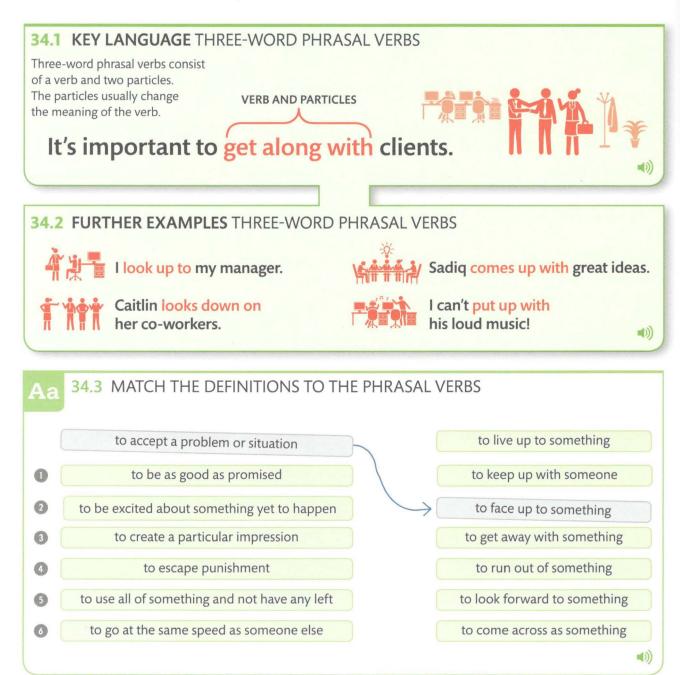
groundbreaking [original and a big departure from what was there before]



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34 Working relationships

Phrasal verbs are commonly used to talk about relationships with co-workers and clients. It is important to use the correct word order with phrasal verbs. New language Three-word phrasal verbs
 Aa Vocabulary Social media
 New skill Social networking



34.4 READ THE ARTICLE ANSWER THE QUESTION The benefits of social media were re True False Not given 1 Not all companies think social media True False Not given 2 Some companies think social media True False Not given 3 Companies who don't use social media True False Not given 3 Companies who don't use social media True False Not given 3 Companies who don't use social media True False Not given 3 Costal media increases awareness of True False Not given	IS cognized quickly. dia is useful. costs too much. dia can compete. dia can compete.	How social new social new social new social new social new social new social in busing some even loo down on social media, and doo or value. But ig because you can using it. And if competition, you using social awareness of you becomes more if customers feet your news and the social socia	s whe ial ness. k ubt that it has any set more social media at n be sure your comp you don't keep up w pou'll never corner the media platforms can pur company. Your bu familiar and more re el that they are keepin developments they for	rious purpose your peril, petitors are with the e market. increase rand ecognizable. ng up with all for life the
 It doesn't matter if customers aren't True False Not given 		they become me make repeat pur	nip with the compan ore loyal, and loyal cr rchases.	A
I look up μp to	o Yohann. He works			
Please could you	up with a pro	posal on how to i	mprove punctuality	y?
2 I can't up v	vith Thom when he	goes through the	accounts. He's too	quick.
3 Liza comes	_as very serious, but	t outside of work s	she's a lot of fun.	
4 The two interns don't get	with each o	other very well. Th	ey don't see eye to	o eye.
I'm really looking	to welcomin	g our new clients	to London.	
come _up-	across	keep	forward	along
				(۱)

BUSINESS FORUM



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

Three-word phrasal verbs

35 Career outcomes

To talk about possible future events, such as career development and promotion, use "will," "might," and "won't" to say how likely something is to happen. New language Modal verbs for possibility
 Aa Vocabulary Career development
 New skill Talking about the future





35.4 MARK THE SENTENCES THAT ARE CORRECT



Pam has more than 10 years' experience and she wills lead our sales department. Pam has more than 10 years' experience and she will lead our sales department.



We can't hire any staff at the moment, so you don't might get an assistant until May. We can't hire any staff at the moment, so you might not get an assistant until May.



You're great with new staff, so we may ask you to become a mentor. You're great with new staff, so we ask may you to become a mentor.



It's been a bad year for the company, so you won't get a raise. It's been a bad year for the company, so you not will get a raise.

This report needs to be finished by Friday. You need might to work overtime. This report needs to be finished by Friday. You might need to work overtime.

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

35.5 READ THE PERFORMANCE REVIEW AND ANSWER THE QUESTIONS

Paula works in accounts.	True 📃 False 🗹
Paula will be promoted next year.	True 🗌 False 🗌
Paula will be head of her department.	True 🗌 False 🗌
③ Paula will manage more than 40 people.	True 🗌 False 🗌
She won't need any extra training.	True 🗌 False 🗌
6 Her boss thinks she will perform well.	True 🗌 False 🗌
6 Paula's salary will not increase.	True 🗌 False 🗌
Paula may get a company car.	True 🗌 False 🗌
Paula will stay in the office all the time.	True 🔄 False 🗌

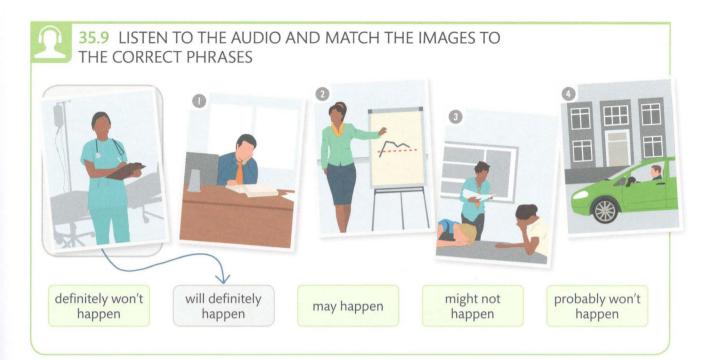
Performance Review: Paula Stannard

Paula has worked in our

customer relations department for two years. She will be promoted to assistant manager at the beginning of next year.

After her promotion, Paula will be in charge of about 45 people. We may need to give her additional training, but I am confident that she will perform well in this role. Paula will receive a 10 percent raise in her new position. We might consider providing her with a company car, as she will need to go out and visit clients.





35 🕑 CHECKLIST

🇬 Modal verbs for possibility 🗌	Aa Career development	💏 Talking about
---------------------------------	-----------------------	-----------------

Talking about the future

NEW LANGUAGE	SAMPLE SENTENCE	I	UNIT
'A" AND "THE"	I applied for a job as a nurse. The application form was really long.		30.1
DEFINITE AND ZERO ARTICLES FOR PLURALS	Accountants work very hard. The accountants in my office work long hours.		30.4, 30.5
DEPENDENT PREPOSITIONS	I worked with the head chef in a restaurant.		31.1, 31.6
RELATIVE CLAUSES	This is the product that I designed last year. I worked in a café, which was a lot of fun.		32.1, 32.5
THREE-WORD PHRASAL VERBS	It's important to get along with clients.		34.1
PHRASAL VERBS WITH PRONOUNS	Here's a form. Please can you fill it in?		34.6, 34.7
TALKING ABOUT POSSIBILITIES	We might have to recruit more staff. You will definitely be promoted.		35.1, 35.6

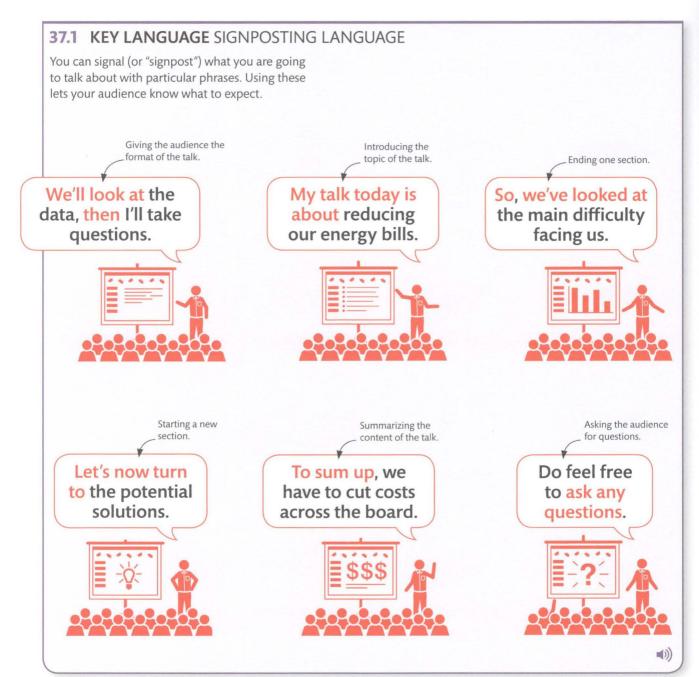
36 Vocabulary





37 Structuring a presentation

When you are presenting to an audience, it is important to structure your talk in a way that is clear and easy to understand. Certain set phrases can help you do this. New language Signposting language
 Aa Vocabulary Presentation equipment
 New skill Structuring a presentation



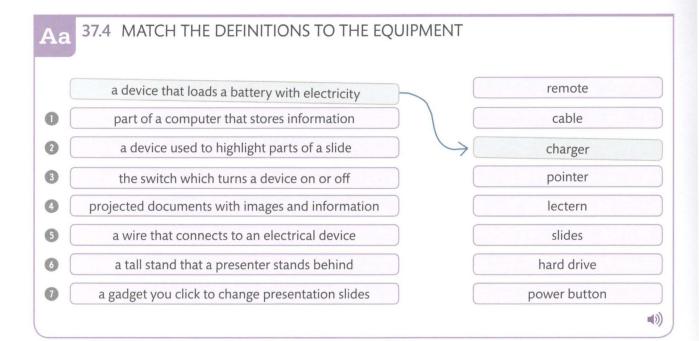
37.2 LISTEN TO THE AUDIO AND ANSWER THE QUESTIONS



The owner of a café is presenting proposals for the future to the investors. The owner of a café is

The speaker invites questions during the talk.	True 🗌 False 🗹 Not given 🗌
 The café is not very successful. 	True False Not given
② One option is adding 20 more tables.	True False Not given
③ Any expansion would require more restrooms.	True False Not given
④ The choice is to expand or close the café.	True False Not given
5 The speaker wants to expand the café.	True False Not given

37.3 REWRITE THE SENTENCES, PUTTING THE WORDS IN THE CORRECT ORI	DER
talk. end my That me brings the to of That brings me to the end of my talk.	F
up, bright To a future. sum have we very	
2 ask questions. feel me Do to any free	
3 the figures. turn predicted Let's sales to	
we've alternatives. looked all So, at main the	
	((ه



	37.5 SAY THE SENTENCES OUT LOUD, FILLING IN THE GAPS WITH THE WORDS IN THE PANEL					
C		You can ask f	or copies of the	slides	_ after the talk.	
0 (Be car	eful of the	in fr	ont of the stage.	
0		I will re	turn to the	to a	answer questions.	
3		lf you fo	bllow my	, you d	can see the graph.	
4 (l'll use	my	to forward	to the final slide.	
6		This p	rojector's noisy.	I'll turn the	off.	
\square	cable	_slides_	lectern	pointer	remote	power button

37.6 READ THE ARTICLE AND ANSWER THE QUESTIONS

C	We often see similar pictures in presentations. True False Not given
0	Images always make presentations exciting. True False Not given
2	The writer often gives presentations himself. True False Not given
3	Slides can add extra meaning to the presentation. True False Not given
4	It can be better to use your own images. True False Not given
6	It is better to have a lot of text on slides. True False Not given
6	You must have slides to give a good presentation. True False Not given

PRESENTATIONS AND TALKS

Visual Aids: tips and tricks

Make the most of the images you use in your presentations

The internet contains millions of images and yet, when we sit through presentations, we often see the same old pictures of cogs and handshakes. These



images add little value to any presentation. Here are some simple tips for using visual aids in presentations. First, use clear slides with simple images that add to the meaning of the presentation. Also, don't forget that you can use your own photographs, rather than the impersonal images taken from the internet. Next, ensure that slides are not covered in lots of tiny text that is either difficult to read, or that you intend to read out anyway. Finally, consider if you need slides at all. If they don't add anything, you may be better off without them.

37.7	LISTEN "	TO THE	AUDIO,	THEN	NUMBER	THE S	SENTENC	CES
IN TH	HE ORDE	R YOU I	HEAR TH	HEM .				

A	My talk today is about the advertising budget for the next year.	
B	Let's now turn to the advertising plans for next year.	
G	Do feel free to ask any questions or for more information.	
D	Good morning. Thank you for coming to my presentation this morning.	1
Ø	So, we've looked at last year's advertising successes and failures.	
G	To sum up, we will have even more publicity for less money.	
G	If you follow my pointer, you'll see last year's figures on the left.	
0	I'll quickly go through the figures and then I'll take any questions.	

37 🕑 CHECKLIST

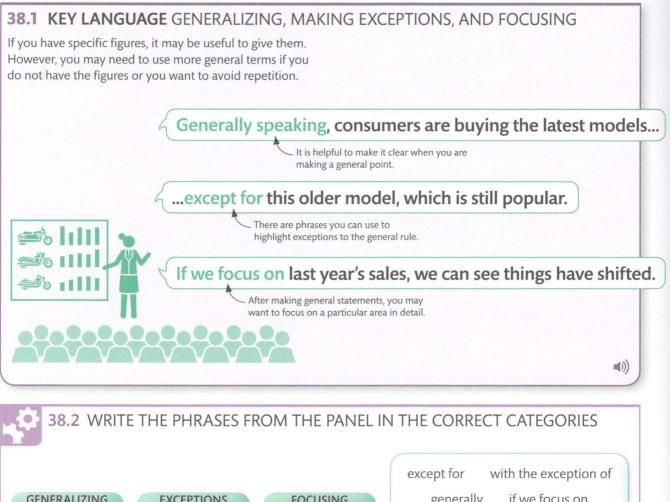
Signposting language

Aa Presentation equipment

💏 Structuring a presentation 🗌

38 Developing an argument

When you are giving a presentation, there are several key phrases you can use to develop your argument, and make your audience aware of what is coming. New language Useful presentation language
 Aa Vocabulary Presentations
 New skill Developing an argument



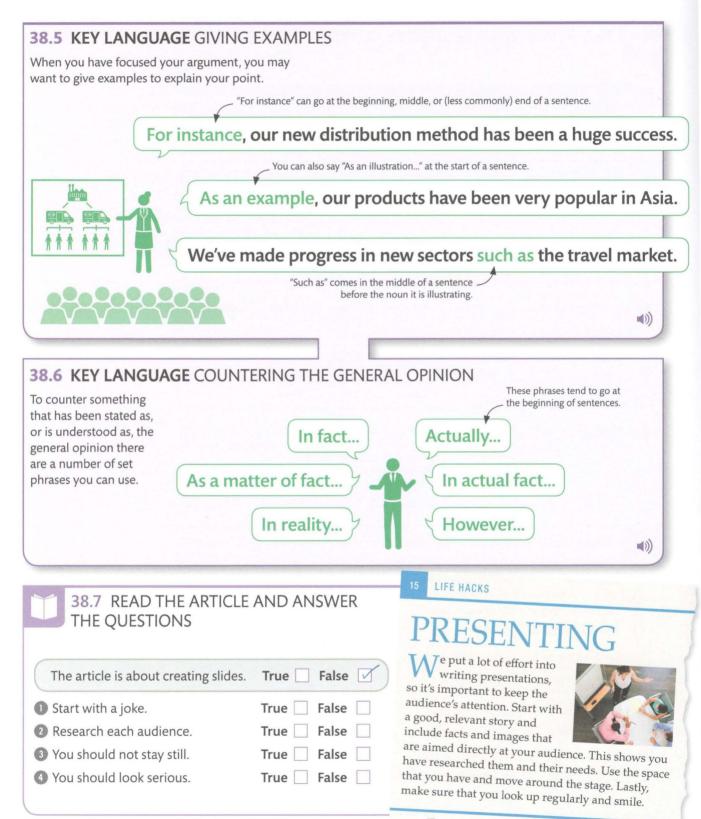
GENERALIZING	EXCEPTIONS	FOCUSING
on the whole		

with the exception of
if we focus on
on the whole
in on excepting
g on focusing on
by and large

38.3 REWRITE THE SENTENCES, PUTTING THE WORDS IN THE CORRECT ORDER

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

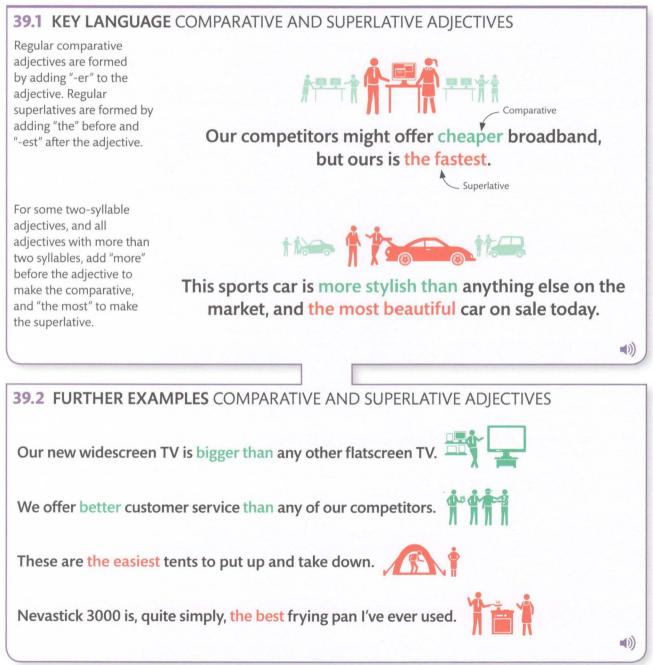
38.4 LISTEN TO THE AUDIO AND ANS	SWER THE QUESTIONS
A brand manager is talking to an audience about a new range of products.	
ValenTova's is going to take over Tina's. True False Not given	You can only buy Tina's in London. True False Not given
 Both brands have a good reputation. True False Not given 	They will sell mail order chocolate. True False Not given
 The new partnership will have a website. True False Not given 	The ice cream will be called Valentina's. True False Not given

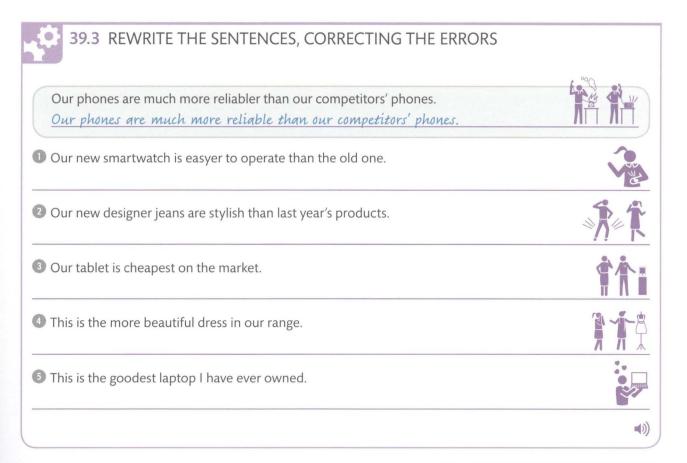


	How do our customers spend their free time?	,		
	Our research shows that, _	as a r	rule	, they are very active.
				(*1
	So, were all the media campaigns failures?			
	No	_ the posters, we	e can see	they were very successf
	Did all the stores improve sales last year?			
		/es,		our Madrid sto
				it was very successf
	Where do you think we should open the next sto	re?		
	Cities	Seoul and	Busan co	ould have successful store
	Have sales increased after the launch of our new	TV advert?		~
	They haven't yet	, it's too s	oon to s	ee what the impact will b
(They haven tyet.			V
(They haven't yet			

39 Pitching a product

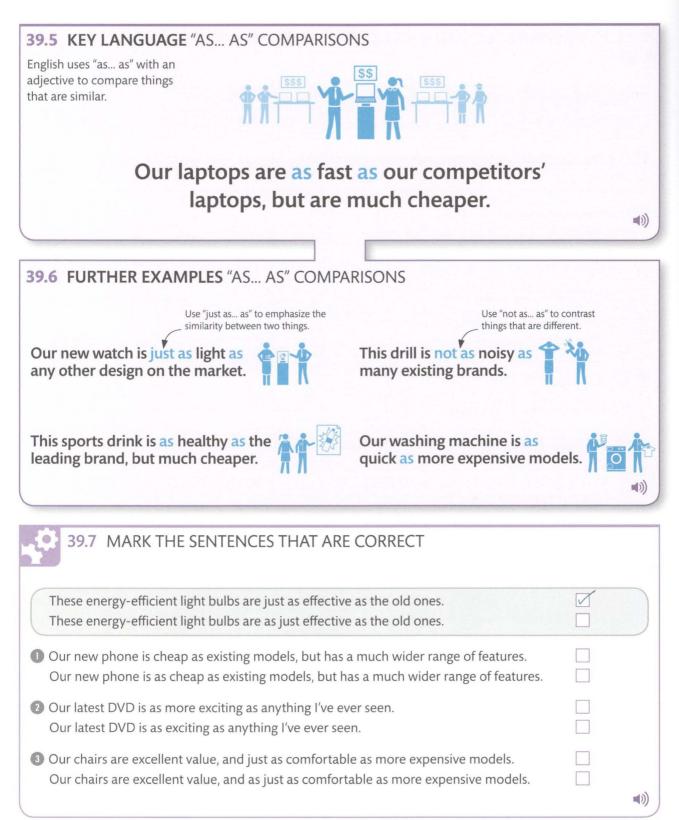
When describing a product to a potential client, it is useful to compare the product with competitors using comparative and superlative adjectives. New language Comparatives and superlatives
 Aa Vocabulary Product marketing
 New skill Comparing products





39.4 LISTEN TO THE AUDIO AND MATCH THE PRODUCTS TO THE PHRASES THAT DESCRIBE THEM





39.8 READ THE ADVERTISEMENT AND ANSWER THE QUESTIONS

Perfe delive In lettany Yo	PENER'S WEEKLY RGAANIC CALCULATION Status Status	Vegetables in the box are grown in the UK. True False Not given The ad claims that the fruit tastes delicious. True False Not given True False Not given Vegetables in the supermarket are cheaper. True False Not given There is no extra charge for home delivery. True False Not given True False Not given Not given
th	em free to your door every week.	 The box is available in different sizes. True False Not given
th	39.9 CROSS OUT THE INCORRECT THE SENTENCES OUT LOUD	True False Not given
th	aem free to your door every week. 39.9 CROSS OUT THE INCORRECT THE SENTENCES OUT LOUD This car is reliabler / more reliable	True False Not given
th	aem free to your door every week. 39.9 CROSS OUT THE INCORRECT THE SENTENCES OUT LOUD This car is reliabler / more reliable Our new laptop	True False Not given
th	This fitness tracker is just effective	True False Not given TWORDS IN EACH SENTENCE, THEN SAY e than other models, and good value for money. is much lighter / more light than its competitors.

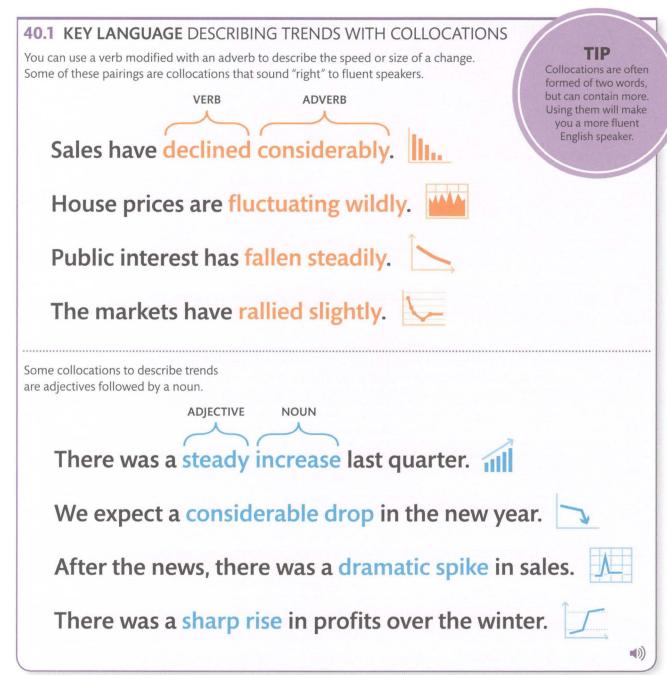
39 🕑 CHECKLIST

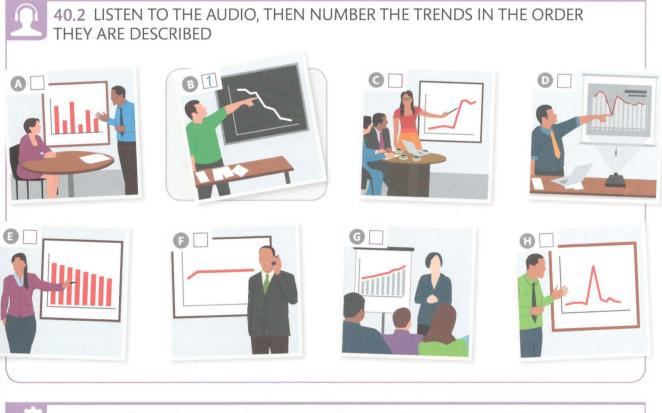
Comparatives and superlatives

40 Talking about facts and figures

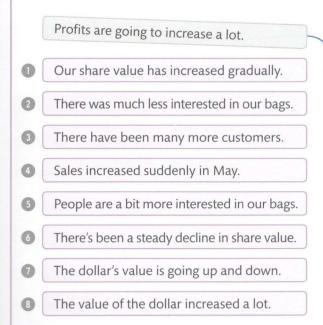
When you are making a presentation or writing a report, it is important to describe changes and trends with precise language that sounds natural.

New language Collocations
 Aa Vocabulary Business trends
 New skill Describing facts and figures





40.3 MATCH THE PAIRS OF SENTENCES THAT MEAN THE SAME THING



We've had a sharp rise in customer numbers.

Sales of our bags have rallied slightly.

We expect a sharp rise in profits.

The value of the dollar saw a dramatic spike.

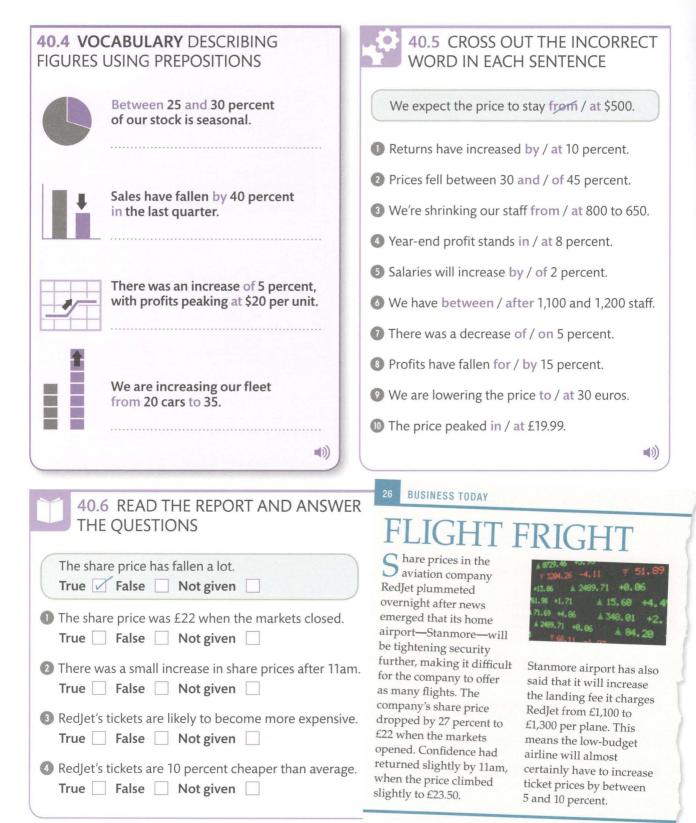
Interest in our bags declined considerably.

The value of the dollar is fluctuating wildly.

There was a dramatic spike in sales in May.

The value of our shares has fallen steadily.

There was a steady increase in our share value.



40.7 SAY THE SENTENCES OUT LOUE WORDS IN THE PANEL), FILLING IN THE GAPS USING THE
Last year, our sales declined steadily	2 It's been
There was a at the start of the year.	3 We're expecting them to
fluctuating wildly rally considerably	-declined steadily sharp increase
	◄٥)

40 CHECKLIST

Collocations Aa Business trends

💏 Describing facts and figures 🗌

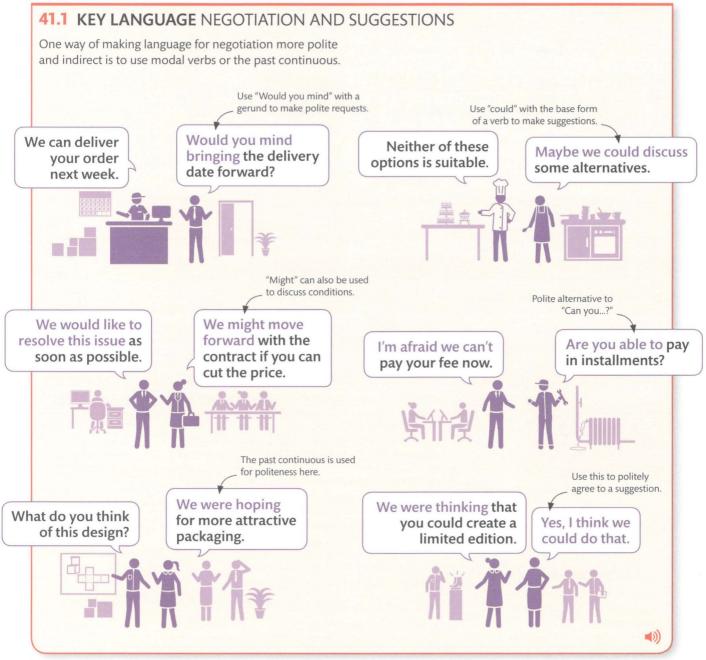
♥ REVIEW THE ENGLISH YOU HAVE LEARNED IN UNITS 36–40

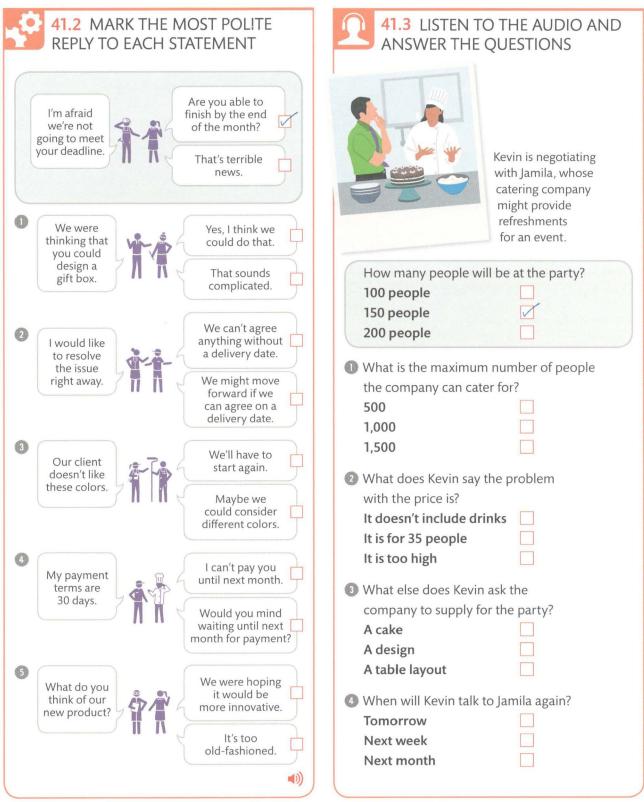
NEW LANGUAGE	SAMPLE SENTENCE	I	UNIT
STRUCTURING A PRESENTATION	So, we've looked at the main difficulty facing us. Let's now turn to some solutions.		37.1
GENERALIZING, MAKING EXCEPTIONS, AND FOCUSING	Generally speaking, customers are buying the latest models, except for this old model.		38.1
GIVING EXAMPLES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

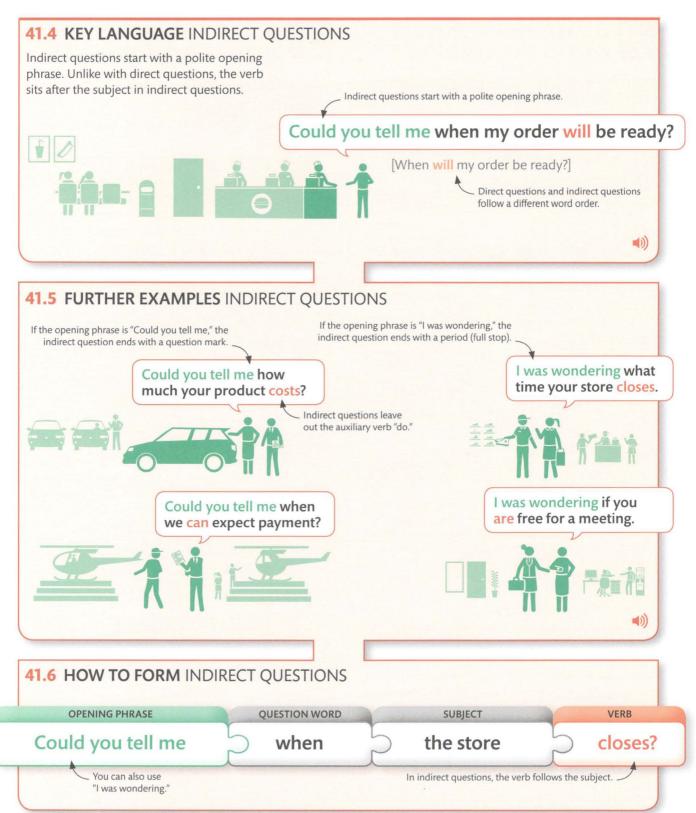
41 Plans and suggestions

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

New language Indirect questions
 Aa Vocabulary Business negotiations
 New skill Negotiating politely





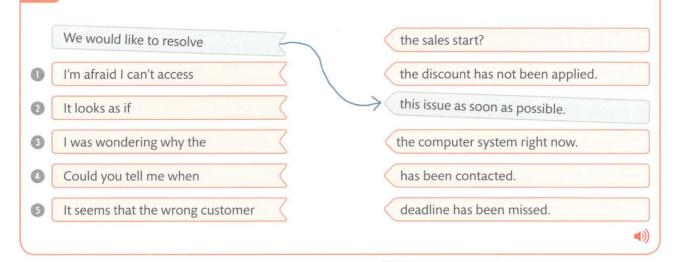


41.7 REWRITE THE SENTENCES, PUTTING THE WORDS IN THE CORRECT ORDER
tell Could the me you been start has delayed? why date Could you tell me why the start date has been delayed?
wondering have I another these whether size. you in was
2 you ready? when tell list be Could me the will price
(3 expect me I you delivery? tell Could when can

41.8 SAY THE SENTENCES OUT LOUD, CORRECTING THE ERRORS	
I was wondering if would you be able to give me a discount.	
I was wondering if you would be able to give me a discount.	
① Could you tell me when can I start buying the new products?	
) (•
2 I was wondering what is the warranty period.	
3 Could you tell me how is the new product different from the old one?	
	•
I was wondering if would you be free to discuss a new job opening.	
	(۱)



41.11 MATCH THE BEGINNINGS OF THE SENTENCES TO THE CORRECT ENDINGS Aa



41.12 READ THE EMAIL AND ANSWER THE QUESTIONS	To: Jennifer Liang
	Subject: Shipment of jeans overdue
Bettina's order arrived on May 5. True False Mot given	Dear Ms. Liang,
The shipments from Ms. Liang are often late.	I'm afraid we have still not received the shipment
True False Not given	of jeans that was due to arrive on May 5. I contacted
2 Ms. Liang said the order was sent before April 26.	you on April 26, when you confirmed that the order had been sent and would arrive on time. Could you
True False Not given	please send me the shipping information and tell me
③ Bettina has the shipping information.	when the order will arrive?
True False Not given	I'm afraid we will have to make a deduction
Ms. Liang won't be charged for the late delivery.	from your final invoice to compensate us for the
True False Not given	late delivery.
6 Bettina will cancel her next order.	I look forward to hearing from you,
True False Not given	Bettina Koehl
	• •

41 CHECKLIST

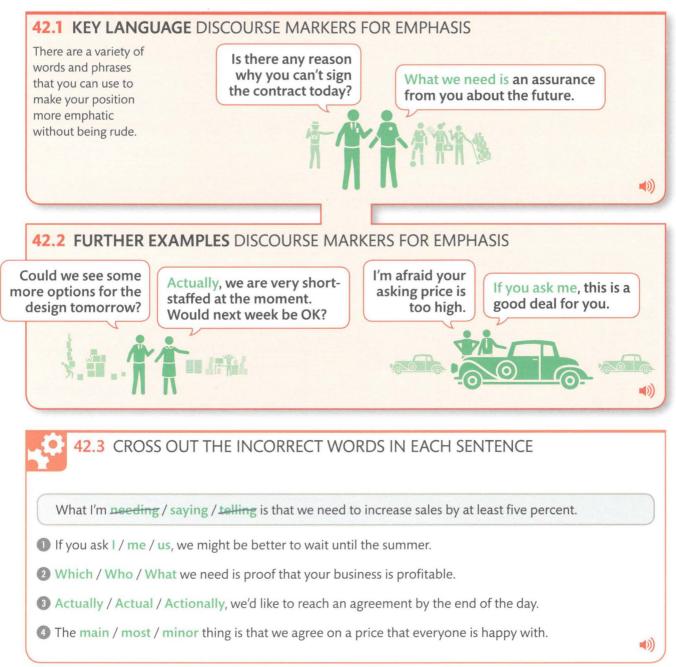
6[®] Indirect questions

Aa Business negotiations

n -

42 Emphasizing your opinion

There are many English phrases for politely emphasizing your point of view. These are useful when you are dealing with disagreement in the workplace. New language Discourse markers for emphasis
 Aa Vocabulary Workplace disagreement
 New skill Emphasizing your opinion



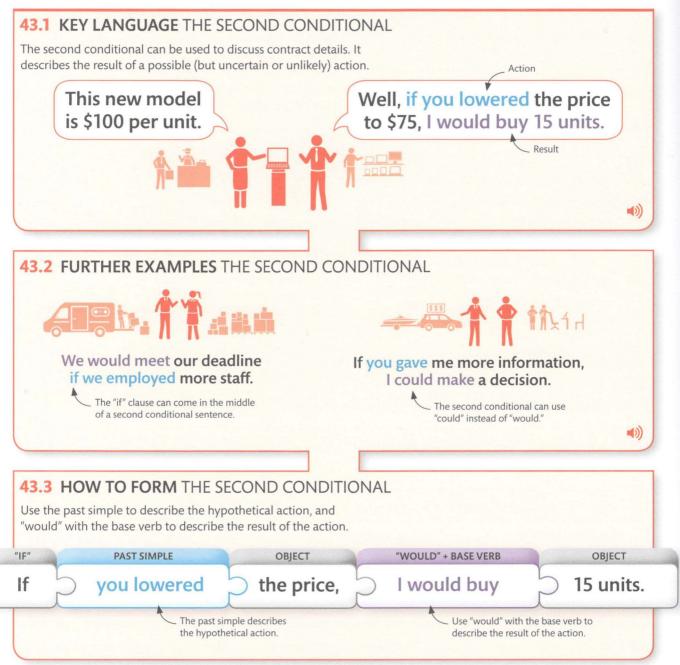
If you ask me these cold	ors are quite bright already.		
	at you can supply 1,000 umbrellas	s a month.	
Actually, we're worried		1	21° J
	our company logo should really st		11
0	send you samples in brighter colors		
42.5 RESPOND WORDS IN THE	OUT LOUD TO THE AUDIO PANEL), FILLING IN TH	E GAPS USING THE
Is there any chance	you could reduce your asking pric	ce?	
	I'm afraid not. If you ask	с me, you	won't find a lower price.
	1		
Are you ready to sign	n the contract?		
2			
	Not quite	some refere	nces from your customers.
	Not quite	some refere	nces from your customers.
l'm afraid I can't star	Not quite rt on this job until December.	some refere	nces from your customers.
	······		nces from your customers.
	rt on this job until December.		6
That's	rt on this job until December.		6
That's	rt on this job until December. 's OK. The	we find the ri	ght person to do the work.
That's	rt on this job until December. 's OK. The	we find the ri	6
That's	rt on this job until December. 's OK. The	we find the ri	ght person to do the work.

Discourse markers for emphasis

Aa Workplace disagreement 🗌

43 Discussing conditions

English often uses the first and second conditionals for negotiating with clients and co-workers, and the zero conditional to talk about general truths. New language Conditionals
 Aa Vocabulary Negotiating and bargaining
 New skill Discussing possibilities



43.4 REWRITE THE SECOND CONDITIONAL SENTENCES, CORRECTING THE ERRORS

If you give me a discount, I would book. If you gave me a discount, I would book.

I would placed an order if they delivered sooner.

If your product is cheaper, we would buy it.

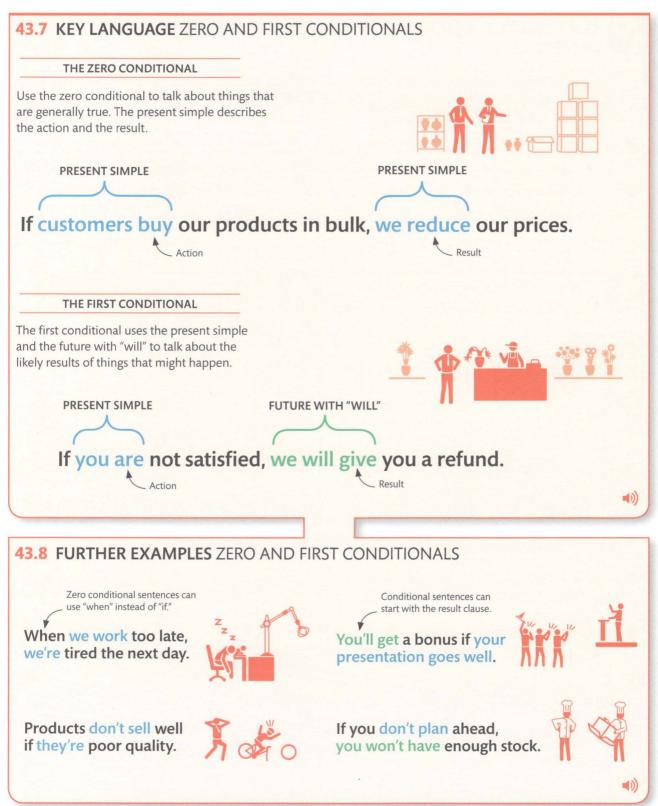
If you moved the deadline, we could to meet it.

I work with them if they answered my questions.

If they would check their work, I would use them.

43.5 LISTEN TO THE AUDIO AND **43.6** COMPLETE THESE SECOND ANSWER THE QUESTIONS CONDITIONAL SENTENCES, SAYING THEM OUT LOUD If you <u>offered</u> (offer) a discount, Diane is negotiating a better price would order (order) now. for her office supplies with Josef, an office stationery salesman. 6 Diane has talked to another company. We (sign) the contract True False Not given (be) clearer. if it Diane is impressed with Office Hub's offers. True False Not given 2 (accept) the job offer 2 Diane has always bought stationery from Josef. (be) better. if the pay True False Not given Iosef can't offer free next-day delivery. 3 If they _____ (improve) the guality, True False Not given (place) an order. we Iosef offers free delivery after four days. True False Not given 0 (have) more time today, lfl The two-for-one deal is a new offer. (check) the contract. True False Not given

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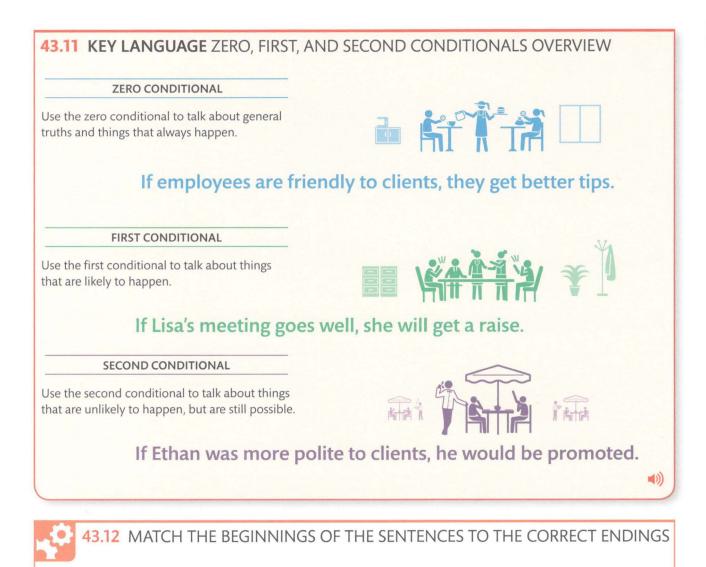


43.9 REWRITE THE ZERO CONDITIONAL SENTENCES, PUTTING THE WORDS IN THE CORRECT ORDER

receive day. after we 3pm, it If we the next an ship order If we receive an order after 3pm, we ship it the next day.
you by a credit fee. card, we If charge 2 pay percent
helpline 24 hours Our a assistance. if day is you open need
it. we are When our quality, we high mean say products
(a get overtime. money extra I every month if I work
 (1)

43.10 FILL IN THE GAPS BY PUTTING THE VERBS IN THE CORRECT TENSES TO FORM FIRST CONDITIONAL SENTENCES

	lfyou <u>order</u>	_ (order) today, we <u>will guarantee</u>	_ (guarantee) delivery tomorrow.
0	lf you	(sign) the contract now, we	(begin) production next week.
0	We	_ (charge) a 10 percent fee if you	(not pay) on time.
011X	lf you	_ (buy) more than 50 units, we	(give) you a 5 percent discount.
4	We	_ (send) you a contract if you	(want) to proceed.



	If a customer makes a complaint,	if you leave a message.
0	We will return your call ASAP	if our products were more popular there.
0	We would open stores in the US	we always take it seriously.
3 (If you need more training,	if we had more staff.
) (We would increase production	if you return your product within 28 days.
3 (We will issue a full refund	you can contact the HR department.
		-0

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

<> III Q

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Business Tips

HOME | ENTRIES | ABOUT | CONTACT

EFFECTIVE NEGOTIATION

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

Before negotiating

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

During the negotiation

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

 Why might you need negotiation advice?

 Few businesspeaple are trained to negotiate.

 Why should you understand the other party?

 Why should you decide before negotiating?

 What should you decide before negotiating?

43 🕑 CHECKLIST

Conditionals

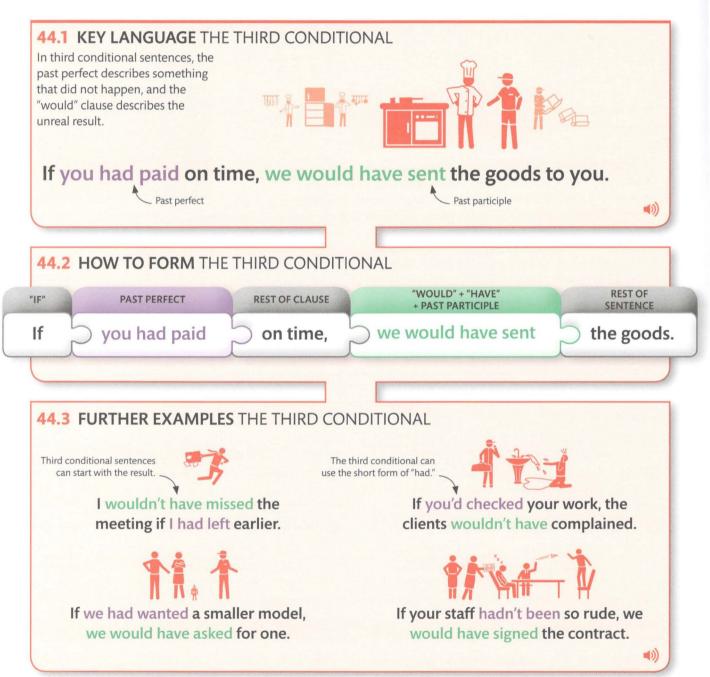
Aa Negotiating and bargaining



44 Discussing problems

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

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



	L IN THE GAPS BY PUTTING THE VER HIRD CONDITIONAL SENTENCES	BS IN THE CORRECT FORMS TO
If you <u>had</u>	spoken_(speak) more calmly, people_ <u>would</u>	have listened (listen) to you.
1 If he	(use) the correct figures, his rep	ort (not be) so out of date.
2 The boss	(not shout) if you	(admit) your mistake earlier.
3 If you	(run) a spell check, the report	(not contain) so many errors.
4 We	(not embarrass) ourselves if we	(research) local customs before our trip.
6 I	(work) late last night if I	(know) our deadline was so soon.
44.5 LIS	STEN TO THE AUDIO AND MARK WH	ICH THINGS ACTUALLY HAPPENED
3	0	0 0

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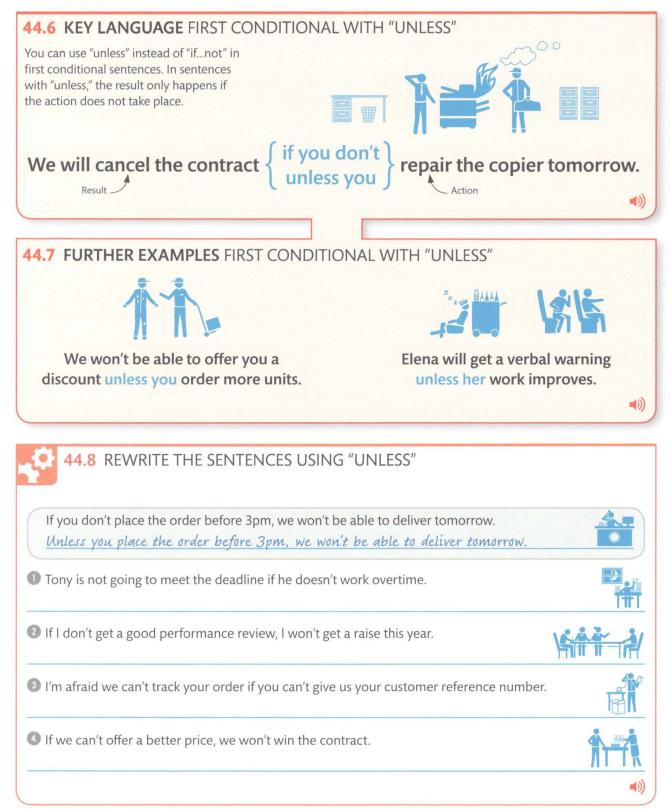
A

\$75

B

-

A



44.9 READ THE REPORT AND	VIVO PRODUCT LAUNCH REPORT
ANSWER THE QUESTIONS	Six months ago we launched our new smartwatch, the Vivo. Sales have been very
Customer response to the product was as expected. True False Not given	disappointing and interest in the product is low.
 Avatar has been a competitor for a long time. True False Not given 	Our main competitor, Avatar, launched its new smartwatch one week after us. If we had known this, we would have launched our product later.
 It was known when Avatar would launch its product. True False Not given 	Furthermore, they priced their smartwatch \$50 lower than our product. We would have priced our watch
Vivo knew how much Avatar's watch cost. True False Not given	lower if we had known about their competitive price. WHAT NOW?
The Avatar watch is cheaper than the Vivo watch. True False Not given	Unless we reduce the price of our product to match Avatar's watch, we won't make many sales. I suggest we reduce the price to \$125. Furthermore, we need
The new watch will be ready in six months. True False Not given	to develop a new, better product. We won't beat Avatar unless we can offer a more functional, better-looking watch.

44 CHECKLIST

* Third conditional

Aa Workplace mistakes

Talking about past mistakes

C REVIEW THE ENGLISH YOU HAVE LEARNED IN UNITS 41-44 SAMPLE SENTENCE NEW LANGUAGE UNIT Could you tell me when my order will INDIRECT QUESTIONS 41.4 be ready? It seems that a mistake has been made. THE PASSIVE VOICE FOR POLITENESS 41.9 What we need is an assurance from you **EMPHASIZING YOUR OPINION** 42.1 about the future. If you lowered the price, I would order SECOND CONDITIONAL 43.1 more units. If you had paid on time, we would have THIRD CONDITIONAL 44.1 delivered the goods. We will cancel the contract unless you repair **FIRST CONDITIONAL WITH "UNLESS"** 44.6 the copier tomorrow.

Answers

01

1.2 •)

Hi, Katherine. I think I met you at the Market Max conference.

I'm not sure whether you have met each other before.

Yes, we met in Barcelona. It's great to see you again.

You must be Gloria from the design team.
 Guvan told me about your great work.
 This is Brian from customer services.

Brian, meet Tonya. She's joining our team.

1.3 🕬

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

1.4

False (2) True (3) Not given
 4 Not given (5) True

1.6

- Shy
- ② Good ones
- 3 Ex-colleagues
- Say sorry
- Unprofessional
- 6 Their eyes
- Your business card

1.7 •)

Hi James. I'm Vanisha. I don't think we've met before.

Ashley, I'd like to introduce you to my colleague Neil.

I am enjoying the presentations. Are you?
 Nice to meet you Bethany. How do you do?

you **uu**!

1.8 🕬

Hello Frank. Are you enjoying the conference?

Wilfred, I'd like you to meet Roger, our new press officer.

Serena, it's really great to see you again after so long.

I usually enjoy workshops, but I am not finding this one interesting.

02

2.3 🜒

They were beginning to sell more when the shop suddenly closed last year.

2 I **lost** my job when the factory closed last December.

③ I was delighted when I **got** promoted to senior manager in 2015.

We moved here when my wife found a new job two years ago.

I was training to be a chef when I was given this award.

When I worked 90 hours a week, I felt exhausted all the time.

When I was a photographer, I **met** a lot of famous people through my work.

2.5 🔊

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

2.8 1)

He has taken 15 days off sick this year and it is only May!

Julia has a lot of experience. She has managed this department for years.

They have employed more than 300 people over the years.

John has trained lots of young

employees across a few different teams. (1) I'm so happy! | **have finished** my

apprenticeship at last.

My manager has approved my vacation days. I'm going to Italy in July.

2.9 •))

1) True 2) False 3) Not given

Irue INot given

2.10 🐠

I was driving taxis when I saw this job advertised.

I have managed accounts for this company for seven years.

I bought my first business in 2009.

I was studying in college when I saw this job.

They have invested in this company since 2010.

In 2014, I sold the company to an investor.

04

4.3 =))

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

4.4

A 2 B 1 G 4 D 3

4.5 =>)

- We used to finish at noon on Fridays.
- ② She didn't use to be so serious.
- I am used to working for a strict boss.
- O Did you use to work in London?

4.6 +))

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

4.7

True O Not given 3 False
 False

4.8 •)

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

4.9 =))

When I was young, I didn't use to like mushrooms.

My grandfather used to walk four miles to school every morning.

Are you used to your new job yet?

I grew up in Florida, so I am used to the heat.

We used to go to the south of France every year.

05

5.3 🜒

We have got to ask for some support on this project.

You must put the finished proposal on my desk tomorrow.

We must not forget to look after this project while he's away.

I have to help Sami produce **a report about recycling**.

S You don't have to complete it today.

5.4 •)

We need to increase sales to Europe.

We can't reveal our new product yet.

You don't have to work late.

I will need the accounts by tomorrow.

③ We have got to find a new IT manager.

O You need to produce a spreadsheet.

We must reach our sales target.

5.5

True
 False
 False
 False
 False

5.7 🖘

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

5.8 •)

Could you deliver this letter for me, please?
 Would you show the new employee around the office?

Jess, I need to leave early today. Could you let Philippe know?

5.9

Not given
 True
 True
 True

07

7.4 1)

We changed our logo because a lot of people had complained about it.

Some of our goods had arrived broken, so we asked for a refund.

There were problems in the warehouse because our manager had resigned.

Sales of umbrellas were poor because we had had a dry summer.

Our clients **were not** happy because we **had missed** our deadline.

Yasmin's presentation had gone very well, so I gave her a promotion.

Our sales **increased** because we **had launched** a new product range.

7.5 Ø

7.7 🕬

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

7.8 •)

As can be seen in the table, the figures for this period were excellent.

It is clear from the research that there were a number of problems.

A number of focus groups were

consulted for this report.

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

7.9 🕬

The focus group clients had all used both the original and new products.

The following chart compares the sales figures for the two periods.

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



8.2 =))

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

8.3 **3 3 1 6 5 3 2 4**

8.4 •)

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

8.8 •)

The customers have been waiting for us to contact them.

Our engineers **have been working** on the line for two days.

What have you been doing to solve the problem?

I have been watching your program and I want to complain.

We have been repairing the broken cables this morning.

They have been updating my software and now it doesn't work.

8.9

- True
 - Not given
 - 3 True
 - 4 False
 - 6 Not given

10

10.2

3

10.3 🕬

I just wanted to **check** that you will be able to make it to the meeting.

On't worry if you have any questions. Just let me know.

I'm copying Maxine in on this as she may have some more information.

O How about coming to the restaurant with us this evening?

I was wondering if you and Ana could come to the meeting tomorrow.

Give me a call if you can't **make** the presentation at 10 o'clock

11

11.2

Present
 Future
 Future
 Present

11.3 Model Answers

The delivery van was involved in an accident yesterday.

2 The company is receiving new stock tomorrow.

She is hoping to confirm a new delivery date next week.

She can cancel her order online.

S Yasmin should contact Janice if she has any questions.

11.4 •)

- to hesitate
- to prefer
- to obtain
- to confirm
- to inform
- o to contact
- to request

11.6

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

11.7 •)

I was wondering if you would meet the clients at their factory.

We are having difficulties with deliveries due to the weather.

Will you be **paying** for the order by bank transfer or credit card?

We are aiming to finish the redecorating by next Wednesday.

11.8 🕬

- We are still waiting to hear from our supplier
- our supplier.

I was wondering if you could call me back.Will you be attending the progress meeting next week?

12

12.3 🕬

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

12.4

A 6 B 3 G 5 D 1 B 2 B 4

- 12.5 •)
- bring up
- 2 turn up
- Chill out
- 6 fill out
- 6 figure out

12.8 🔊

James, can you **pass on** the message to Zane?

Welcome to Jo's. Please fill the visitor's form out.

Can you stand at the exit and hand the leaflets out?

Put a helmet on before entering the site.
Before I update the software, back your files up.

12.9 🕬

Could you please **pass** the message **on** to Gary?

I have an important meeting, so I put a suit on this morning.

Howard, we should really fix a meeting up for this week.

After a busy day in the office, I usually chill out at home.

14

14.2

True 2 False 3 False 4 Not given
 False

14.3 🕬

Over the last year, an exciting new line has been **developed**.

This design was patented in 1938. Nobody has ever managed to make a better product!

Their new line is being launched next Saturday. Everyone is talking about it.

Our factory floor was cleaned before the CEO visited. He was happy things looked good!

Sou don't need to worry about dinner.

The food **is** cooked to order so that it is fresh. The first cars made in this factory **were** sold in the UK in 1972, and worldwide the next year.

Our original designers were influenced by Japanese artists.

To prepare for the launch, advertising posters are being put up around town as we speak.

14.6 🕬

Their new products are being promoted on TV now.

80,000 packets are produced in the factory each week.

A thousand new cars will be sold next week.

Our latest gadget was invented by Ronnie Angel.

The production line is stopped during the summer.

Great advances in design have been made recently.

14.7 •)

All the cars are checked by someone before they leave the factory.

② The new photo app for professional artists was invented by Maxine.

Ill Carl Osric's books were bought by customers on the publication date.

All our vegetarian ingredients are bought from the market by Ron.

6 All of the invoices are checked by Samantha before they are sent out.

14.8

4 3 **8** 1 **6** 6 **9** 2 **8** 7 **8 6** 4 **7** 5

14.10 •)

 These flowers must have been bought today.
 They can't be marked down yet! They're new.

This picture couldn't have been drawn by Sanjit.

Interprice shouldn't have been accepted.

These glasses must be packaged carefully.

6 Faults in the product shouldn't

be ignored.

The oven has been turned up.

14.11 🔿

The chassis parts are placed on the assembly line.

The engine and radiator are lifted by a robot as they are very heavy.

The engine and radiator are secured to

the chassis by an assembly worker.

The bodywork is fully assembled and welded on a separate line.

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

15

15.3 🔊

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

15.4 🕬

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

15.5

B 2 A 3 A 4 5 B

15.7 🕬

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

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

The office has a **friendly**, old black cat that visits regularly.

In Frances, have you seen these Peruvian

silver earrings that I brought back?

Did you get one of those new plastic business cards?

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

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

I have bought some new leather chairs for the boardroom.

15.8

- True
- ONOT given
- False
- 4 False
- 6 False

15.9 🕬

We offer great, **delicious** food that people can afford.

2 Look at that enormous new billboard across the street.

I love buying **antique** wooden furniture for the office.

My boss drives a tiny green car to work. It's definitely easy to spot!

We aim to offer awesome, **friendly** customer service at all times.



17.3 🕬

EXTREME: awful, fantastic, tiny, disgusting, enormous ABSOLUTE: unique, impossible, right, perfect, wrong CLASSIFYING: organic, digital, industrial, electronic, chemical

17.4

- True
- 1 True
- O Not given
- FalseFalse
- Not given

17.7 🔊

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

17.9

- mainly European
- Ø pretty confident
- absolutely delicious



18.2 🕬

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

18.3

1 B **2** A **3** A **4** A **5** B

18.4

- False
- True
- ONOT given
- Irue
- S False

18.6 🕬

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

18.7 •)

The slogan is far too complicated. We need to simplify it.

They have created **such** a brilliant poster campaign.

We haven't done enough market research. We need to understand our consumers.

Our supervisor is **such** a creative person.
She designed our new logo.

Marion is so persuasive when she delivers a sales pitch.

19

19.3 🕬

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

19.4 🔊

My wife said I could try yoga and relaxation techniques.

You should stop working right away if you feel sick.

You ought to take a break if you're really tired.

You shouldn't feel exhausted at the beginning of the week.

You must delegate some of your work to your assistant.

19.5 🕬

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

19.6

No 2 Yes 3 Yes 4 Yes

19.10 🕬

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

19.11 🔿

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

19.12

- True
- False
- True
- False
- Irue
- 6 False

21

21.3 🔊

She doesn't like meeting new people.
 She can't work in the HR department.
 Shaun can work really well with new employees, so he should help run our training course.

 Have you seen her brilliant photographs?
 She can create our posters and flyers.
 Lydia failed her driving test, so, unfortunately, she can't drive the delivery van.

21.5 🕬

 Peter couldn't use the new coffee machine. He didn't know how it worked.
 Varinder couldn't write reports very well at first, but she can now that she's had more practice.

No one in the office could read his handwriting. It was awful.

Bill was the only person who couldn't figure out how to use the photocopier.

21.7 🔊

- Future
- 2 Past
- Future
- 4 Past
- G Future

21.8

- True
- Ø Not given
- True
 - False
 - 6 False

21.9 🕬

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



22.3 🕬

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

You got a high score for the IT test, and you've done equally well on the teambuilding course.

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

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

22.4

Walked across bridges high in the air

- Overcome fear and help each other
- Ine tallest and the most scared
- O Disagreed with each other

S Work more slowly and listen to their teammates

22.6 •)

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

22.7 •)

 Team A had to build a cardboard tower, while Team B had to bake a cake.
 Although I liked going to the beach, I didn't enjoy swimming in the ocean.
 I love learning new things. As a result,

I really enjoyed the training day.
Team building is a good way to learn new skills and it's also a chance to relax.

22.8

Not given
 True
 False
 Not given
 True

22.9 🔊

Model Answers

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

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

23

23.4 🕬

Mara has offered to organize the accommodation for our guests.

I keep suggesting that our company should organize a golf day, but my boss disagrees.

We like to offer our clients a wide range of food at our conferences.

- I enjoy helping out at company open days because I get to meet lots of people.
- Before I start planning, I usually make a
- list of all the customers I want **to invite**.

🚳 I expect to stay late tonight to help

Martina decorate the conference hall.

23.5

Model Answers

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

You can buy tickets from the SmartTech website.

Smart lech website

23.8 •)

We stopped holding breakfast meetings

because few people attended them.

We regret to announce that there will be some job losses.

I'm sure Shona will remember to book the conference room.

Sahib went on working until midnight in order to finish the report.

23.9

- False
- O Not given
- False
- O Not given
- G True
- True

23.10 🔊

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

23.14 •)

My boss asked me to arrange a meeting with our clients.

- Our clients asked us to visit them in Paris.
- 1 We expect all our staff to arrive on time.

We invited all our clients to attend our end-of-year party.

I expect my manager to give me a promotion soon.

23.15 🔊

Our clients expect to receive excellent service.

2 My boss invited me to attend a conference.

My business degree allowed me to get this job.

25

25.4 •)

She said she paid the invoice.

- 1 He said he would pay the invoice.
- Ite said he would arrange a meeting.
- Ite said he was arranging a meeting.

She said she had finished writing the report.

She said she would finish writing the report.

25.5 🕬

She said (that) she would interview the candidates.

He said (that) he met the CEO on Monday. / He said (that) he'd met the CEO on Monday.

He said (that) he could book the meeting room.

She said (that) she was writing a press release.
He said (that) he could use design software.

25.8

A 2 B 4 G 5 D 1 B 3

25.10 🕬

 She said that she didn't understand the email.
 He said there was a problem with his computer.
 She said we need to reply to those customers.

25.14 🕬

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

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

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

Ben complained that the coffee from the machine tasted awful.

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

26

26.4 1)

I He asked me why I was late again.

2 Lara asked me where the meeting was.3 She asked me why I had missed the

interview.

Ite asked me who had taken the minutes.

26.5

True
 False
 True
 False
 Not given

26.6

Not given
 False
 True
 Not given
 False
 Not given

26.7 •

 The boss is angry with Max. He told him to **do his work** before he leaves.
 Mr. Tan promised that I would **get promoted** to manager if I worked hard. Could you **do me a favor**? Could you make 20 copies of this, please?
 Can I **make a suggestion**? Finish the proposal first, then work on the spreadsheet.
 Paola said that she usually **gets home** from work at 6:30pm.
 Paul said that he **had an appointment**

with his boss, but he was really late.

26.9 •)

Model Answers

She asked (me) what the consumer feedback was.

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

She asked (me) who was getting

promoted.

It asked (me) what the main points were.

She asked (me) if he was the new

marketing manager. / She asked (me)

whether he was the new marketing manager.

27

27.2 •)

We'll have to reduce the price. Very few customers have bought our new jeans.
 So few people pay by check these days that we no longer accept this form of payment.

Output our new spa treatments.

27.4 •)

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

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

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

4 Kelvin has little understanding of accountancy.

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

27.6 1)

 All you can do is apologize for your mistake.
 All I expect is for staff to complete their tasks.

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

27.7 🕬

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

27.8

Not given
 False
 False
 False
 False



28.4 •)

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

28.5 •

- What are our most popular products?
- O pouneed to book the meeting?
- Who answers customer emails?
- O Did Savannah write this report?
- What is our lowest price?
- Is James on vacation next week?

28.8 •)

1 You haven't read my proposal, **have you**?

② Sean could give the presentation,

couldn't he?

Soe got promoted, didn't she?

We're not ready for the conference, are we?

Sou work in marketing, don't you?

28.9 •)

Alice would know the answer, wouldn't she?

I'm not dressed formally enough, am I?

- You've worked in Berlin, haven't you?
- O They could tell us before 6pm,

couldn't they?

State's going to Bangkok, isn't she?

I should double check the figures, shouldn't l?

Richard didn't get a raise, did he?

28.11

Not given
 False
 False
 False
 True

28.12 🕬

What was the name of the company? I didn't hear.

Who is working on the project for the new office?

You identified the mistake, didn't you?
Could you repeat that, please? I didn't

catch it.

What is the theme of this year's conference?

30

30.2 🕬

- ① The deadline for applications is Friday.
- ② This job is based in the Berlin office.
- We are recruiting a new designer.
- I've got an interview for a new job.
- Interpretation form for this job is long.
- Ø Please complete the form on our website.
- The ideal candidate enjoys teamwork.
- There's an ad for an English teacher.

30.3 () 2 **(**) 1 **(**) 4 **(**) 3 **(**) 5

30.6 1)

The jobs I'm really interested in are based in Los Angeles. They're in IT.

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

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

30.9 🕬

I often travel to Hong Kong on business.

Zenith Accounting has three job openings.
 I have a meeting with the company

director.

We works for the World Health
 Organization.
 I'm a strong candidate because I

speak **Russian**.

30.10

Europe
 an opening
 Flight attendants
 The hours
 build a career

30.11 🕬

Your meeting is with the HR manager.

We're recruiting more staff in France.

I'm looking for a job as an education

consultant.

We need someone who can speak Italian.

Omnitech is advertising several vacancies in its marketing department.

I work in the sales department of a large company.

31

31.3 🕬

In our department, we focus on sales and marketing.

Katrina graduated from college with a degree in Biological Sciences.

Our technicians are fully trained in all aspects of health and safety.

I've applied **for** a job in the IT department of a big company in Los Angeles.

31.4

- Not given
- Not given
- True
- G False
- True
- 6 True

31.5 🔊

- to be responsible for something
- 10 to look forward to something
- (3) to amount to
- to apply for a job
- Ito be passionate about
- experience in something

31.8 🕬

When can I expect to hear from you about the job?

Output of the state of the s

I work for the CEO of a big IT company. I'm her assistant.

I heard about the job through a friend who works at the company.

Our profits went up last year. There was a rise of about five percent.

31.9

- résumé
 reliable
 team
 skills
 salary
- Salary
 referee

31.10

Dear Mr. Khan,

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

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

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

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

Yours sincerely, Amy Quah



32.2 •)

The office that I work in is modern and open-plan.

The customers who gave us feedback were all very positive.

One thing that I don't like about my job is the long hours.

The people who are on my team say they enjoy working with me.

The product that we've just launched is already selling very well.

32.3 🔊

The main thing that I hope to gain by working here is more experience.

The area that I live in is very close to the bus routes into the business district.

The tasks that I perform best usually involve customer relations.

The exams that I passed last year mean that I am now fully qualified.

5 The person **who** I have learned the most from is my college professor.

The countries that order most of our umbrellas are in Europe.

The achievement that I am most proud of is winning "employee of the year."

32.5 🕬

 I have completed all the training, which means you wouldn't need to train me.
 My boss, who is very talented, always

encourages me not to work too late.

IT development, **which** is my favorite part of the job, is very fast-paced.

My co-workers, who are all older than me, have taught me a lot.

I worked at the reception desk, which taught me how to deal with customers.

I take my job very seriously, which means I always follow the company dress code.
In my last job, which was in Paris, I learned to speak French fluently.

32.6

A3 **B**6 **G**5 **D**2 **B**1 **G**4

32.8 🕬

The place where I can concentrate the best is at home.

The person whose career inspires me the most is Muhammad Ali.

Last year, when I was an intern, I learned how to give presentations.

My parents, who are both doctors, inspired me to study medicine.

32.9 1)

My current salary, which is \$20,000 a year, is not very high.

The thing that gets me excited about my job is seeing our products on sale.

Yes. I always know who has the

responsibility for getting a task done on my team.

I can identify things that need to change, to make your business more efficient.

My boss, who is quite flexible, would allow me to leave after six weeks' notice.

34

34.3 🔊

- to live up to something
- 10 to look forward to something
- to come across as something
- to get away with something
- Ito run out of something
- 🚳 to keep up with someone

34.4

True 2 Not given 3 False
 Not given 5 True 6 False

34.5 🕬

Please could you come up with a proposal on how to improve punctuality?

I can't keep up with Thom when he goes through the accounts. He's too quick.

Liza comes across as very serious, but outside of work she's a lot of fun.

The two interns don't get **along** with each other very well. They don't see eye to eye.
I'm really looking **forward** to welcoming our new clients to London.

34.8 🕬

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

34.9

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

34.10 🕬

I need the report today. Please don't let me down.

Ø Josef complains a lot. I can't put up with it.

I'm looking **forward** to finishing my training.

If you have a problem, we can talk it over.

Don't look down on Rachel. She's still new.

Our company is giving **away** three cars.



35.3 🕬

Tanya has used up all her leave.
 She won't go on vacation this year.
 Toby is great at managing people.
 He will be promoted to lead his team.
 Josef doesn't get along with his boss.
 He might not stay here much longer.
 We have some meetings in Japan.
 You may have to go to Tokyo.

35.4 +))

 We can't hire any staff at the moment, so you might not get an assistant until May.
 You're great with new staff, so we may ask you to become a mentor.

It's been a bad year for the company, so you won't get a raise.

This report needs to be finished by Friday. You might need to work overtime.
If Lucinda's work doesn't improve, we may have to fire her.

35.5

True
False
True
False
True
False

35.7 🕬

He definitely won't get the job.
 You probably won't need any training.
 We will probably hire some more staff soon.

She will definitely get a raise.
I definitely won't move to the

head office.

I probably won't go on vacation this year.

35.8 🖘

We will probably get a thank-you gift.
I definitely won't change jobs this year.

You will **definitely** get a bonus.

We **probably** won't invite him to

the meeting.

35.9

may happen

1 might not happen

- probably won't happen
- Ø definitely won't happen

37

37.2 False True True False Not given

37.3 🔊

To sum up, we have a very bright future.
 Do feel free to ask me any questions.
 Let's turn to the predicted sales figures.
 So, we've looked at all the main alternatives.

37.4 •))

- hard drive
- Ø pointer
- B power button
- Ilides
- 6 cable
- 6 lectern
- remote

37.5 •)

Be careful of the cable in front of the stage.

I will return to the **lectern** to answer questions.

If you follow my **pointer**, you can see the graph.

I'll use my remote to forward to the final slide.

This projector's noisy. I'll turn the power button off.

37.6

False (2) Not given (3) True (3) True
 False (6) False

37.7 2 0 6 **0** 8 **0** 1 **0** 5 **0** 7 **0** 4 **0** 3

38

38.2 •)

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

38.3 🕬

The launch was successful, aside from the interview.

 Now, let's home in on the positive news.
 By and large, the poster campaign was a disaster.

Most of our clients liked the design except one.

5 Today we're going to focus on social media.

38.4

① True ② Not given ③ False ④ Not given ⑤ True

38.7

1) False 🕖 True 🚯 True 🚯 False

38.8 •)

No. If we focus on the posters, we can see they were very successful.

Yes, with the exception of our Madrid store.

 As a matter of fact it was very successful.
 Cities such as Seoul and Busan could have successful stores.

They haven't yet. However, it's too soon to see what the impact will be.



39.3 (1)

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

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

Our tablet is **the** cheapest on the market.

This is the most beautiful dress in our range.

This is the **best** laptop I have ever owned.

39.4

more comfortablethe most reliablelightermore affordable

39.7 ◄))

Our new phone is as cheap as existing models, but has a much wider range of features.

Our latest DVD is as exciting as anything I've ever seen.

Our chairs are excellent value, and just as comfortable as more expensive models.

39.8

True (2) Not given (3) False(4) True (5) Not given

39.9 1)

Our new laptop is much lighter than its competitors.

This fitness tracker is just as effective as more expensive models.

Organic fruit is not as cheap as

supermarket fruit, but it tastes better.

A consumer survey voted our pizzas the tastiest on the market.



40.2

▲ 6 8 1 C 2 0 7 C 5 C 8 C 3

40.3 (*)

There was a steady increase in our share value.

Interest in our bags declined considerably.

We've had a sharp rise in customer numbers.

There was a dramatic spike in sales in May.

Sales of our bags have rallied slightly.

🚳 The value of our shares has fallen steadily.

The value of the dollar is fluctuating wildly.

Ine value of the dollar saw a dramatic spike.

40.5 (1)

- Returns have increased by 10 percent.
- Prices fell between 30 and 45 percent.
- We're shrinking our staff from 800 to 650.
- Vear-end profit stands at 8 percent.
- Salaries will increase by 2 percent.
- We have between 1,100 and 1,200 staff.
- ⑦ There was a decrease of 5 percent.
- Profits have fallen by 15 percent.
- We are lowering the price to 30 euros.
- 10 The price peaked at £19.99.

40.6

- False
- True
- True
- OND Not given

40.7 (1)

 There was a sharp increase at the start of the year.
 It has been fluctuating wildly since the announcement.

We're expecting them to rally considerably next quarter.

41

41.2 🕬

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

We were hoping it would be more innovative.

41.3

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

41.7 •)

I was wondering whether you have these in another size.

② Could you tell me when the price list will be ready?

Ould you tell me when I can expect delivery?

41.8 •)

Could you tell me when I can start buying the new products?

I was wondering what the warranty period is.

Could you tell me how the new product is different from the old one?

I was wondering if you would be free to discuss a new job opening.

41.10 🕬

Could you tell me whether the delivery date has been changed?

I was wondering whether my invoice has been paid.

It seems that the wrong product was sent.

It looks as if my complaint

was not fully understood.

It seems that the price was

not calculated correctly.

41.11 🔊

I'm afraid I can't access the computer system right now.

It looks as if the discount has not been applied.

been applied.

I was wondering why the deadline has been missed.

Ould you tell me when the sales start?

It seems that the wrong customer has

been contacted.

41.12

Not given

- 🙆 True
- False
- 4 False
- S Not given



42.3 •)

If you ask **me**, we might be better to wait until the summer.

What we need is proof that your business is profitable.

Actually, we'd like to reach an agreement by the end of the day.

The main thing is that we agree on a price that everyone is happy with.

42.4

- **A** 2
- **B** 4
- **G** 1
- **D** 3
- **G** 5

42.5 🔊

 Not quite. What we need are some references from your customers.
 That's OK. The main thing is that we find the right person to do the work.

Actually, our quote already includes free delivery.

43

43.4 •)

I would **place** an order if they delivered sooner.

If your product was cheaper, we would buy it.

If you moved the deadline, we could meet it.

I would work with them if they answered my questions.

If they checked their work, I would use them.

43.5

- True
- Not given
- 🚯 True
- G False
- Sot given

43.6 🕬

We would sign the contract if it was clearer.

I would accept the job offer if the pay was better.

If they improved the quality, we would place an order.

If I had more time today, I would check the contract.

43.9 🔊

If you pay by credit card, we charge a 2 percent fee.

Our helpline is open 24 hours a day if you need assistance.

When we say our products are high quality, we mean it.

I get extra money every month if I work overtime.

43.10 🔊

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

If you sign the contract now, we will begin production next week.

We will charge a 10 percent fee if you don't pay / do not pay on time.

If you buy more than 50 units, we will give you a 5 percent discount.

We will send you a contract if you want to proceed.

43.12 🕬

We will return your call ASAP if you leave a message.

We would open stores in the US if our products were more popular there.

If you need more training, **you can** contact the HR department.

Contact the HK department.

We would increase production if we had more staff.

S We will issue a full refund **if you return your product within 28 days**.

43.13 Model Answers

- You will understand his or her strengths and weaknesses.
- You should decide what you can compromise on.
- They help to build rapport if you don't know your business partner.

If you talk too much, you run the risk of revealing useful information.

To find a common ground so that you can reach an agreement.

44

44.4 🕬

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

If he had used the correct figures, his report would not have been so out of date.
 The boss would not have shouted if you

had admitted your mistake earlier.

 If you had run a spell check, the report would not have contained so many errors.
 We would not have embarrassed

ourselves if we **had researched** local customs before our trip.

I would have worked late last night if I had known our deadline was so soon.

44.5

- **B**
- A (2)
- 3 A
- **(**) B
- 6 A

44.8 🕬

 Tony is not going to meet the deadline unless he works overtime.
 Unless I get a good performance review, I won't get a raise this year.
 I'm afraid we can't track your order

unless you can give us your customer reference number.

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

44.9

Not givenPalseFalseTrueNot given

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