Pre-Intermediate

BUSINESS GRAMMAR & PRACTICE

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POWERED BY COBUILD
Introduction

Targets and objectives

*Business Grammar & Practice: Pre-Intermediate* is for pre-intermediate to intermediate speakers of English who need to master the type of English used in professional situations. Whether you are studying to enter the workplace or already using English at work, accurate use of English grammar will make you a more effective communicator. If you feel you already know the core grammar for business English, the Intermediate book in this series will take you through more complex grammar.

To ensure that the language you learn is relevant for the workplace, the book uses example sentences from the Collins corpus. This is a constantly updated database of English language from a range of print and spoken sources. You can therefore be sure that any example used is an authentic use of English in a business context.

*Business Grammar & Practice: Pre-Intermediate* can be used together with any business English course book to provide more detailed explanations and supplementary exercises in the grammar of business English. It is suitable for both classroom and self-study use.

Organisation of material

There are 84 units and 6 Business Files.

Each unit consists of:

1. Language presentation through:
   - sample sentences to show the language forms in use;
   - an explanation of the language forms;
   - a description of the uses of these forms.

2. Practice through:
   - controlled exercises to develop recognition of the language forms (Exercise 1);
   - controlled exercises to practise combining language form and language use (Exercise 2);
   - controlled or guided exercises focusing on language form and meaning (Exercise 3);
   - transfer activities to practise transferring the language presented in the unit to the student’s own personal and professional experience.

3. Answers to the controlled and guided exercises.

Using a unit

You should work through the presentation by:

- reading through the sample sentences and noting the use of the language forms (Section A);
- studying the language forms presented (Section B);
- studying the uses of these forms (Section C).

Next you should move on to the practice exercises. There are three types of exercises: controlled, guided and transfer.

Before you start an exercise:

- make sure you clearly understand the task;
- look at any examples that have been given;
- refer back to the language forms and uses, if necessary.

After you have finished a controlled or guided exercise, check your answer with the key at the back of the book.

Controlled exercises have only one possible solution; guided exercises have a model or suggested answer marked (M). If your answers to a controlled exercise are wrong, look again at sections B and C. If your answers to a guided exercise are different from those suggested, check if your answers are possible alternatives.

Finally, a few words about the transfer activities: the reason for including these is that they act as a bridge to your world by providing an opportunity to transfer to your own personal situation the language presented and practised in the previous exercises.

Key Grammatical Concepts

It is important to know the names of the main grammatical terms and forms in order to use this book. It is also important to think about the corresponding forms in your own language. In the following section, you can find out information about the grammatical terms you will need to know.
Grammatical Terms

Active [see also Passive and Voice]
A verb or verb phrase which has the person or thing doing the action as its subject, e.g. The government increased taxes.

Adjective
An adjective gives more information about a noun, e.g. a successful company, huge profits. An adjective can also be used after the verb be, e.g. the company is successful, profits are huge.

Adverb
An adverb gives more information about a verb, e.g. The company grew quickly.

Article
The words the or a/an which are used before a noun, e.g. the manager, a desk, or the zero article e.g. subsidiaries

Auxiliary verb
The verbs be, have and do when they are used with other verbs:
- continuous verbs [be], e.g. Sales are increasing.
- passive verbs [be], e.g. The factory was sold last year.
- the perfect [have and had], e.g. We have already placed an order.
- negative and interrogative verbs [do], e.g. We don’t agree with the plan. What do you think?

Cardinal number [see also Ordinal number]
The numbers 1, 2, 3, 4, 5, 6, etc.

Clause
A group of words containing a minimum of a subject and verb, e.g. I wrote the report.

Command
A command tells someone to do something, e.g. Prepare the report. Call the supplier.

Comparative [see Comparison of adjectives]

Comparison of adjectives
The three forms of an adjective, i.e. high – higher [comparative] – highest [superlative], or expensive – more expensive – most expensive

Conjunction
A word which links words, phrases or clauses, e.g. but, and, because.

Consonant
One of these letters: b, c, d, f, g, h, j, k, l, m, n, p, q, r, s, t, v, w, x, y, z.

Continuous [aspect]
A verb construction in the form be + infinitive...ing, e.g. is working.

Countable noun [see Noun]

Definite article [see Article]

Definite frequency
A phrase that tells us exactly how often something happens in a period of time, e.g. every day, twice a year.

Demonstrative
The words this, that, these and those when they are used in a noun phrase, e.g. This email is from James.

Determiner
A class of words which includes articles, possessive pronouns, demonstratives and quantifiers.

Doer
The person who does the action in a passive sentence. The doer has the word ‘by’ before it, e.g. The mistake was discovered by the accountant.

Expression [see also Clause and Sentence]
A group of words, e.g. last week, in the company.

Future
The time that happens after now or one of the grammar forms that expresses the time after now, e.g. We are going to buy the company. I am leaving tomorrow morning. The meeting starts at 9 o’clock.

Genitive
A noun written with an apostrophe which shows possession or a similar relationship, e.g. the manager’s decision, last year’s results, the countries’ economies.

Grammar
Grammar describes the forms of words, e.g. sell, sells, or selling. It also determines the way words can be combined to make phrases, e.g. is selling; must have sold; employment agency, and the way words can be arranged into larger units of meaning, e.g. The store has sold all its stock.

Imperative
The verb form when you are telling someone to do something, e.g. Prepare the report. Call the supplier.

Indefinite article [see Article]

Indefinite frequency [see also Definite frequency]
An expression showing approximately how often something happens, e.g. always, often, sometimes, rarely, never etc.

Infinitive
The base form of a verb without ‘to’, e.g. be, make, write.

Infinitive + to
The base form of a verb with ‘to’, e.g. to be, to make, to write.

Intransitive verb [See also Transitive verb]
A verb which cannot take a direct object, e.g. Costs rose by 5 per cent last year.

Irregular verb
A verb that does not form the past tense and the past participle by adding -ed, e.g. come – came – come, buy – bought – bought.

Main clause [see also Subordinate clause]
A group of words with a subject and a verb which can be a sentence, e.g. We sold the company.

Main verb
A verb which is neither a modal nor an auxiliary verb. Be, have and do can be main verbs or auxiliary verbs depending on their use.

Modal verb
These verbs and their negative forms are modals: will, can, shall, may, must, would, could, should, might
Modals are followed by an infinitive, e.g. You must attend the meeting. Needn’t and daren’t are also used in this way.

Noun
A word that names persons, places or things, e.g. manager, factory, computer. A countable noun is a noun with a singular and plural form, e.g. a machine, 20 machines. An uncountable noun is a noun that does not have a plural and you cannot put a or an before it, e.g. information, equipment. A noun compound is a group of words with two or more nouns, e.g. sales director. A noun phrase is phrase with a noun as the main word, e.g. a very good manager.

Object
A noun or noun phrase that is used after a transitive verb, e.g. We played golf.

Ordinal number
The numbers 1st, 2nd, 3rd, 4th, 5th, 6th etc.

Passive [see also Active and Voice]
A passive construction contains a verb or verb phrase in the form be + past Voice, where the doer of the action is expressed as the agent rather than the subject, e.g. Taxes were increased by the last government [passive] versus The last government increased taxes [active].

Perfect [aspect]
A verb construction in the form has/have + past participle which puts the action or event in a different time from the time of speaking or writing. The present perfect shows that the action has been completed by the time of speaking or writing, e.g. We have already seen the report. The past perfect shows that an action has been completed by an earlier point of time, e.g. We had already seen the report.

Phrasal verb
A verb phrase that consists of a verb + adverb, e.g. to look up a word [in a dictionary].

Phrase
A group of words, but less than a clause, i.e. not containing a subject and verb.

Plural [see also Singular]
A form of a noun, pronoun or verb which shows that there are more than one, e.g. companies, they, profits are increasing.

Preposition
A word that is used before a noun and shows us something about time, e.g. in the morning, at 7 o’clock, place, e.g. on the desk, or manner, e.g. by car.

Pronoun
A word that takes the place of a noun or noun phrase, e.g. she, my, this, who.

Quantifier
A word which describes quantity, e.g. all, many, some, few, no.

Question tag
A short question which makes statement into a question, e.g. We sent the goods last week, didn’t we?

Regular verb [see also Irregular verb]
A verb that forms the past tense and past participle by adding -ed, e.g. start – started – started.

Relative clause
A clause beginning with a relative pronoun such as who, whose, which, that or a relative adverb such as when, where, why.

Sentence
A group of words with a subject and a verb between two full stops, e.g. My name is Paul. I come from London.

Short form
A short form of a verb that is written with an apostrophe to show that some letters are missing, e.g. it’s, we’re, can’t.

Simple
A verb construction in either the present simple or past simple tense.

Simple sentence
A sentence which is only one main clause, e.g. Sales have increased.

Singular [see also Plural]
A form of a noun, pronoun or verb which shows that there is only one, e.g. company, I, she lives in York.

Subordinate clause [see also Main clause]
A group of words with a subject and verb which is not a sentence because it needs a main clause to be complete, e.g. He worked for ITCorp before he joined MegaTech.

Subordinating conjunction
A word which introduces a subordinate clause, e.g. because, although, if, who.

Superlative [see Comparison of adjectives]

Tense
The grammatical form of a verb which shows the time of the action, e.g. present or past.

Time marker
A phrase which shows when something happens, e.g. last year, at the moment, next week.

Transitive verb [see also Intransitive verb]
A main verb which takes a direct object, e.g. We played golf last week.

Uncountable noun [see Noun]

Verb …ing
The verb form infinitive + ing, e.g. helping.

Voice
The grammatical category of either active or passive verb form.

Vowel
One of the letters a, e, i, o, u.

Wh-question
A question beginning with who, what, why etc or with how.

Yes/no question
A question to which the answer must be yes or no, e.g. Is your name Mary?

Zero article [see Article]
UNIT 1

See also
Unit 2 Be [2]

A Sample sentences

A: Where are you from?
B: I am from Asciano. And my colleagues are from Pisa.
A: I'm sorry. Where is Asciano?
B: It is in Tuscany. It's near Siena.

B Form

The present tense of to be has three forms: the positive, the negative and the question.

<table>
<thead>
<tr>
<th>Positive form</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Subject</td>
<td></td>
<td>Verb</td>
</tr>
<tr>
<td>I</td>
<td>am</td>
<td>I'm</td>
</tr>
<tr>
<td>you</td>
<td>are</td>
<td>you’re</td>
</tr>
<tr>
<td>he/she/it</td>
<td>is</td>
<td>he’s/she’s/it’s</td>
</tr>
<tr>
<td>the manager</td>
<td>is</td>
<td>the manager’s</td>
</tr>
<tr>
<td>the company</td>
<td>is</td>
<td>the company’s</td>
</tr>
<tr>
<td>we</td>
<td>are</td>
<td>we’re</td>
</tr>
<tr>
<td>they</td>
<td>are</td>
<td>they’re</td>
</tr>
<tr>
<td>the managers</td>
<td>are</td>
<td>the managers’re</td>
</tr>
<tr>
<td>the companies</td>
<td>are</td>
<td>the companies’re</td>
</tr>
</tbody>
</table>

Note
The first seven short forms are used in spoken or informal written English; the last two [the managers’re etc.] are used in spoken language only.

<table>
<thead>
<tr>
<th>Negative form</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Subject</td>
<td></td>
<td>Verb</td>
</tr>
<tr>
<td>I</td>
<td>am</td>
<td>not</td>
</tr>
<tr>
<td>you/we/they</td>
<td>are</td>
<td>not</td>
</tr>
<tr>
<td>he/she/it</td>
<td>is</td>
<td>not</td>
</tr>
<tr>
<td>the manager/the company</td>
<td>is</td>
<td>not</td>
</tr>
<tr>
<td>the managers/the companies</td>
<td>are</td>
<td>not</td>
</tr>
</tbody>
</table>

The negative short forms are:
I'm not, you aren’t, he isn’t, she isn’t, it isn’t, we aren’t, they aren’t

<table>
<thead>
<tr>
<th>Question form</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Verb</td>
<td></td>
<td>Subject</td>
</tr>
<tr>
<td>am</td>
<td>?</td>
<td></td>
</tr>
<tr>
<td>are</td>
<td>you/we/they</td>
<td></td>
</tr>
<tr>
<td>is</td>
<td>he/she/it</td>
<td></td>
</tr>
<tr>
<td>is</td>
<td>the manager/the company</td>
<td></td>
</tr>
<tr>
<td>are</td>
<td>the managers/the companies</td>
<td></td>
</tr>
</tbody>
</table>

C Uses

Look at these sentences with the verb to be in different forms:

Questions
A: Are you from New York?
B: No, I'm from Boston.
A: Excuse me. Is your name Billy Ray?
B: No, it isn’t. I’m Millie Ray.
A: Am I in the right place? Is this the room for the sales meeting?
B: Yes, it is.
A: Where are the main markets for your products?
B: They are in the US and Asia.
Exercise 1

In the dialogue below, Peter Hay is talking to Jane Field and Arnold Weiss at a trade fair. Put the verb forms in sentences 1–14 into the correct box. The first one is done for you.

<table>
<thead>
<tr>
<th>Present positive</th>
<th>Present negative</th>
<th>Present question</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**PH:** Hello, I’m Peter Hay. [1] Where are you from? [2]
**JF:** We’re from Seattle in the USA. [3]
**PH:** Oh, are you American? [4]
**AW:** I’m from Austria. [7] But we’re from the same company, Inter Corp. [8]
**PH:** Oh, yes, Inter Corp. What are your names? [9]
**JF:** My name’s Jane Field. [10] This is Arnold Weiss. [11]
**PH:** Pleased to meet you. Are you in banking? [12]
**AW:** No, we’re not. [13] We’re in insurance. [14]

Exercise 2

Complete the spaces. Use short forms where possible.

1. This is Dave King. **He’s** an engineer.
2. My name’s Pierre Lapin. **He’s** a Sales Manager.
3. Mary and Hans are from my department. **They’re** computer programmers.
4. This is Naomi Cox. **She’s** a research scientist.
5. Hello. My name **is** Franz Johann and this **is** Tomas Doll. **He’s** from Salzburg.
6. Ah, Franz and Tomas! **They’re** very welcome!
7. This is our office. It **is** very big.

Exercise 3

Complete the following text about Axdal Electronics. Use a form of be.

**Axdal leads the way**

Axdal Electronics **is** a world leader in control systems. We **are** suppliers to the car industry. Car manufacturers **are** our only customers. We **are** also suppliers to other industries. AE **is** an international company. Our customers **are** in the USA, Japan and Europe. Our Chief Executive **is** Paul Axdal. ‘We **are** a family company and business **is** very good’, says Paul.

Transfer

Write short sentences about yourself and some friends. Use different present tense forms of be.
UNIT 2

See also
Unit 1 Be [1]

A Sample sentences

A: Hello Raj. Where were you yesterday?  
B: I wasn’t in my office. I was at a meeting.

A: I haven’t seen you all week!  
B: I know. I have been very busy.

B Form

The verb to be has three main tenses: the present (see Unit 1), the past and the present perfect. Look at the positive forms in the past and the present perfect.

<table>
<thead>
<tr>
<th>Past</th>
<th>Present perfect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subject</td>
<td>Verb</td>
</tr>
<tr>
<td>I</td>
<td>was</td>
</tr>
<tr>
<td>you</td>
<td>were</td>
</tr>
<tr>
<td>he/she/it</td>
<td>was</td>
</tr>
<tr>
<td>the manager</td>
<td>was</td>
</tr>
<tr>
<td>the company</td>
<td>was</td>
</tr>
<tr>
<td>we</td>
<td>were</td>
</tr>
<tr>
<td>they</td>
<td>were</td>
</tr>
<tr>
<td>the managers</td>
<td>were</td>
</tr>
<tr>
<td>the companies</td>
<td>were</td>
</tr>
</tbody>
</table>

In the negative we use not:

Past
I was not in the office yesterday.
You were not with a customer yesterday.

Present perfect
They have not been here today.
I haven’t been to Spain.

The negative short forms are:
I wasn’t, you weren’t, he/she/it wasn’t, we weren’t, they weren’t, I haven’t been, you haven’t been, he/she/it hasn’t been, we haven’t been, they haven’t been

Now look at these question forms:

Past
Where were you yesterday?  
Was Mr Brown with you?

Present perfect
Have you been to Switzerland?  
Has he been with a client?

C Uses

Look at these sentences with the verb to be in different tenses and different forms:

A: Where were you yesterday? You weren’t in your office. [past question and negative]
B: I was in Bolton. [past positive]
A: Why were you in Bolton? [past question]
B: I was with a client. [past positive]
C: I’m sorry. Bolton? Where is Bolton? [present positive and question]
A: It is in the north of England, near Manchester. In the past it was a famous textile centre. [present positive and past positive]
C: I haven’t been to Manchester. But I’ve been to Liverpool. [present perfect negative and positive]
B: I was in Liverpool last week. When were you there? [past positive and question]
C: I was there in January. [past positive]
Exercise 1

In the dialogue below, Henry Leer and Joe Fisher are in a hotel bar in Amsterdam. Put the verb forms in sentences 1–10 into the correct box.

<table>
<thead>
<tr>
<th>Past positive</th>
<th>Past negative</th>
<th>Past question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present perfect positive</td>
<td>Present perfect negative</td>
<td>Present perfect question</td>
</tr>
</tbody>
</table>

HL: Have you been to Amsterdam before? [1]
JF: Yes, I’ve been here on business. [2] I was at the Telecommunications Fair in June. [3]
Were you here then? [4]
HL: No, I wasn’t. [5] I haven’t been here before. [6] We were on holiday in June. [7]
JF: Where?
HL: Mexico. Have you been there? [8]
JF: Yes, I’ve been to Mexico. [9] I was there in March. [10]

Exercise 2

Complete the letter below with words from the box.

have not been   was[2]  
were[3]    have been

Delco Ltd.
16-20 East Mount Road, Lincoln LN3 5RT
6 November....

Dear Mary,
Last week Tom and Paula _______ here for a meeting. It _______ very useful. They _______ here for two days. We _______ to Oslo in the last few days. We _______ there for a meeting with our Norwegian colleagues. Arne Sillesen _______ very interested in our ideas. Until now, I _______ happy with the project. Now I am very optimistic.

See you next week.
Best wishes
Sandy Peel
Sandy Peel

Exercise 3

Complete the spaces in the email below. Use short forms where possible.

From: ipcs3@cc.uat.es
Sent: Mon 28 November 15:40
Subject: Short Bros

Dear Frances,
I am sorry I ______ (not) at the meeting yesterday. I ______ (not) in the office this week. Tom and I ______ in London. We ______ at a Sales Conference. I ______ very busy recently. ______ Short Brothers happy with the contract? ______ they ______ in contact today?

Please contact me by email tomorrow.

Thanks
Juanito

Transfer

Write a short paragraph about yourself and a local industry or institution. Use past tense and present perfect forms of be.
### The Present Continuous Positive

#### A Sample sentences
- At the moment 70% of consumers are using the Internet to buy things.
- Prasad is currently preparing a business plan.
- At present I am eating my lunch.

#### B Form
The present continuous positive has two parts: the present tense of **to be** + infinitive **...ing**

<table>
<thead>
<tr>
<th>Long form</th>
<th>Short form</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subject</td>
<td>to be</td>
</tr>
<tr>
<td>I</td>
<td>am</td>
</tr>
<tr>
<td>you</td>
<td>are</td>
</tr>
<tr>
<td>he/she/it</td>
<td>is</td>
</tr>
<tr>
<td>the company/the department (= it)</td>
<td>is</td>
</tr>
<tr>
<td>the manager/the boss (= he/she)</td>
<td>is</td>
</tr>
<tr>
<td>we</td>
<td>are</td>
</tr>
<tr>
<td>you</td>
<td>are</td>
</tr>
<tr>
<td>they</td>
<td>are</td>
</tr>
<tr>
<td>the companies/the departments (= they)</td>
<td>are</td>
</tr>
<tr>
<td>the managers/the workers (= they)</td>
<td>are</td>
</tr>
</tbody>
</table>

We often use the short forms in spoken language; we sometimes use them in informal written language:
- **We’re planning a new product for this year.** [spoken and written]
- **At the moment the company’s doing very well.** [spoken]

#### C Uses
We use the present continuous to talk about:
1. activities at or around the time of speaking:
   - **They are building two nuclear power stations.**
2. temporary activities in the present:
   - **Bella, what are you doing? I’m reading a report.**

**Note**
With C1 and 2, we can use the following expressions:
- **at the/this moment** currently **at present** **now**

but not
- **actually**
Exercise 1

Look at the email below. Underline five present continuous forms.

Date: 12 March 20...
To: all staff
From: Jenny Palmer
Subject: John Bramwell leaving

Dear All,

John Bramwell is leaving the company after 30 years. We are organising a collection to buy John a present. Please see Janet in Room 40. Janet is planning a leaving party for John. At present, John is recovering in hospital after an accident. He is hoping to return to work next month, but only until the summer.

Best regards
Jenny Palmer

Exercise 2

Here is part of a telephone conversation. Complete the spaces with the correct form of the word in brackets. Use short forms, where possible.

DL: Hello, Peter. Listen, I'm reading your report. There's a problem on page 50.
PT: Okay, I look at it right now. What's the problem?
DL: It says we invest $250,000 in research. That's wrong. It's $25,000, not $250,000.
PT: Okay I'll change that.
DL: Right. Remember, you meet Mr Lally and his colleagues today.
PT: Yes, I know. They come here at 2.30.
DL: Fine. Good luck. See you tomorrow, then.

Exercise 3

Look at the graph below. It shows total company sales and sales for two products, A and B. Write four sentences. Use the prompts below.

1. Total sales go up.
2. Product A increase.
3. Product B fall.
4. The company stop production of Product B.

Transfer

Write four sentences about you, your friends or a local business or institution. Include phrases from the box.

now at the moment currently at present
UNIT 4 The Present Continuous Negative

A Sample sentences
- I am not working at the moment; I am looking for a job.
- The company is not growing quickly enough.
- Managers are not dealing with the issue at the moment.

B Form
The present continuous negative has three parts:
the present tense of to be + not + infinitive ...ing

<table>
<thead>
<tr>
<th>Long form</th>
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</tr>
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<tbody>
<tr>
<td>Subject</td>
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<tr>
<td>the organisation (= it)</td>
<td>is</td>
</tr>
<tr>
<td>the director (= he/she)</td>
<td>is</td>
</tr>
<tr>
<td>we</td>
<td>are</td>
</tr>
<tr>
<td>you</td>
<td>are</td>
</tr>
<tr>
<td>they</td>
<td>are</td>
</tr>
<tr>
<td>the teams (= they)</td>
<td>are</td>
</tr>
<tr>
<td>the employees (= they)</td>
<td>are</td>
</tr>
</tbody>
</table>

C Uses
We use the present continuous to talk about:
1. activities at or around the time of speaking:
   The company is not/The company isn't investing enough to improve its network.
2. temporary activities in the present:
   We are not starting/We aren't starting the meeting yet because John isn't here.
We are not increasing our prices this year. The market is not strong enough. We are launching new products for the domestic market. Most of our products are selling well at home. At present, we are not planning any new products for export. Sales are not increasing in our export markets. The company is not expecting improved sales this year.

Exercise 2

Write sentences with a present continuous negative. Use short forms, where possible.

1. I/not visit/a customer/in Rome
   I'm not visiting a customer in Rome.

2. We/not spend/much time/in Milan

3. The company/not look at/new markets in southern Europe

4. At the moment many companies/not invest/in new products

5. Our marketing experts/not change/our present sales strategy

6. You/not stay/in a hotel

Exercise 3

Make negative or positive sentences for pictures 1–4 below. Use the words in brackets.

1. [this year/the company/do well in the USA]

2. [at the moment/we/build/new production plant]

3. [at present/we/present a good image]

4. [Mr Jackson/work hard/these days]

Transfer

Write six sentences about your current activities. Use the present continuous tense, with some positive and some negative sentences.
The Present Continuous Question

A Sample sentences

Yoshie: Henry, what are you doing?
Henry: I’m checking the figures. There is a mistake here. What is Janet doing?
Yoshie: She is calling a taxi for you. Are you leaving now?
Henry: Yes, but Janet is staying.

B Form

The present continuous question has two parts:
the present tense of to be + infinitive …ing

We put the subject between part 1 and part 2:

<table>
<thead>
<tr>
<th>to be</th>
<th>Subject</th>
<th>Infinitive …ing</th>
</tr>
</thead>
<tbody>
<tr>
<td>am</td>
<td>I</td>
<td>presenting?</td>
</tr>
<tr>
<td>are</td>
<td>you</td>
<td>making?</td>
</tr>
<tr>
<td>is</td>
<td>he/she/it</td>
<td>calling?</td>
</tr>
<tr>
<td>is</td>
<td>the computer [= it]</td>
<td>analysing?</td>
</tr>
<tr>
<td>is</td>
<td>the consultant [= he/she]</td>
<td>reading?</td>
</tr>
<tr>
<td>are</td>
<td>we</td>
<td>meeting?</td>
</tr>
<tr>
<td>are</td>
<td>you</td>
<td>looking?</td>
</tr>
<tr>
<td>are</td>
<td>they</td>
<td>visiting?</td>
</tr>
<tr>
<td>are</td>
<td>the specialists [= they]</td>
<td>doing?</td>
</tr>
<tr>
<td>are</td>
<td>the machines [= they]</td>
<td>preparing?</td>
</tr>
</tbody>
</table>

C Uses

We use the present continuous question to ask about:

1. activities at or around the time of speaking:
   A: Why is he leaving the building?
   B: Because he is going to a meeting.

2. temporary activities in the present:
   A: What are you working on?
   B: At the moment we are developing new processes to speed up production.
Exercise 1
Underline the mistakes in the following sentences. Then correct them.

1. **Is you** working very hard? **Are you working very hard?**
2. At the moment **they** working with Poland? __________________________
3. Is Leo and Sam planning the conference together? __________________________
4. What **you** think about? __________________________
5. Is raining in Bangkok? __________________________

Exercise 2
Make questions to complete the dialogue below. Use the words in brackets.

1. **What's Mary doing**? She's telephoning Signor Fini.
   [What/Mary/do?]
2. __________________________? To invite him to the meeting on Friday.
   [Why/call/him?]
3. __________________________? To talk about the La Paz report.
   [Why/we/have a meeting?]
4. __________________________? Yes, I'm still working on it.
   [You/work on/the report now?]
5. __________________________? No, I'm doing it alone.
   [Anyone/help/you?]
6. __________________________? No, they aren't.
   [Kim and James/come/to the meeting?]

Exercise 3
Make questions for the pictures 1–4. Use the words in brackets.

1. [why/computer/not work]
2. [why/fire alarm/ring]
3. [why/birds/die]
4. [why/oil/leak]

Transfer
Write five questions about your colleagues using the present continuous form.
A Sample sentences

- We always investigate a job applicant’s background.
- The manager normally has total responsibility for this process.
- Many people say they never eat breakfast.
- I often go to France.

B Form

The present simple positive has one part:

infinitive(s)

<table>
<thead>
<tr>
<th>Subject</th>
<th>Infinitive(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>make</td>
</tr>
<tr>
<td>you</td>
<td>present</td>
</tr>
<tr>
<td>he/she/it</td>
<td>calls</td>
</tr>
<tr>
<td>the company/the department [= it]</td>
<td>prepares</td>
</tr>
<tr>
<td>the manager/the boss [= he/she]</td>
<td>reads</td>
</tr>
<tr>
<td>we</td>
<td>meet</td>
</tr>
<tr>
<td>you</td>
<td>look</td>
</tr>
<tr>
<td>they</td>
<td>visit</td>
</tr>
<tr>
<td>the companies/the departments (= they)</td>
<td>do</td>
</tr>
<tr>
<td>the managers/the workers (= they)</td>
<td>discuss</td>
</tr>
</tbody>
</table>

C Uses

We use the present simple to talk about:

1. a general or permanent activity:
   - I work for a research company.
   - The company makes frozen food for supermarkets.
   - We finish work at 2pm.

2. how often an activity is done:
   - We usually meet twice a year.
   - I play golf every week.
**Exercise 1**

Make sentences with the following words. See the example.

I live in a city.

<table>
<thead>
<tr>
<th>I</th>
<th>work</th>
<th>new solutions.</th>
</tr>
</thead>
<tbody>
<tr>
<td>You</td>
<td>live</td>
<td>a lot for work.</td>
</tr>
<tr>
<td>He/She</td>
<td>makes</td>
<td>foreign languages.</td>
</tr>
<tr>
<td>We/You/They</td>
<td>studies</td>
<td>for a multinational company.</td>
</tr>
<tr>
<td>The company</td>
<td>develops</td>
<td>better products.</td>
</tr>
<tr>
<td>Our Research Department</td>
<td>travel</td>
<td>in a city.</td>
</tr>
</tbody>
</table>

**Exercise 2**

Match the sentences below to the correct picture a–e.

1. In the evening I get the train home. 4. At 10 o'clock we have a meeting.
2. In the afternoon my PA gives me letters to sign. 5. We usually have lunch with a customer.
3. At 8 o'clock I arrive at the office.

**Exercise 3**

Complete the following text. Use the words in brackets. Put the verbs in the present simple.


**Transfer**

Write a short paragraph like the one in Exercise 3 about someone you know. Include some of the following words.

usually/often/sometimes/occasionally  live/work/travel/study/fly/write/read/sleep
The present simple negative has two parts: 
\textit{don't/doesn't} + infinitive

<table>
<thead>
<tr>
<th>Subject</th>
<th>don't/doesn't</th>
<th>Infinitive</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>don't</td>
<td>live</td>
</tr>
<tr>
<td>you</td>
<td>don't</td>
<td>work</td>
</tr>
<tr>
<td>he/she/it</td>
<td>doesn't</td>
<td>produce</td>
</tr>
<tr>
<td>the organisation</td>
<td>doesn't</td>
<td>employ</td>
</tr>
<tr>
<td>the director</td>
<td>doesn't</td>
<td>discuss</td>
</tr>
<tr>
<td>we</td>
<td>don't</td>
<td>meet</td>
</tr>
<tr>
<td>you</td>
<td>don't</td>
<td>know</td>
</tr>
<tr>
<td>they</td>
<td>don't</td>
<td>like</td>
</tr>
<tr>
<td>the teams</td>
<td>don't</td>
<td>prefer</td>
</tr>
<tr>
<td>the employees</td>
<td>don't</td>
<td>make</td>
</tr>
</tbody>
</table>

We use the present simple to talk about:

1. a general or permanent activity:
   I \textit{don't} smoke.
   He \textit{doesn't} work for any of the big American companies.
   Small companies \textit{don't} usually employ their own IT professionals.

2. how often an activity is done:
   The company \textit{doesn't} buy new computers every year.
   I \textit{don't} play every week.
Exercise 1

Make negative sentences with the following words. See the example.

I don't work in the oil industry.

<table>
<thead>
<tr>
<th>The management</th>
<th>like working</th>
<th>in research.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The company</td>
<td>understand</td>
<td>many people.</td>
</tr>
<tr>
<td>I</td>
<td>don’t</td>
<td>want to invest</td>
</tr>
<tr>
<td>They</td>
<td>doesn’t</td>
<td>improve</td>
</tr>
<tr>
<td>My friend</td>
<td>employ</td>
<td>in a new factory.</td>
</tr>
<tr>
<td>You</td>
<td>work</td>
<td>for a drug company.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>in the oil industry.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>what I am saying.</td>
</tr>
</tbody>
</table>

Exercise 2

Make negative sentences with the following prompts.

1. we/manufacture/finished products
   *We don’t manufacture finished products.*
2. we/advertise/on television
3. the company/sponsor/sport
4. I/like/fish
5. Nakko S.A./process/written orders for goods
6. Cable PLC/despatch products/by train
7. we/deal with/Latin America
8. you/live/in an apartment

Exercise 3

A local newspaper attacked Teal Ltd for damaging the environment. The owner, Peter Teal, wrote a reply. Give the negative forms of the words in the brackets.

Dear Sir,

I want to tell your readers some facts about Teal Ltd. The company (use) chemical dyes in its products or bleach to make our materials white. The management (encourage) the use of company cars. We (allow) staff to park private cars on company premises. We (burn) our rubbish and we (throw away) glass or paper.

Yours faithfully,

PJ Teal
Managing Director (Teal Ltd)

Transfer

Write six present simple negative sentences about the place where you live and/or work.
UNIT 8  

The Present Simple Question  

<table>
<thead>
<tr>
<th>See also</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit 6</td>
</tr>
<tr>
<td>Unit 7</td>
</tr>
<tr>
<td>Unit 9</td>
</tr>
<tr>
<td>Unit 31</td>
</tr>
<tr>
<td>Units 53-55</td>
</tr>
</tbody>
</table>

A Sample sentences

**Eduardo:** What do you do?  
**Yu Yin:** I work as a translator for a company in London.  
**Eduardo:** And what does the company make?  
**Yu Yin:** It doesn’t make anything. It offers legal advice.

B Form

The present simple question has two parts:  
**do**/**does** + **infinitive**

We put the subject between part 1 and part 2:

<table>
<thead>
<tr>
<th>do/does</th>
<th>Subject</th>
<th>Infinitive</th>
</tr>
</thead>
<tbody>
<tr>
<td>do</td>
<td>I</td>
<td>present?</td>
</tr>
<tr>
<td>do</td>
<td>you</td>
<td>make?</td>
</tr>
<tr>
<td>does</td>
<td>he/she/it</td>
<td>solve?</td>
</tr>
<tr>
<td>does</td>
<td>the computer</td>
<td>analyse?</td>
</tr>
<tr>
<td>does</td>
<td>the consultant</td>
<td>reach?</td>
</tr>
<tr>
<td>do</td>
<td>we</td>
<td>compete?</td>
</tr>
<tr>
<td>do</td>
<td>you</td>
<td>look?</td>
</tr>
<tr>
<td>do</td>
<td>they</td>
<td>visit?</td>
</tr>
<tr>
<td>do</td>
<td>the specialists</td>
<td>fix?</td>
</tr>
<tr>
<td>do</td>
<td>the machines</td>
<td>prepare?</td>
</tr>
</tbody>
</table>

C Uses

We use the present simple question to ask about:

1. a general or permanent activity:  
   - Who do you work for?  
   - Where do you live?  
   - How many people does the company employ?

2. how often an activity is done:  
   - How often do you eat in a restaurant?  
   - How often does she travel by plane?
Tasks

Exercise 1

Underline do or does and the main verb (infinitive) in the following questions. Then answer them.

1. Does your country make cars?
2. Do the largest companies in your area export products to many different countries?
3. How many people do you work or study with?
4. Do you know any internationally famous products from your country?
5. Does your home town have a university?

Exercise 2

Martin and Javier meet in a hotel bar in Paris. Match the questions to the correct picture a–h.

1. Do you come from Spain?
2. What time does the bar close?
3. Do you have an umbrella?
4. Do you have a meeting tomorrow?

Exercise 3

Write questions for the answers on the right.

1. Where/from? Where do you come from?
2. Where/work?
3. What/Papeleras Valles/make?
4. How many people/your company/employ?
5. Have/just one plant?

I come from Santiago, in Chile.
I work for Papeleras Valles.
The company makes paper.
We're a paper processing company.
About 750.
No, we have two, both near Santiago.

Transfer

Prepare five or six questions to ask a friend about his/her work or studies. Use the present simple tense.
The Present Continuous vs. The Present Simple

A Sample sentences
Luc: Brigitta, what do you do?
Brigitta: I work as a marketing director in Heidelberg, but at the moment I’m working in Osnabrück.
Luc: So, where do you live?
Brigitta: My family lives near Heidelberg, but at present I’m staying in a hotel in Osnabrück.

B Form
Remember these differences between the present continuous and the present simple:

<table>
<thead>
<tr>
<th>The present continuous</th>
<th>The present simple</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive</td>
<td>to be + infinitive ...ing</td>
</tr>
<tr>
<td>Negative</td>
<td>to be + not + infinitive ...ing</td>
</tr>
<tr>
<td>Question</td>
<td>to be + subject + infinitive ...ing</td>
</tr>
</tbody>
</table>

C Uses
We use the present continuous to talk about:

1. activities at or around the time of speaking:
   Jamila: Are you producing a report this year?
   Mohammed: Yes. At present we are checking the facts.

2. temporary activities in the present:
   Mary: What are you doing?
   Sylvie: I’m writing a report.

We use the present simple to talk about:

1. a general or permanent activity:
   John: Do you still play golf?
   Karl: No, I don’t have time now.

2. how often an activity is done:
   Mario: How often do you meet?
   Irena: Usually we see each other once or twice a year.
**Exercise 1**

Read the dialogue below. A journalist is talking to a representative of Chemco Ltd. Put the verb forms in sentences 1–7 into the correct box. The first has been done for you.

J: What plans does Chemco have now? [1]  
C: Chemco processes oil and makes paints. [2] We’re also planning to make plastics. [3]  
J: Are you already working in that area? [4]  
C: We’re not selling any plastics at the moment. [5]  
J: Does the company plan to merge with Sidon Ltd? [6]  
C: No, we don’t want to join another company. [7]

<table>
<thead>
<tr>
<th>Present continuous</th>
<th>Statement</th>
<th>Negative</th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Present simple</td>
<td></td>
<td></td>
<td>1</td>
</tr>
</tbody>
</table>

**Exercise 2**

Complete the dialogue below between a consultant and a marketing manager.

C: Which export markets do you sell to? [sell to]?
M: We deal mainly with Germany, France and Sweden.
C: And (negotiate) with Japanese customers at the moment?
M: No, not at the moment.
C: (plan) to enter any new markets?
M: Yes, Italy. We (launch) a range of products there later this year.
C: And Sweden? sell much there?
M: Yes, we often (get) big orders from Swedish manufacturers.

**Exercise 3**

Complete the spaces in the short dialogue below about a bank, Credit Bank International. Use the correct form of a verb from the box.

<table>
<thead>
<tr>
<th>like</th>
<th>happen</th>
<th>open</th>
<th>come</th>
<th>operate</th>
<th>have</th>
</tr>
</thead>
</table>

A: What?  
B: We 10 new branches in Argentina and Chile.  
A: the bank currently branches only in Buenos Aires and Santiago?  
B: Yes.  
A: But not Brasilia?  
B: No, we in Brazil yet.  
A: Pablo Hernandez here this week?  
B: Yes, he these meetings.

**Transfer**

Write five sentences about your own current activities. Use both the present simple and the present continuous.
UNIT 10

Positive and Negative Imperatives

See also
Unit 56 Commands – positive and negative

A Sample sentences
- Please arrive fifteen minutes before the meeting.
- Don’t forget your mobile phone.
- Buy two tickets and get one ticket free.

B Form

The positive imperative has one part:
infinitive

The negative imperative has two parts:
don’t + infinitive

<table>
<thead>
<tr>
<th>Positive imperative</th>
</tr>
</thead>
<tbody>
<tr>
<td>go</td>
</tr>
<tr>
<td>make</td>
</tr>
<tr>
<td>do</td>
</tr>
<tr>
<td>discuss</td>
</tr>
<tr>
<td>be</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Negative imperative</th>
</tr>
</thead>
<tbody>
<tr>
<td>don’t go</td>
</tr>
<tr>
<td>don’t make</td>
</tr>
<tr>
<td>don’t do</td>
</tr>
<tr>
<td>don’t discuss</td>
</tr>
<tr>
<td>don’t be</td>
</tr>
</tbody>
</table>

C Uses

We use the positive imperative to tell one or more people what they must do or they can do:

Fasten your seatbelts. The plane is ready for takeoff. [you must]

Please take a copy of our brochure as you leave. [you can]

We use the negative imperative to tell one or more people what they must not do:

🚫 Don’t park here.
🚫 Please don’t smoke here.

Note
We can use please with imperatives to make them more polite.
Tasks

Exercise 1

Underline positive imperatives and circle negative imperatives in the following instructions to visitors to a factory.

Please arrive at 10 o’clock prompt. Present your identity papers to the security officer at the gate. Do not park your car in the staff car park. Please go where the security officer tells you. He will give you an official pass. Walk to the reception. Present your official pass to the receptionist. Do not enter the office block. A guide will come to meet you. Please wait in reception. Do not smoke. Do not take photographs.

Exercise 2

Give an imperative [positive or negative] for each of the following. Use the verb in brackets.

1. [use]
2. [enter]
3. [take photographs]
4. [wear]
5. [eat]
6. [consume food or drink]
7. [walk]
8. [put in]
9. [call Freephone 0800]

Exercise 3

Put the verbs in the box into the correct positive or negative imperative form.

knock park arrive photocopy take photographs enter

1. You must ______________________ at 9 o’clock.
2. Military airport: ______________________
3. This material is copyright. ______________________
5. Welcome! Please ______________________ and ______________________

Transfer

What imperatives, positive and negative, have you seen recently in your home town or in the place where you live and work?
UNIT 11
The Past Simple Positive

See also
Unit 12 The past simple negative
Unit 13 The past simple question

A Sample sentences
- Last year we opened an office in Berkeley.
- The company released its report a few weeks ago.
- Sales increased by 40% in the first half of last year.

B Form
The past simple positive has one part:
past tense

<table>
<thead>
<tr>
<th>Subject</th>
<th>Past tense</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>made</td>
</tr>
<tr>
<td>you</td>
<td>presented</td>
</tr>
<tr>
<td>he/she/it</td>
<td>called</td>
</tr>
<tr>
<td>the company/the department</td>
<td>prepared</td>
</tr>
<tr>
<td>the manager/the boss (= he/she)</td>
<td>read</td>
</tr>
<tr>
<td>we</td>
<td>met</td>
</tr>
<tr>
<td>you</td>
<td>looked</td>
</tr>
<tr>
<td>they</td>
<td>visited</td>
</tr>
<tr>
<td>the companies/the departments (= they)</td>
<td>did</td>
</tr>
<tr>
<td>the managers/the workers (= they)</td>
<td>wrote</td>
</tr>
</tbody>
</table>

C Uses
We use the past simple to talk about an activity at a definite time in the past:
- We started the business about a year ago.
- He bought the company in 2001 for $5 billion.
- Last year he joined the company as marketing manager.

Note
We use the past simple with these expressions:
- last... night, week, month, year, century
- ... ago two hours ago, three weeks ago, four months ago, etc.
- yesterday ... morning, afternoon, evening
- in ... 2010, the 1980s, the 18th century
**Exercise 1**

Give the past simple form of the following verbs.

- increase
- give
- help
- run
- supply
- receive
- deliver
- meet
- order
- lose
- break
- climb
- come
- read
- write
- speak

**Exercise 2**

Below is part of a report from Baxmer, a pharmaceutical company. Underline six mistakes and correct them.

On 25 April this year we **stop** production of Arpol, a treatment for migraine. Arpol production **begun** in 2004 and early sales was very impressive. However, Belpharm Ltd did **launch** the Calpem range three years ago. This product was **taking** a 30% market share in the first two years. At first we agree to continue with Arpol. Now the situation is **different**.

**Exercise 3**

Look at the time line below showing events over ten years for Metfan S.A., a Swedish furniture maker. Make sentences with the verbs given.

Example:

**Metfan started business 11 years ago.**

**Transfer**

Make five sentences about a business you know well or businesses in your country.
The Past Simple Negative

A Sample sentences

- Last year we didn't sell as many products.
- I was disappointed because I didn't reach the target.
- In 2002 the company didn't have the skills it needed to do this.

B Form

The past simple negative has two parts:

- didn't + infinitive

<table>
<thead>
<tr>
<th>Subject</th>
<th>didn't</th>
<th>Infinitive</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>didn't</td>
<td>live</td>
</tr>
<tr>
<td>you</td>
<td>didn't</td>
<td>work</td>
</tr>
<tr>
<td>he/she/it</td>
<td>didn't</td>
<td>produce</td>
</tr>
<tr>
<td>the organisation</td>
<td>didn't</td>
<td>employ</td>
</tr>
<tr>
<td>the director</td>
<td>didn't</td>
<td>discuss</td>
</tr>
<tr>
<td>we</td>
<td>didn't</td>
<td>meet</td>
</tr>
<tr>
<td>you</td>
<td>didn't</td>
<td>know</td>
</tr>
<tr>
<td>they</td>
<td>didn't</td>
<td>like</td>
</tr>
<tr>
<td>the teams</td>
<td>didn't</td>
<td>prefer</td>
</tr>
<tr>
<td>the employees</td>
<td>didn't</td>
<td>make</td>
</tr>
</tbody>
</table>

C Uses

We use the past simple to talk about an activity at a definite time in the past:

- The business didn't grow much last year.
- This product didn't exist two years ago.
- I didn't go to work yesterday because I wasn't well.

Note

We use the past simple with these expressions:

- last... night, week, month, year, century
- ...ago two hours ago, three weeks ago, four months ago, etc.
- yesterday... morning, afternoon, evening
- in... 2010, the 1980s, the 18th century
TASKS

Exercise 1

Underline the past simple negatives in the following.

I joined this company five years ago. It was a difficult time. The company was not in a very good state. We didn’t have a clear management structure. Our local markets were not very good. Our marketing didn’t include America or the Pacific regions. We didn’t have any clear marketing strategy. Now, things are very different.

Exercise 2

Read the text below. Change the past simple positives to negative. Then make the negatives positive.

New products were cheap to develop. We spent a lot of money on research. Our market share increased in the early 2000s. The company made many good products. Chemco didn’t buy the company. There wasn’t a big change in the organisation. The new management didn’t want to change everything. Most of the old management didn’t leave. Things didn’t improve. Now, we are very optimistic.

Exercise 3

Look at the delivery schedule for an order with Interfood nv, a Dutch frozen foods company. Unfortunately the order went wrong: on January 15, Interfood did not prepare the order. Complete the sentences below. Write what did not happen.

Delivery schedule for Espofrigo S.A., Vitoria, Spain
Order number: ESP325/0797

Jan. 15 Prepare order
Jan. 16 Send goods to Rotterdam Warehouse by train
Jan. 17 Load goods onto ship to Bilbao
Jan. 18 Goods arrive Bilbao. Carretera Trasportes take goods by truck to Vitoria
Jan. 19 Espofrigo to confirm arrival

1. On January 15, Interfood didn’t prepare the order.
2. On the next day they ____________________
3. On January 17 they ____________________
4. On the next day the goods ____________________
5. Carretera Trasportes ____________________
6. So Espofrigo ____________________

Transfer

List things that you did not do ... yesterday/the day before yesterday/last Saturday/last week/last month/three years ago/in 2005/when you were young.
UNIT 13

The Past Simple Question

See also

Unit 11: The past simple positive
Unit 12: The past simple negative
Unit 31: Do
Units 53, 54, 55: Questions

A Sample sentences

- Did you see that promotion for the new product?
- Where did you buy your new computer?
- Why did you leave the company?

B Form

The past simple question has two parts:
- did + infinitive

We put the subject between part 1 and part 2:

<table>
<thead>
<tr>
<th>did</th>
<th>Subject</th>
<th>Infinitive</th>
</tr>
</thead>
<tbody>
<tr>
<td>did</td>
<td>I</td>
<td>present?</td>
</tr>
<tr>
<td>did</td>
<td>you</td>
<td>make?</td>
</tr>
<tr>
<td>did</td>
<td>he/she/it</td>
<td>solve?</td>
</tr>
<tr>
<td>did</td>
<td>the computer (= it)</td>
<td>analyse?</td>
</tr>
<tr>
<td>did</td>
<td>the consultant (= he/she)</td>
<td>reach?</td>
</tr>
<tr>
<td>did</td>
<td>we</td>
<td>compete?</td>
</tr>
<tr>
<td>did</td>
<td>you</td>
<td>look?</td>
</tr>
<tr>
<td>did</td>
<td>they</td>
<td>visit?</td>
</tr>
<tr>
<td>did</td>
<td>the specialists (= they)</td>
<td>fix?</td>
</tr>
<tr>
<td>did</td>
<td>the machines (= they)</td>
<td>prepare?</td>
</tr>
</tbody>
</table>

C Uses

We use the past simple question to ask about an activity at a definite time in the past:
- When did you arrive in England?
- Did you meet the managing director when she was in New York?
- How long did you work for the company?
- What did you say to her?
Exercise 1

Match the question on the left with the appropriate answer on the right.

1. When did you arrive here?  
   a. Yes, it was very comfortable.
2. How long did the journey take?  
   b. No, unfortunately I didn’t.
3. Did you come by plane direct from New York?  
   c. Last night at 8 o’clock.
4. Did you have time to see the city last night?  
   d. About 15 hours.
5. Did you sleep well in the hotel?  
   e. No, I changed at Amsterdam.

Exercise 2

Bill Klemens went to Malaysia on a business trip. He is discussing the trip with a colleague, Joelle Kee. Complete the spaces in the dialogue.

Joelle: How many days did you spend in Malaysia?
Bill: Only three.
Joelle: [have] an interesting visit?
Bill: Yes, I made some useful contacts.
Joelle: [see] Mr Keitel?
Bill: No, he was in New York.
Joelle: [visit] our colleagues in Sabah?
Bill: No, I telephoned, but I didn’t have time to visit.
Joelle: [have time] for any tourism?
Bill: Tourism? No ... only work and more work!
Joelle: Don’t you like work?
Bill: Of course I do. I love work!

Exercise 3

A manager returns from a trip and asks her assistant about yesterday. Write questions for the items below. Use the words in brackets.

1. [the maintenance engineer/repair/the copier?]
   [The maintenance engineer/repair/the copier?]
2. [John/read/the Caracas report?]
   URGENT - Caracas Report
   John: please read immediately.
   [John/read/the Caracas report?]
3. [you/write/to the Kongo Club?]
   Write to Kongo Club.
   [You/write/to the Kongo Club?]
4. [Mr Fish/phoning/about order?]
   Mr Fish phoning about order.
   [Mr Fish/phoning/about order?]
5. [you/send the VISA application?]
   VISA APPLICATION
   [You/send the VISA application?]
6. [Larish Ltd/collect their order? [they/pay?]
   Larish Ltd to collect order.
   Pay on collection.
   [Larish Ltd/collect their order? [They/pay?]

Transfer

Prepare six questions to ask a colleague. Use the past simple tense.
UNIT 14

The Past Continuous

See also
Units 1, 2
Be
Unit 20
The present tenses and the past tenses

A Sample sentences

Alison: What were you doing last year?
Silvie: We were developing a new product.
Alison: Who was working on this project?
Silvie: Mainly Rachida and Voitek. But they were not working on it full time.

B Form

The past continuous positive and question have two main parts:
the past tense of to be + infinitive...ing

<table>
<thead>
<tr>
<th>Positive form</th>
<th>Subject</th>
<th>to be</th>
<th>Infinitive...ing</th>
</tr>
</thead>
<tbody>
<tr>
<td>l/he/she/it</td>
<td>was</td>
<td>making</td>
<td></td>
</tr>
<tr>
<td>you/we/they</td>
<td>were</td>
<td>presenting</td>
<td></td>
</tr>
<tr>
<td>the company (= it)</td>
<td>was</td>
<td>preparing</td>
<td></td>
</tr>
<tr>
<td>the manager (= he/she)</td>
<td>was</td>
<td>reading</td>
<td></td>
</tr>
<tr>
<td>the departments (= they)</td>
<td>were</td>
<td>doing</td>
<td></td>
</tr>
<tr>
<td>the workers (= they)</td>
<td>were</td>
<td>discussing</td>
<td></td>
</tr>
</tbody>
</table>

Question form

to be | Subject | Infinitive...ing
---|---------|-----------------|
was | l/he/she/it | making? |
were | you/we/they | presenting? |
was | the company (= it) | preparing? |
was | the manager (= he/she) | reading? |
were | the departments (= they) | doing? |
were | the workers (= they) | discussing? |

The past continuous has three parts in the negative:
the past tense of to be + not + infinitive...ing

<table>
<thead>
<tr>
<th>Negative form</th>
<th>Subject</th>
<th>to be</th>
<th>not</th>
<th>Infinitive...ing</th>
</tr>
</thead>
<tbody>
<tr>
<td>l/he/she/it</td>
<td>was</td>
<td>not</td>
<td>making</td>
<td></td>
</tr>
<tr>
<td>you/we/they</td>
<td>were</td>
<td>not</td>
<td>presenting</td>
<td></td>
</tr>
<tr>
<td>the company (= it)</td>
<td>was</td>
<td>not</td>
<td>preparing</td>
<td></td>
</tr>
<tr>
<td>the manager (= he/she)</td>
<td>was</td>
<td>not</td>
<td>reading</td>
<td></td>
</tr>
<tr>
<td>the departments (= they)</td>
<td>were</td>
<td>not</td>
<td>doing</td>
<td></td>
</tr>
<tr>
<td>the workers (= they)</td>
<td>were</td>
<td>not</td>
<td>discussing</td>
<td></td>
</tr>
</tbody>
</table>

In spoken language we often use the short forms:

l/he/she/it/the company wasn’t...
you/we/they/the departments/the workers weren’t...

We sometimes also use them in informal written language.

C Uses

We use the past continuous as a time frame for another activity:

What were you doing at this time last week?
At this time last week I was visiting our factory in Switzerland.

What were you doing?
Exercise 1

Read the extract from a Director's speech at the Annual General Meeting of Pace PLC. Underline all forms of the past continuous. Label them positive (P), negative (N), or question (Q).

"What was happening a few years ago? Well, the company wasn’t doing very well. During the 1990s we were competing with many suppliers. We had a small turnover. Then everyone was thinking about mergers and takeovers. In the early 2000s we were operating in a very different market. There were only four large companies. All four were making big profits. We were all doing well..."

Exercise 2

A Safety Officer is talking to a technician about a fire at a factory. Complete the dialogue. Use the words in brackets.

SO: What were you doing [you/do] yesterday morning?
T: From 8 o'clock until 9 o'clock _________ (I/check) the production system. From 9 o'clock until 10 o'clock _________ (I/repair) a computer. Then when the fire started _________ (I/not/work).

SO: _________ (I/have/coffee).
T: No, _________ (they/install)a new printer.
SO: _________ (factory/work/normally)?
T: Yes, _________ (everything/run/perfectly).
SO: Okay. Thanks for your help.

Exercise 3

Look at the table below which describes Sally Kline's day. Write where she was and what she was doing.

<table>
<thead>
<tr>
<th>time</th>
<th>place</th>
<th>action</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>airport</td>
<td>check in</td>
</tr>
<tr>
<td>1.00</td>
<td>duty free shop</td>
<td>buy clothes</td>
</tr>
<tr>
<td>1.30</td>
<td>departure gate</td>
<td>wait</td>
</tr>
<tr>
<td>2.00</td>
<td>plane</td>
<td>read</td>
</tr>
<tr>
<td>2.00</td>
<td>plane</td>
<td>have lunch</td>
</tr>
<tr>
<td>5.00</td>
<td>meeting</td>
<td>give a presentation</td>
</tr>
</tbody>
</table>

At 10.30 Sally was at the airport. She was checking in.

Transfer

Make sentences about yourself or a company or institution you know. Begin with phrases like This time last year... and In the summer.... Use the past continuous where possible.
UNIT 15

The Present Perfect Simple

See also
- Unit 16: The present perfect continuous
- Unit 17: The present perfect with for, since, ever and never
- Unit 18: The past simple vs. the present perfect simple
- Business File 4: British English vs. American English
- Business File 6: Irregular verb table

A Sample sentences

Martina: How long have you worked here?
Andrea: I have been here for five years now and Erica has been here since 2001.
Jean: Have you done any work like this before?
Richard: Yes, I’ve prepared accounts in various jobs before.

B Form

The present perfect simple positive and question have two parts: has/have + the past participle

<table>
<thead>
<tr>
<th>Positive form</th>
<th>Question form</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subject</td>
<td>has/have</td>
</tr>
<tr>
<td>I/you/we/they</td>
<td>have</td>
</tr>
<tr>
<td>he/she/it</td>
<td>has</td>
</tr>
<tr>
<td>the director</td>
<td>has</td>
</tr>
<tr>
<td>(= he/she)</td>
<td></td>
</tr>
<tr>
<td>the employees</td>
<td>have</td>
</tr>
<tr>
<td>(= they)</td>
<td></td>
</tr>
</tbody>
</table>

The present perfect simple negative has three parts: has/have + not + past participle

<table>
<thead>
<tr>
<th>Negative form</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subject</td>
</tr>
<tr>
<td>I/you/we/they</td>
</tr>
<tr>
<td>he/she/it</td>
</tr>
<tr>
<td>the director</td>
</tr>
<tr>
<td>(= he/she)</td>
</tr>
<tr>
<td>the employees</td>
</tr>
<tr>
<td>(= they)</td>
</tr>
</tbody>
</table>

In spoken language we often use these short forms:

<table>
<thead>
<tr>
<th>Positive form</th>
<th>Negative form</th>
</tr>
</thead>
<tbody>
<tr>
<td>I/you/we/they/the workers’ve</td>
<td>I/you/we/they/the workers haven’t</td>
</tr>
<tr>
<td>he/she/it/the company’s…</td>
<td>he/she/it/the company hasn’t…</td>
</tr>
</tbody>
</table>

We sometimes also use them in informal written language.

C Uses

We see the present perfect simple as a tense which links the past and the present. So we use the present perfect simple to talk about:

1. an activity which started in the past and continues to the present:
   I have worked for the bank for five years.

2. an activity which happened at a time in the past – but we don’t know exactly when – with a result in the present:
   I have visited the US several times. [Present result, I know many places.]
Exercise 1

Make sentences from the words below. See the example.

Mr Flaherty has studied economics.

<table>
<thead>
<tr>
<th>I</th>
<th>have</th>
<th>made</th>
<th>Saudi Arabia.</th>
</tr>
</thead>
<tbody>
<tr>
<td>You</td>
<td>haven’t</td>
<td>produced</td>
<td>Belgium.</td>
</tr>
<tr>
<td>He/She</td>
<td>has</td>
<td>studied</td>
<td>a profit.</td>
</tr>
<tr>
<td>We/You/They</td>
<td>hasn’t</td>
<td>developed</td>
<td>a report.</td>
</tr>
<tr>
<td>The company</td>
<td>‘s</td>
<td>increased</td>
<td>economics.</td>
</tr>
<tr>
<td>Our department</td>
<td>‘ve</td>
<td>visited</td>
<td>new products.</td>
</tr>
<tr>
<td>The government</td>
<td></td>
<td>lived in</td>
<td>taxes.</td>
</tr>
<tr>
<td>Mr. Flaherty</td>
<td></td>
<td>been to</td>
<td>its turnover.</td>
</tr>
</tbody>
</table>

Exercise 2

Look at the graph below. It shows the profit performance for four products. Write how long each product has been profitable. Use the verbs in the box.

<table>
<thead>
<tr>
<th>be profitable</th>
<th>make a profit</th>
<th>do well</th>
<th>(sales) increase</th>
</tr>
</thead>
</table>

Sales of Product A have increased since 2007

Profit

Sales of Product A have increased since 2007

Exercise 3

Answer the following questions. Give long and short answers.

1. Have you ever been to the United States?
   No, I haven’t been to the USA/No I haven’t.

2. How long have you known your best friend?

3. Has your company/school/university made any links with foreign companies?

4. Has your family owned a business?

5. How long have you lived in your present house?

6. Have you worked for an American company?

7. Have you studied for a Masters Degree in Business Administration (MBA)?

Transfer

Ask a friend questions about travel/work/studies/etc. like the ones above. Write down the answers.

He/she...
The Present Perfect Continuous

A Sample sentences

- Production has been declining since 2000.
- The company has been working on this project for several years.
- Profits are falling; so we have been looking at ways of cutting costs.

B Form

The present perfect continuous positive and question have three parts:

\[
\text{has/have} \ + \ \text{been} \ + \ \text{infinitive} \ + \ \text{ing}
\]

\[\text{has/have been living}\]
\[\text{has/have been working}\]
\[\text{has/have been discussing}\]

The present perfect continuous negative has four parts:

\[
\text{has/have} \ + \ \text{not} \ + \ \text{been} \ + \ \text{infinitive} \ + \ \text{ing}
\]

\[\text{has/have not been doing}\]
\[\text{has/have not been helping}\]

In spoken language we often use these short forms:

Positive form

\[l/you/we/they have been living\]
\[l/you/we/they have been working\]
\[l/you/we/they have been discussing\]

Negative form

\[l/you/we/they have not been doing\]
\[l/you/we/they have not been helping\]

We sometimes also use them in informal written language.

C Uses

We use the present perfect continuous to talk about:

1. an activity which started in the past and continues to the present:
   
   \[\text{She has been living in London for several years.}\]

2. an activity which happened at a time in the past – but we don’t know exactly when it happened:
   
   \[\text{The company has been doing extra tests on the systems.}\]

In many cases, the meaning of the two present perfect tenses is the same.

\[\text{He has worked for the airline for 25 years} = \text{He has been working for the airline for 25 years.}\]
**TASKS**

**Exercise 1**

*Match the phrase on the left to a phrase on the right to make six sentences.*

<table>
<thead>
<tr>
<th>You've been looking for</th>
<th>changing my job.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our exports have been doing well</td>
<td>the performance of our PX range.</td>
</tr>
<tr>
<td>The Marketing Department has been studying</td>
<td>for the last ten years.</td>
</tr>
<tr>
<td>I've been thinking about</td>
<td>for us since 1995.</td>
</tr>
<tr>
<td>Michael has been working</td>
<td>last year's sales figures.</td>
</tr>
<tr>
<td>We've been analyzing</td>
<td>a new job.</td>
</tr>
</tbody>
</table>

**Exercise 2**

*Write one sentence for each of the five projects mentioned in the notes below. The first one has been done for you.*

Since 2003 we've been expanding our export market.

<table>
<thead>
<tr>
<th>Start date</th>
<th>Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003...</td>
<td>expand/our export market</td>
</tr>
<tr>
<td>2006...</td>
<td>use/automated production</td>
</tr>
<tr>
<td>2008...</td>
<td>run/training courses</td>
</tr>
<tr>
<td>January</td>
<td>process orders/with electronic systems</td>
</tr>
<tr>
<td>February</td>
<td>build/a new warehouse</td>
</tr>
</tbody>
</table>

**Exercise 3**

*Complete the following letter from an Executive of Euro TV, a Paris-based television channel. He is writing to a colleague in Japan.*

**EuroTV, 170 –174 Rue des Capucins, 2270 Lesigny, FRANCE**

Dear Hisashi,

Thank you for your letter. EuroTV ________(develop) links with companies in other countries. In particular we ________(discuss) programme making with networks in Belgium and Germany. We ________(talk to) small, private companies. So far we have not tried to set up links with companies outside Europe. Many American TV stations ________(examine) ways to work in Europe.

I look forward to meeting you in Paris. We can discuss these developments.

Yours sincerely,

[Signature]

Tom Kitsch

**Transfer**

*Write sentences about four things that you started in the past and which are still continuing.*
The Present Perfect with For, Since, Ever and Never

See also

Unit 15 The present perfect simple
Unit 16 The present perfect continuous
Unit 18 The past simple vs. the present perfect simple
Business File 6 Irregular verb table

A Sample sentences

A: Have you ever used this catering company?
B: Yes, we have used them since 2000.
A: We have never used them. Are they any good?
B: Yes, we have had no problems with them for several years.

B Form

We use the present perfect simple and the present perfect continuous with for and since:

<table>
<thead>
<tr>
<th>After for we use a period of time:</th>
<th>After since we use a point of time:</th>
</tr>
</thead>
<tbody>
<tr>
<td>two days</td>
<td>Tuesday</td>
</tr>
<tr>
<td>three weeks</td>
<td>21st April</td>
</tr>
<tr>
<td>four months</td>
<td>last month</td>
</tr>
<tr>
<td>many years</td>
<td>the beginning of this year</td>
</tr>
<tr>
<td>a long/short time</td>
<td>the end of the 90s</td>
</tr>
</tbody>
</table>

I have worked for ABC for many years. I have worked for ABC since 1990.
I have been working for ABC for six years. I have been working for ABC since 1st January.

We use the present perfect simple with ever and never:

<table>
<thead>
<tr>
<th>ever</th>
<th>never</th>
</tr>
</thead>
<tbody>
<tr>
<td>at any time in the past</td>
<td>at no time in the past</td>
</tr>
</tbody>
</table>

Have you ever visited the trade fair in Hannover? No, I have never been there.

C Uses

1. With the present perfect both for and since show the duration of an activity. In both cases it started in the past and continues to the present:

   past \[\text{start of work on technology} = 2005\] 5 years present \[\text{now} = 2010\]

   We have been working on this technology for five years. [period of time with for]
   We have been working on this technology since 2005. [point of time with since]

2. We use ever in present perfect questions to mean ‘at any time up to now’:
   Have you ever met the president?

3. We use never in present perfect statements to mean ‘at no time up to now’:
   The company has never made a profit.
Exercise 1

Match the questions on the left with appropriate answers on the right.

1. How long has she worked for Smith Callman Ltd?
   a. Yes, we made heavy losses in the 1970s.
2. How long have you known Peter Lomax?
   b. Yes, but I've never visited the USA.
3. Have you ever lived in a different country?
   c. She's been with the company since 1994.
4. Has your company ever had major problems?
   d. I've known him for 20 years.

Exercise 2

A shampoo, Shine Plus, is not selling well. The Product Manager is talking to a marketing consultant. Fill the spaces. Use words from the box.

<table>
<thead>
<tr>
<th>for</th>
<th>since</th>
<th>ever</th>
<th>never</th>
<th>long</th>
<th>have</th>
<th>has</th>
<th>been</th>
</tr>
</thead>
</table>

MC: Have you _______ had a big fall in sales before?
PM: No, sales have _______ fallen so suddenly.
MC: How _______ have you _______ marketing this product?
PM: _______ the beginning of last year.
MC: So, it's been on the market _______ less than two years?
PM: Yes, it _______.
MC: _______ you compared Shine Plus with competitors' sales results?
PM: Yes. Our drop in sales _______ happened _______ January although the market has improved. The graph shows how our three main competitors _______ all benefited: they've all been selling better.

Exercise 3

Kate and Matt meet in an airport departure lounge. They are waiting for their flights. Complete the dialogue below. Use for, since, ever, never.

Kate: How long have you worked for Abacus?
Matt: _______ about four years.
Kate: I see. Have you _______ done business in China?
Matt: No, we've _______ tried the Chinese market.
Kate: Well, our business in China has been rising _______ the beginning of the 2000s.
Matt: And you've been making a profit since then?
Kate: Well, not always. _______ three years, yes.
Matt: Have you _______ visited China?
Kate: Oh yes. Many times. In fact, my husband is Chinese.

Transfer

Ask someone six questions with ever or how long. Get answers with never, for and since.
UNIT 18

The Past Simple vs. The Present Perfect Simple

See also

<table>
<thead>
<tr>
<th>Units</th>
<th>The past</th>
<th>Units</th>
<th>The present perfect</th>
</tr>
</thead>
<tbody>
<tr>
<td>11, 12, 13, 14</td>
<td></td>
<td>15, 16, 17</td>
<td></td>
</tr>
<tr>
<td>Business File 4</td>
<td>British English vs. American English</td>
<td>Business File 6</td>
<td>Irregular verb table</td>
</tr>
</tbody>
</table>

A Sample sentences

A: I don't think we have met.
B: My name is Dieter Stallkamp. I've only recently arrived from Stuttgart.
A: So, when did you join the company?
B: I started at the beginning of the year.

B Form

When we talk about or ask about an activity at a definite time in the past, we use:

<table>
<thead>
<tr>
<th>+</th>
<th>-</th>
<th>?</th>
</tr>
</thead>
<tbody>
<tr>
<td>past tense</td>
<td>didn’t + infinitive</td>
<td>did + subject + infinitive</td>
</tr>
<tr>
<td>past simple positive</td>
<td>past simple negative</td>
<td>past simple question</td>
</tr>
</tbody>
</table>

When we talk about or ask about an activity in the past with a link to the present, we use:

<table>
<thead>
<tr>
<th>+</th>
<th>-</th>
<th>?</th>
</tr>
</thead>
<tbody>
<tr>
<td>have/has + past participle</td>
<td>haven’t/hasn’t + past participle</td>
<td>have/has + subject + past participle</td>
</tr>
<tr>
<td>present perfect simple positive</td>
<td>present perfect simple negative</td>
<td>present perfect simple question</td>
</tr>
</tbody>
</table>

C Uses

Look at this mini-dialogue in the past simple:
A: So when did you start the company?
B: Well, we opened the first sales office five years ago. At first, demand for our products was slow. Then we placed an advertisement in Euroweekly.
A: And did that help?
B: Yes we started to receive enquiries from wholesalers. They didn’t want to buy from larger companies because their deliveries were very slow. So, they came to us.

Now look at this mini-dialogue in the present perfect simple:
A: In the past three weeks the company has sold 50,000 copies of its anti-virus software.
B: And how have they reached their customers?
A: They have placed a lot of advertisements online. Have you ever tried online advertising?
B: No. We have never found it effective. But we have used an advertising agency for about three years. And they have developed some good campaigns for us.
Exercise 1

Look at the sentences below. Underline examples of the simple past and circle examples of the present perfect.

1. The company has sold its London offices.
2. The Managing Director resigned three years ago.
3. I have not read the newspaper today.
4. A rival manufacturer has bought the company.
5. The top-selling product made over £3m last year.
6. Many shareholders have sold their shares.
7. Market analysts have estimated company turnover at over £40m.
8. Axam Ltd did not improve its sales.

Exercise 2

The graphs below show the turnover, R&D costs and share value for Lander Ltd. Complete the text with the correct form of the words in brackets.

This shows the turnover for Lander. It ______ (decline) between 2004 and 2006 but it ______ (rise) since 2006. The company ______ (spend) more on R&D.

This shows that the value of Lander shares ______ (increase) between 2004 and 2005. It ______ (maintain) the same level since 2005. Competitors’ share values ______ (increase). The increase ______ (not/be) very large.

Exercise 3

Complete the email below with the correct form of verbs in the box.

break transfer repair decide notice begin not/lose not/read

Dear Mike

We ______ to close down the Beta plant for three weeks. On Tuesday maintenance inspectors ______ problems with the machines. I ______ the inspectors’ report.

Yesterday we ______ a detailed study. A few weeks ago we ______ the pump. It is possible that the pump ______ again. We ______ production to our other plant.

Fortunately, we ______ much production. I will telephone you next week with more information.

Best regards

Transfer

Write a few sentences describing your recent activities. Use the past simple and the present perfect.
The Past Perfect

See also
- Units 11–13 The past simple
- Business File 6 Irregular verb table

A Sample sentences
- He had worked as a marketing assistant for many years. Then he changed jobs.
- Had you used this technology before you came here?
- The club had not made a profit during the five years before the merger took place.

B Form

The past perfect positive and question have two main parts:
- had + past participle

<table>
<thead>
<tr>
<th>Positive form</th>
<th>had</th>
<th>past participle</th>
</tr>
</thead>
<tbody>
<tr>
<td>I/he/she/it</td>
<td>had</td>
<td>made</td>
</tr>
<tr>
<td>you/we/they</td>
<td>had</td>
<td>presented</td>
</tr>
<tr>
<td>the company (= it)</td>
<td>had</td>
<td>prepared</td>
</tr>
<tr>
<td>the manager (= he/she)</td>
<td>had</td>
<td>read</td>
</tr>
<tr>
<td>the workers (= they)</td>
<td>had</td>
<td>discussed</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Question form</th>
<th>had</th>
<th>Subject</th>
<th>past participle</th>
</tr>
</thead>
<tbody>
<tr>
<td>I/he/she/it</td>
<td>had</td>
<td>made</td>
<td></td>
</tr>
<tr>
<td>you/we/they</td>
<td>had</td>
<td>presented</td>
<td></td>
</tr>
<tr>
<td>the company (= it)</td>
<td>had</td>
<td>prepared</td>
<td></td>
</tr>
<tr>
<td>the manager (= he/she)</td>
<td>had</td>
<td>read</td>
<td></td>
</tr>
<tr>
<td>the workers (= they)</td>
<td>had</td>
<td>discussed</td>
<td></td>
</tr>
</tbody>
</table>

The past perfect has three parts in the negative:
- had + not + past participle

<table>
<thead>
<tr>
<th>Negative form</th>
<th>had</th>
<th>not</th>
<th>past participle</th>
</tr>
</thead>
<tbody>
<tr>
<td>I/he/she/it</td>
<td>had</td>
<td>not</td>
<td>made</td>
</tr>
<tr>
<td>you/we/they</td>
<td>had</td>
<td>not</td>
<td>presented</td>
</tr>
<tr>
<td>the company (= it)</td>
<td>had</td>
<td>not</td>
<td>prepared</td>
</tr>
<tr>
<td>the manager (= he/she)</td>
<td>had</td>
<td>not</td>
<td>read</td>
</tr>
<tr>
<td>the workers (= they)</td>
<td>had</td>
<td>not</td>
<td>discussed</td>
</tr>
</tbody>
</table>

In spoken language we often use the short form hadn’t:
- I/he/she/it/the company/you/we/they/the departments/the workers hadn’t...

We sometimes also use it in informal written language.

C Uses

We use the past perfect to talk about an activity at a time before the past:

After he had been head of the company for three and a half years, he sold it.

He had not called his boss before he flew to Moscow.

Note
We can often use the past simple instead of the past perfect:
I called him after I had arrived in the office = I called him after I arrived in the office.
TASKS

Exercise 1

Underline examples of the past perfect in the sentences below.

1. After I had shut the door I realised my key was inside.
2. I had finished my sandwich when the phone rang.
3. When I returned I saw that someone had left a package on my desk.
4. Mrs Maw had not finished opening her post when John came in.
5. The work had not been completed before the Vice President arrived.

Exercise 2

Use the words below to make sentences. Include a past perfect tense contrasted with a simple past tense. Use positive [+], negative [-] and question forms [?].

1. The company/test/new products/before/launch/on the market
   The company had tested the new products before it launched them on the market. [+]
   The company hadn't tested the new products before it launched them on the market. [-]
   Had the company tested the new products before it launched them on the market? [?]

2. The engineers/visit/the plant/before/the accident/happen
3. The company/publish/the sales results/before/the share price fall
4. The research team/complete/the report/the management/cut/investment
5. When/the deadline/come/she/finish/the report

Exercise 3

Fred has problems with a photocopier. Complete the dialogue.

Tom: What happened?
Fred: Before the machine broke down, I _______ (made) 100 copies.
Tom: Then what?
Fred: When I _______ (done) 100, the paper jammed.
Tom: What did you do?
Fred: When I _______ (clear) the paper, I pressed the start button.
Tom: Then?
Fred: I thought I _______ (solve) the problem. But I _______ (not notice) another problem.
   Smoke was coming out of the back.
Tom: So then what happened?
Fred: After I _______ (see) the smoke, I telephoned you.

Transfer

Write sentences contrasting events affecting your work or studies.

Example:
When I arrived in Tanzania I had already learnt Swahili.
The Present Tenses and The Past Tenses

See also
- Units 3-9: The present tenses
- Units 11-14: The past tenses
- Units 15-18: The present perfect
- Unit 19: The past perfect
- Business File 6: Irregular verb table

A Sample sentences

John: Where do you come from, Diane?
Sonia: I was born in Scotland, but I live in Finland now.
John: That's interesting. My brother has lived in Finland for five years.
Sonia: How long have you lived there?
John: I moved there three years ago.
Sonia: And do you like it?
John: Yes. But unfortunately, I don't live in the capital. I commute to the office every day.
Sonia: It takes about an hour. So, we are looking for a flat near the centre. Have you ever been to Finland?
John: Yes, many times. In fact I prepared a big construction project there two years ago. But while I was working on it, the client went bankrupt. Fortunately, we had not invested too much money.

B Form

Remember these different forms for the present tenses and the past tenses:

<table>
<thead>
<tr>
<th>Present, past and present perfect continuous</th>
<th>The present simple</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive</td>
<td>to be + infinitive ...ing</td>
</tr>
<tr>
<td>Negative</td>
<td>to be + not + infinitive ...ing</td>
</tr>
<tr>
<td>Question</td>
<td>to be + subject + infinitive ...ing</td>
</tr>
</tbody>
</table>

Present forms of to be = am/is/are
Past forms of to be = was/were
Present perfect forms of to be = have been/has been

<table>
<thead>
<tr>
<th>The past simple</th>
<th>The present perfect</th>
<th>The past perfect</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive</td>
<td>past tense</td>
<td>have/has + past participle</td>
</tr>
<tr>
<td>Negative</td>
<td>didn't + infinitive</td>
<td>haven't/hasn't + past participle</td>
</tr>
<tr>
<td>Question</td>
<td>did + subject + infinitive</td>
<td>have/has + subject + past participle</td>
</tr>
</tbody>
</table>

C Uses

Look at the differences in meanings between the following sentences:

I usually work with clients in the catering industry, but at present I am working with a music company.
[Present simple vs. present continuous]

I was surfing the Internet, when I saw your website.
[Past continuous vs. past simple]

How long have you lived in Jerusalem, Joel? I moved here three years ago.
[Present perfect vs. past simple]

Before I moved to Austin, I had never visited Texas.
[Past simple vs. past perfect]
**Exercise 1**

Look at the following extract from a newspaper report. Label the tenses as follows:
- present simple (PresS), present continuous (PresC), past simple (PastS), past continuous (PastC),
- present perfect simple (PPS), present perfect continuous (PPC), past perfect (PastP).

**Global slow down**

The world economy is slowing down. The World Bank has published a report. It says that the global economy is growing at 2% per year. Last year growth was 2.8%. The report contrasts with a study by the OECD last year. This had suggested that prospects were improving for developing countries. According to Credit Bank International, the world economy has been slowing down for a year.

**Exercise 2**

Use the prompts below to make a dialogue.

**A**

1. **Peter/where/work?**  
   Peter, where _________?  I ________ Frobo Ltd.

2. **how long/there?**  
   How long _________?  I ________ two years.

3. **where/before/Frobo?**  
   Where _________ before Frobo? Allen Brothers.

4. **why/change?**  
   Why _________?  Because the markets _________ falling and the company _________ going bankrupt.

5. **why/choose/Frobo?**  

**Exercise 3**

Maria is showing a visitor round her distribution company, Largo S.p.A. Make sentences using the prompts below.

1. Maria: _______________________________ 4. Maria: _______________________________
   [from January until June last year/build/new office block]

2. Visitor: ______________________________ 5. Maria: ______________________________
   [how much/cost?]

   [cost/$250,000m]

**Transfer**

Prepare some questions to ask a friend about his/her work or studies. Together, discuss what you have both done and are doing now.
The Future with Will and Shall

A Sample sentences

- I'll meet you after work.
- I think they will sell the insurance company.
- What shall we call the new product?

B Form

The future with will has two parts:
the modal will + infinitive

<table>
<thead>
<tr>
<th>Positive form</th>
<th>Negative form</th>
<th>Question form</th>
</tr>
</thead>
<tbody>
<tr>
<td>I/y/u/w/h/s/i/t/t/</td>
<td>I/y/u/w/h/s/i/t/t/</td>
<td>will I/y/u/w/h/s/i/t/t/</td>
</tr>
<tr>
<td>will organise</td>
<td>will not go to</td>
<td>prepare the agenda?</td>
</tr>
<tr>
<td>the meeting</td>
<td>the meeting</td>
<td></td>
</tr>
<tr>
<td>Short forms</td>
<td>'ll</td>
<td>won't</td>
</tr>
</tbody>
</table>

We often use the short forms in spoken language; we sometimes use them in informal written language:
I'll check the figures this afternoon.
Sales won't recover before next year.

The future with shall has two parts:
the modal shall + infinitive

We only use it after I and we:
I shall see you tomorrow after the meeting.

The short form of the negative is shan't:
We shan't pay any invoices before the beginning of next month.

C Uses

1. We use the future with will to talk about future facts:
   - Prices will rise by 3.3% next month. [not: will to rise]
   - When will the product be available in stores?
   - The company said it won't perform tests on animals.

2. We can use the future with shall after I and we:
   - I shan't stay long. [not: shan't to stay]
   - What shall we do tomorrow?

3. We use the question forms shall I? or shall we? to make suggestions:
   - Shall I call you tomorrow?
   - Shall we go home now?
TASKS

Exercise 1

Look at the following sentences. Link each one to a picture a-e.

1. Shall we go in?
2. I’ll call you again tomorrow.
3. We’ll write to you next week.
4. Shall I call the technician?
5. John’ll be here at 10 o’clock.

Exercise 2

Below is part of a presentation by Tom Kip, from LMF Ltd, a food manufacturer. Tom is describing the day’s programme to a group of visitors from France. Put the sentences in the correct order. Underline any uses of will or shall. The first has been marked [1] for you.

a. We’ll have lunch in a local restaurant at about 1 o’clock.
b. We’ll finish at about 4 o’clock.
c. After this introduction, we’ll have a short tour of the plant.
d. So, shall we begin the tour?
e. Then before coffee we’ll show you a film about our distribution system.
f. We’ll have coffee at 11, then we’ll have a meeting with Ken Levins, our Product Manager.
g. Right, now I’ll explain the programme for the day. [1]
h. After lunch we’ll discuss future plans.

Exercise 3

Complete the exchanges below. Use a form of will or shall in your answer.

1. Fred: I need a taxi.
   Martin: (phone) I’ll phone for one.
2. John: I’ll be in my office tomorrow.
   Marie: [call you]
3. Jacob: I need to see the report.
   Hisashi: [get it]
4. Pierre: Who’ll tell us the answer?
   Imogen: [not/Erik]
5. Juan: What about lunch?
   Amy: [go/Gigi’s Restaurant?]

Transfer

Answer the following questions about your work. Use a form of will or shall.

What do you plan to do tomorrow? What about getting a big pay rise next year?
Where are you going on Saturday? What’ll you talk about tomorrow?
Who won’t you see this evening? If the company has problems, will you lose your job?
The Future with Going To vs. Present Continuous

See also

Unit 21 The future with will and shall
Unit 23 The future with will vs. going to vs. present continuous

A Sample sentences

- When are you going to give us a decision?
- We are going to discuss marketing strategy.
- I am leaving for Europe at the end of the week.
- We are not selling as much to Asia.

B Form

The future with going to has three parts in the positive and question:

\[ \text{to be} + \text{going to} + \text{infinitive} \]

<table>
<thead>
<tr>
<th>Subject</th>
<th>to be</th>
<th>going to</th>
<th>Infinitive</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>am</td>
<td>going to</td>
<td>negotiate</td>
</tr>
<tr>
<td>you/we/they</td>
<td>are</td>
<td>going to</td>
<td></td>
</tr>
<tr>
<td>he/she/it</td>
<td>is</td>
<td>going to</td>
<td></td>
</tr>
</tbody>
</table>

The future with going to has four parts in the negative:

\[ \text{to be} + \text{not} + \text{going to} + \text{infinitive} \]

<table>
<thead>
<tr>
<th>Subject</th>
<th>to be</th>
<th>not</th>
<th>going to</th>
<th>Infinitive</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>am</td>
<td>not</td>
<td>going to</td>
<td>come</td>
</tr>
<tr>
<td>you/we/they</td>
<td>are</td>
<td>not</td>
<td>going to</td>
<td></td>
</tr>
<tr>
<td>he/she/it</td>
<td>is</td>
<td>not</td>
<td>going to</td>
<td></td>
</tr>
</tbody>
</table>

For the forms of the present continuous (positive, negative and question), see Units 3–5.

C Uses

1. We use the future with going to to talk about intentions:
   - I am going to do $2000 in sales today. (It is my intention.)
   - The company is going to build 1000 cars a year. (It is our company's intention.)

2. We use the future with the present continuous to talk about personal fixed plans or schedules:
   - Next month we are launching a new online service. (It is our fixed plan.)
   - When are you flying to Jakobsberg? (When have you fixed to fly there?)

Note

It is important to specify a future time, when you use the present continuous with a future meaning.

When are you flying to Jakobsberg?
I'm flying there tomorrow morning.
**Exercise 1**

Read the text below. Underline once any uses of **going to** + infinitive (intention) and underline twice any examples of the present continuous tense (fixed plans).

Q: What are you working on for the next few weeks?
A: We’re setting up a new distribution network in Asia. We’re not using our own staff. We’re going to use local agents. We’re going to recruit top quality experts. We’re examining some possible applicants next week. We’re going to run psychometric tests as part of the recruitment procedure. I’m meeting colleagues later today to finalise plans.

**Exercise 2**

A customer is telephoning a mobile phone rental company. Complete the conversation.

Caller: Well, we’re **having** (have) a conference in three months. I need some phones.
PhoneCo: Fine. How many people ________ (come)?
Caller: Well, ________ (send out) 50 invitations this week.
PhoneCo: That’s fine. ________ (hire) phones for everyone?
Caller: No, just about half, I think.
PhoneCo: And ________ (need) anything else, faxes or modems?
Caller: No, ________ (not/plan) anything complicated.

**Exercise 3**

Look at the project plan for a joint venture between two companies, KJE Ltd and Weisskopf GmbH. Complete the memo below. Use the correct form of the words in the box. Put them into the present continuous or the **going to** form.

Dept. meeting sign contract develop new engine

<table>
<thead>
<tr>
<th>now</th>
<th>next week</th>
<th>on 16th of the month</th>
<th>next year</th>
</tr>
</thead>
<tbody>
<tr>
<td>come</td>
<td>join</td>
<td>have</td>
<td>manufacture</td>
</tr>
</tbody>
</table>

**Memo**

To: HJ  From: KP
Re: KJE/Weisskopf Joint Venture

As you know, we __________ a new engine with Weisskopf GmbH. We __________ a Department meeting next week and I __________ to Bremen on the 16th. We __________ contract then. __________ to the meeting?
That’s all. Good luck.

P.S. Helen __________ [not] the design team. She is too busy.

**Transfer**

Write sentences on {a} your intentions, and {b} your fixed plans.
UNIT 23
The Future with Will vs. Going To vs. Present Continuous

See also
Unit 21 The future with will and shall
Unit 22 The future with going to vs. present continuous

A Sample sentences
A: When are you going to launch the new product?
B: It won’t be ready before June.
A: When are you going to fix the price?
B: For the rest of this year we are offering them at a special price. This will increase demand.
A: Are you going to appoint a marketing director?
B: Yes, we are interviewing the candidates in two weeks.

B Form
Remember
1. There is no to after will or shall.
2. You need the verb to be before going to and the present continuous forms.
   For more information on the forms, see Units 21 and 22.

C Uses
Look at the differences in meanings between the following pairs of sentences:

What are you going to do tomorrow? [What do you intend to do?] [future with going to]
What are you doing tomorrow? [What are your fixed plans?] [future with present continuous]
We are going to launch a new cable channel at the end of this year. [We intend to launch…] [future with going to]
The official launch will take place in New York on Friday. [The launch date is a fact.] [future with will]

Now look at this mini-dialogue:
A: When will the report be ready?
B: I’m going to work on it this afternoon.
A: I’m seeing the MD tomorrow morning. We’re going to review the sales figures.
B: OK, it’ll be finished by 4 o’clock.
**Exercise 1**

Read the dialogue below. Number the future forms 1-6. Then write the numbers in the box.

<table>
<thead>
<tr>
<th>Fixed plans/present continuous</th>
<th>Intentions-going to</th>
<th>Facts-specific times-will</th>
</tr>
</thead>
</table>

**A:** What are we going to do about the promotional material for the exhibition?
**B:** I’m taking it to the printer’s this afternoon. They told me it’ll be done by Monday.
**A:** Okay. Tell them I’ll pick it up at 10 o’clock.
**B:** It’s not necessary. They’re coming here about something else.
**A:** Okay. Now, I’m going to find out who can do some translations for us …

**Exercise 2**

A journalist is interviewing a director of a paints manufacturer, Byant Ltd. The company is in trouble because last week chemicals polluted a local river. Complete the dialogue with appropriate future forms of the words in brackets.

**Journalist:** Are you going to close [close] the factory?
**Byant:** Of course we [not/close] the factory. 800 people work here. We [install] a new purification system next summer.
**Journalist:** People think your new system [not/be] enough.
**Byant:** I’m sure it [be].
**Journalist:** Are you going to install [install] a new purification system next summer.
**Byant:** Of course we [not/be] enough.
**Journalist:** Is that too little, too late?
**Byant:** No, certainly not. We [increase] spending on this by 25% this year and next year.
**Journalist:** Can you promise me something else. The river [be] clean again by the end of this week.

**Exercise 3**

Complete the email below. Use the verbs in the box in appropriate future forms.

| tell | explain | move | happen | come | have | look round |

**To:** ricardo.benato@eurosales.com
**From:** jeanclaude.isias@papin.com
**Subject:** Visit from Harkes Ltd

Dear Ricardo,

Representatives of Harkes Ltd [come] next week. They [move] the plant and then we [have] a meeting at 2 o’clock. We [explain] our plans for the next five years. They know we [tell] our Sales Division to Brussels. They don’t know that this [happen] in December this year. I [take] them before the meeting.

Best Regards
Jean Claude Isias (Papin S.A.)
(1) 4577 3371

**Transfer**

Discuss future plans, intentions and events with a colleague. Ask him/her questions.
UNIT 24

Conditional I

See also

Unit 25 Conditional II

A Sample sentences

- If we get ten new accounts, the company will pay a bonus.
- The company will not survive, unless a buyer comes to its rescue.
- Businesses will return to the country, if political conditions improve.

B Form

A conditional sentence has two parts:
the if clause + the main clause
In conditional I sentences, we use:

<table>
<thead>
<tr>
<th>If clause</th>
<th>Main clause</th>
</tr>
</thead>
<tbody>
<tr>
<td>present simple</td>
<td>future with will</td>
</tr>
</tbody>
</table>

If we send the mailshot this week, it will arrive next week.

We can use unless for if ... not:
Unless we merge our two companies, we will not be competitive. (If we don’t merge ...)

C Uses

A conditional I sentence shows a real possibility:
If Ahmed leaves now, he will be back in Glenvale before lunch.
(We don’t know if Ahmed will leave now; but if he leaves now, there is a real possibility that he will be in Glenvale before lunch.)

Now look at these conditional I sentences:
If labour costs increase, we will manufacture abroad.
Unless we move our production abroad, our competitors will take our market share.
Our workers will strike if we don’t offer higher wages. =
Our workers will strike unless we offer higher wages.

Note
There is no rule about the comma between the if clause and the main clause. If there is a pause between the two clauses, we write a comma; if not, we don’t.
**TASKS**

**Exercise 1**

*Label the main clauses (MC) and underline them with a continuous line (____). Label the if clauses (IC) and underline them with a dotted line (.........). The first one has been done for you.*

1. **We will buy Axam PLC (MC) if the price is right. (IC)**
2. If we are successful our share price will go up.
3. If the market declines we won’t buy Axam.
4. One of our competitors will buy Axam if we don’t.
5. We can take our time, unless Chemco makes a sudden offer for Axam.

**Exercise 2**

*Make conditional sentences based on these prompts.*

1. we/pollute the river/have to pay a fine
   **If we pollute the river we’ll have to pay a fine.**
2. the computer/crash/we lose the data
3. our market share/increase/we give a pay rise
4. they/send the goods today/they arrive tomorrow
5. sales/fall/we raise prices
6. unless/we have/good weather/we not make a profit

**Exercise 3**

*Moda PLC is a fashion clothes manufacturer. Here is an email on plans for next year. Complete the spaces with appropriate clauses from the box.*

If we have good weather, **unless** the economy recovers **our products won’t sell**. **We will do better** if we produce **unless the economy recovers** our products won’t sell.

---

**Transfer**

*Make four conditional sentences about your work or your studies. Use if and unless.*
UNIT 25  Conditional II

See also  Unit 24  Conditional I

A Sample sentences

- If ITCorp accepted our offer, both companies would benefit.
- The results would improve, if we spent more time on planning.
- What would you do if you lost your job?
- Unless you left now, you would not arrive in time.

B Form

A conditional sentence has two parts:
the if clause + the main clause
In conditional II sentences, we use:

<table>
<thead>
<tr>
<th>If clause</th>
<th>Main clause</th>
</tr>
</thead>
<tbody>
<tr>
<td>past simple</td>
<td>conditional with would</td>
</tr>
</tbody>
</table>

If we sent the mailshot this week, it would arrive next week. (= conditional II)
If we didn’t send the mailshot this week it wouldn’t arrive in time. (= conditional II negative; here we can’t use unless)

C Uses

A conditional II sentence shows a remote possibility:
If Ahmed left now, he would be back in Glenvale before lunch. (We don’t know Ahmed’s plans, but there is only a remote [small] possibility that he will leave now.)

Now look at these conditional II sentences:
If we lost that contract, we would be in a terrible mess.
What would you do if you took over as the boss?
I wouldn’t employ someone if they didn’t do the work properly.

Note
In conditional I we see the event or action as a real possibility; in conditional II we see the event or action as a remote possibility:
If we increase our prices, our profits will rise. (a real possibility that we will increase our prices)
If we increased our prices, our profits would rise. (remote possibility that we will increase our prices)
**Exercise 1**

Underline three conditional II sentences in the extract of a report below. Label the if clauses (IC) and the main clauses (MC) in the three conditional II sentences.

If we sell Mago in Asia it will help to establish our brand name. But if we set up our own distribution network it would cost too much. Unless we spent millions, we wouldn't make any money. If we use local people it will be much cheaper. If Mago does well in Asia, then we'll expand there in the future. If it failed of course, we'd be in trouble.

**Exercise 2**

Make conditional II sentences with these prompts.

1. the factory/burn down//the insurance/pay
   
   **If the factory burned down the insurance would pay.**

2. someone/steal/the plans//it/be/a total disaster

3. sales/collapse//people/lose/their jobs

4. the plane/crash//we/miss/the meeting

5. Mary/be/happy//Fred/resign

6. we/increase/the R&D budget to $500m//we/be/the market leader

**Exercise 3**

Two colleagues are on a business trip. They are discussing travelling for work. Complete each sentence by adding a clause from the box.

| I would get a different job if we didn’t go first class If we spent less on hotels we’d save money I would like travelling My company wouldn’t use this hotel |
|---|---|---|---|

1. If we didn’t stay in expensive hotels **we’d save money.**

2. _______________ the company would pay more tax.

3. **Travelling would be harder work** _______________

4. _______________ if I didn’t have to wait for hours in airports.

5. **If I didn’t like the travelling** _______________.

6. _______________ unless it was really good.

**Transfer**

Think of some remote possibility events in your work or personal life. Write five conditional II sentences.
If I earned a lot of money, I would start my own business.

If I earn enough money, I will retire soon.
**TASKS**

**Exercise 1**

Match the question on the left to the correct answer on the right. Then put brackets round the part of any answer that could be left out in a short answer. The first one has been done for you.

1. Where do you live?  
   a. Understanding in meetings will be easier.
2. Where are you staying at the moment?  
   b. I’d go to the USA.
3. What are you working on these days?  
   c. I work for Ford (UK).
4. Where do you work?  
   d. I’m staying with a colleague in London.
5. When did you start your present job?  
   e. I’m going to Australia with my sister.
6. How long have you been doing that?  
   f. I’m preparing a customer survey.
7. What are you doing this evening?  
   g. (I live) near Liverpool.
8. What are you going to do next summer?  
   h. I’ve been doing it for about two weeks.
9. If you had a completely free choice, where would you work?  
   i. I’m meeting a friend in a bar.
10. If you learn English perfectly, how will it help you most?  
    j. I began in January this year.

**Exercise 2**

Imagine you are interviewing someone for a job. You have to complete the following personal details form. What questions would you ask? Begin with the given word on the right.

<table>
<thead>
<tr>
<th>Personal Details</th>
<th>Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name:</td>
<td>1. What…</td>
</tr>
<tr>
<td>Address:</td>
<td>2. Where…</td>
</tr>
<tr>
<td>Date of birth:</td>
<td>3. When…</td>
</tr>
<tr>
<td>Present position/occupation:</td>
<td>4. Where…</td>
</tr>
<tr>
<td>Length of service:</td>
<td>5. How long…</td>
</tr>
<tr>
<td>Previous position:</td>
<td>6. Before that,…</td>
</tr>
<tr>
<td>Current project(s)</td>
<td>7. At the moment…</td>
</tr>
<tr>
<td>Future intentions/ambitions:</td>
<td>8. In the future, what…</td>
</tr>
</tbody>
</table>

**Transfer**

Write a paragraph about yourself with similar information to the personal details above. Include answers to the following questions.

If you go on holiday next year, where will you go?
If you started your own business, what kind of business would it be?
UNIT 27

Tense Review 2

See also
Units 1 to 25 All tense forms

PAST
When did you start the company?
We started in 1996.
Where did you open your first factory?
We opened the first one in Bolton.

PRESENT
Where does the company buy from?
It buys from all over the Far East.
Where do you manufacture?
We assemble our products in Taiwan.
At the moment the company is expanding.
At present we are looking for new production sites.

FUTURE
We are going to recruit new sales personnel.
I am interviewing candidates next week.
We will be more successful in the future.

We have been market leaders for five years.
The company has been producing toys since 200_.

I had investigated three sites before we chose Bolton.

If another toy company was for sale, I would buy it.

If we invest in new markets, our sales will increase.
Exercise 1

Read the following dialogue between a journalist and Sydney J. Clement, Vice-President of Axoil Inc, an American oil company. Write the sentence numbers in the correct box below.

<table>
<thead>
<tr>
<th>Present</th>
<th>Positive</th>
<th>Negative</th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>past</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>future</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Journalist: What level of turnover does Axoil have? [1]
Sydney: Next year our turnover will be $870m. [2] It's increasing by 5% every year. [3]
Journalist: So when did the company start trading in oil? [4]
Sydney: We started in Arizona in 1935. [5]
Journalist: Were you only looking for oil in those days? [6]
Sydney: Well, no, we weren't only looking for it. [7] We've been processing oil since 1935. [8] Now we're working in all five continents of the world. [9] In the next ten years we're going to develop interests in the automotive sector. [10]
Journalist: If that goes well, will you continue to grow? [11]
Sydney: I don't see any problem about that. [12] We'll never stand still. [13]

Exercise 2

Use the information below to complete sentences about Ardanza Pascual, a Spanish foods manufacturer. Use the given prompts.

ARDANZA PASCUAL S.A., La Rioja, Spain.

Juan Ardanza
Ardanza Quesos
Logroño, Spain

In 1946 Juan Ardanza started Ardanza Quesos in Logroño.
In 1959 Ardanza Queeoe merged with Pascual Eriz.

The two companies ______ competitors.
In 1965 Ardanza Pascual ______________________
Between 1965 and 1980 the company ______________________
Since 1980 the company ______________________
Now the company ______________________
The company _________ the US market.
In 2020 it ______________________

Transfer

Write one or two paragraphs about the history and the present and future activities of a company you know well.
UNIT 28
Infinitive + To

See also
Unit 30
Infinitive + to or verb...ing

A Sample sentences

- I would like to have a career in hotel management.
- The company agreed to lease the building for 20 years.
- It is important to listen to employees.

B Form

The infinitive + to is a form of the verb. It is two words:

to + infinitive, e.g. to help, to produce, to negotiate, etc.

C Uses

We use this infinitive form:
- after some verbs
- after some adjectives.

1. With verbs:
   - They want to reduce costs.
   - The firm plans to spend £600 million on a new processing plant.
   - We hope to advance in the market by providing a better service than our rivals.

   Note
   We usually link two verbs in this way, but see also Unit 29.
   We use an infinitive + to after these verbs:

<table>
<thead>
<tr>
<th>plan</th>
<th>want</th>
<th>intend</th>
<th>agree</th>
<th>decide</th>
<th>wish</th>
</tr>
</thead>
<tbody>
<tr>
<td>promise</td>
<td>refuse</td>
<td>expect</td>
<td>arrange</td>
<td>hope</td>
<td></td>
</tr>
</tbody>
</table>

2. After some adjectives:
   - I am pleased to meet you.
   - We will be glad to do business with them.
   - I was sorry to hear about your accident.
   - It is dangerous to drive and use a mobile phone at the same time.

   Note
   We often link an adjective and a verb in this way, but see also Unit 29.
   We use an infinitive + to after these adjectives:

<table>
<thead>
<tr>
<th>glad</th>
<th>happy</th>
<th>pleased</th>
<th>sad</th>
<th>sorry</th>
<th>important</th>
</tr>
</thead>
<tbody>
<tr>
<td>difficult</td>
<td>easy</td>
<td>possible</td>
<td>necessary</td>
<td>convenient</td>
<td></td>
</tr>
</tbody>
</table>
**Exercise 1**

Underline the infinitives + to in the following extract from a letter.

I was pleased to talk to you on the telephone last night. We will be glad to see you in Washington next month, but I am sorry to hear that Sam is not coming. Tell him, of course, we'd like to meet him another time...

**Exercise 2**

Match the phrases on the left with a suitable infinitive + to on the right.

1. I was sorry ... to do well next year.
2. It will be good ... to spend more on advertising next year.
3. We plan ... to see you again.
4. We always want ... to hear that John was not well.
5. We expect ... to give a good service.

**Exercise 3**

Here is part of a speech to the Annual General Meeting of the Bramwell Group, by the Chairman, William Foss. He is leaving the company after 20 years. Fill the spaces with the infinitive + to. Use the verbs in the box.

know thank follow see play leave have come

"Friends, I am pleased __________ the opportunity to speak again at our Annual General Meeting. I am glad __________ so many old friends. It is difficult __________ what to say after 20 years as Chairman of the Group. I will be sad __________ the company after so long. The good news is that I plan __________ more golf next year! But also, I hope __________ to the AGM next year. I expect it will be difficult not __________ the news about the company. Now, of course, I would like __________ the many people who have helped me in 20 years ..."

**Transfer**

What do you think? Complete the following with an infinitive + to.

I am always glad ...
I expect ...
I am always sad ...
It is never easy ...
It is necessary ...
UNIT 29 Verb ...ing

See also
Unit 30 Infinitive + to or verb ...ing

A Sample sentences

• The company will start producing the screens next year.
• Please stop sending me unwanted emails.
• 60% of employees say they are interested in receiving more information and training.
• The firm interviews several candidates before making a decision.

B Form

Verb ...ing is a form of the verb with one part: infinitive + ing, e.g. living, working, helping, producing, etc.

You can see this form in:
— continuous verb forms e.g. I am/was/have been going, (see Units 3, 4, 5, 14 and 16)
— noun forms e.g. we are interested in expanding.

C Uses

We use the verb ...ing form:
— after some verbs
— after prepositions.

1. With verbs:
   They enjoyed working with each other.
   The company announced that it will stop selling the drug next year.
   He suggests advertising in a local newspaper.

Note
We sometimes link two verbs in this way, but see also Unit 28.
We usually use a verb ...ing after these verbs:

avoid  enjoy  stop  finish  suggest  regret

2. After prepositions:
   He is interested in negotiating a deal. (not: in negotiate)
   I look forward to meeting you. (not: to meet, because to here is a preposition)
   Before hiring any specialist, a check on background and experience is necessary.
   (not: before to produce)

Note
We always use verb ...ing after a preposition.
TASKS

Exercise 1

In the email below, underline four examples of the verb ...ing used after a verb or a preposition.

Date: 12.1.2010
To: george.macdonald@advertiseme.com
From: sophie.allen@advertiseme.com
Subject: Shello sales campaign

Dear George

We are planning a meeting next week. We are interested in hearing colleagues' views on the sales campaign for the Shello range. Before attending the meeting, please read the interim report, Shello Advertising SA/JD 3421JD. I suggest inviting the marketing group to attend the meeting, but we should avoid having long discussions about individual markets.

Regards
Sophie Allen

Exercise 2

Look at these sentences from five different letters. Complete the spaces with appropriate verb ...ing forms.

1. Before ________ to the meeting, please read the attached report.

2. Thank you for ________ the Oakham 50 Printer. On ________ the box, please make sure all the contents are complete.

3. If you are interested in ________ more, please contact us on 0800 600600.

4. We hope you enjoyed ________ us. Please come again!

5. Don’t stop ________ about quality!

Exercise 3

Ben Massey is asking for advice from a colleague. Complete the spaces with the verb ...ing form. Choose from the verbs in the box.

know meet take talk learn sign

Ben: Claude, listen. Before ________ a decision on the Combo advertising, I would appreciate ________ your views on the agency we are working with, Kinetics.

Claude: Well, avoid ________ the contract this week. Tell them we’re interested in ________ more about their plans.

Ben: Good. Thanks. I’ll tell them we’re looking forward to ________ them again soon to discuss things in more detail.

Claude: Yes. And ask them to stop ________ about television advertising. We said it was too expensive.

Transfer

Write sentences about yourself or your work with verb ...ing forms after the following words: interested in, before, after, regret, suggest, avoid, stop.
UNIT 30

Infinitive + To or Verb ...ing

See also
Unit 28  Infinitive + to
Unit 29  Verb ...ing

A Sample sentences
- Do you like working at the hotel?
- Do you like to work on new projects?
- We will continue to introduce new products.
- We will continue introducing new products.

B Form
After some verbs we can use:
Verb ...ing or infinitive + to e.g.: I have started writing my report.
I have started to write my report.

C Uses
Sometimes the meaning is the same; sometimes it is different.

1. The same meaning

We can use both forms after these verbs:

| begin | start | continue | intend | prefer |

A: I prefer paying cash.
B: I prefer to pay cash.

2. A different meaning

We can use both forms after these verbs, but with a different meaning:

| remember | forget | try | like |

Please remember to lock the gate. (Don’t forget.)
I remember locking the gate. (I locked it and I remember it.)
We like spending time here. (We enjoy it.)
We like to follow up and make sure our staff are achieving high standards.
(It is a good thing to do.)

Note
We would like to launch our new range in the autumn. [not: we would like launching]
**Exercise 1**

Choose the correct alternative to complete the sentences below. In two cases, both are possible.

1. We continue to promote/promoting the use of recycled materials in our factory.
2. Would you like seeing/to see our latest products?
3. I tried to phone/phonning you yesterday.
4. Our Overseas Director intends to visit/visiting all our subsidiaries this year.
5. I remember meeting/to meet you in Madrid last year.

**Exercise 2**

Read the sentences given here. Then choose which meaning is the correct one.

1. I like drinking coffee.
   - a. I want to drink some coffee.
   - b. Coffee is what I like to drink.
   - c. This coffee is very good.

2. I forgot to telephone Mr James.
   - a. I do not remember calling him.
   - b. I did not call him.
   - c. I do not want to call him.

3. Try calling him in the evening.
   - a. If you call in the evening, it is possible that you will reach him.
   - b. Only call him in the evening.
   - c. It is difficult to call him but you should make the effort.

**Exercise 3**

Harry Cox is a purchaser for a British manufacturer. Here is part of an email he wrote to a friend while sitting in a bar near the Colosseum in Rome. Complete the spaces with the correct form of a verb from the box.

bring arrive hear do go come see check

I'm on a tour of our European suppliers as I'm responsible for ______ quality control. I had intended ______ all our suppliers but it's impossible ______ that in only one week. I'm in Rome at the moment. I remember ______ in Rome last year, I had forgotten ______ the address of our supplier, I found the number in the telephone book. I love ______ here. I enjoy ______ the language. Tomorrow I'm in Spain. I like ______ there too. We have an excellent supplier in Tarragona.

**Transfer**

Make sentences about a colleague or about yourself using the following verbs: start, love, intend, hate, try, remember.
Do

See also
Units 7, 8 Present simple negative and question
Unit 10 Positive and negative imperatives
Units 12, 13 Past simple negative and question
Unit 46 Make vs. do
Unit 52 Negative statements

A Sample sentences

A: Does Mr Zimmerman work for your company?
B: No, Mr Zimmerman doesn’t work here any longer.
A: Why did he leave?
B: He didn’t fit into our corporate culture.

B Form

The auxiliary do has two main tenses:
 the present and the past. (See also Unit 46 for the full verb do.)

We use the auxiliary to form questions and negatives in the present simple and past simple:

Where do you work?
When did you join the company?
He doesn’t work here.
He didn’t like the atmosphere.

The forms of the auxiliary do are:

<table>
<thead>
<tr>
<th>Present simple</th>
<th>Negative form</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question form</td>
<td>Subject</td>
</tr>
<tr>
<td>do</td>
<td>l/we/you/they?</td>
</tr>
<tr>
<td>do</td>
<td>the sections?</td>
</tr>
<tr>
<td>does</td>
<td>he/she/it?</td>
</tr>
<tr>
<td>does</td>
<td>the boss</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Past simple</th>
<th>Negative form</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question form</td>
<td>Subject</td>
</tr>
<tr>
<td>did</td>
<td>l/we/you/they?</td>
</tr>
<tr>
<td>did</td>
<td>the sections?</td>
</tr>
<tr>
<td>did</td>
<td>he/she/it?</td>
</tr>
<tr>
<td>did</td>
<td>the boss</td>
</tr>
</tbody>
</table>

C Uses

We use the auxiliary do in:

1. present simple questions:
   Where do you live?

2. present simple negatives:
   The company doesn’t announce products until they’re actually at the dealers.

3. past simple questions:
   When did you join the family business?

4. past simple negatives:
   We didn’t get financial help.

5. negative imperatives:
   Please don’t mention this to Fred.
Tasks

Exercise 1
Choose the correct alternative in the sentences below.

1. Do he/Does he come here often?
2. Does he work/works here?
3. Works she/Does she work for your company?
4. Did they come/come from Osaka yesterday?
5. He doesn’t/floesn’t like flying so he did come/came by train.
6. We don’t/didn’t sign the contract yesterday.
7. Please don’t speak/not speak so fast.

Exercise 2

1. Make the following sentences negative.
   a. He likes his job.
   b. We sell computer software.
   c. He works for RYG.

2. Make the following sentences into questions.
   a. He lives in the city centre.
   b. She speaks Arabic.
   c. You liked California.

3. Put these sentences into the past simple.
   a. Jo goes to Oslo every week.
   b. He doesn’t like the hotel.
   c. I don’t understand.

Exercise 3
Write appropriate questions and answers for the prompts below.

1. ______ fly here yesterday?
   No, ______ I came by train.
2. ______ you export to the USA?
   No ______.
3. ______ your company make computers?
   Yes, ______.
4. ______ spend a lot on R&D?
   Yes, ______.

Transfer
Ask a friend three questions using do or did. Write four sentences about yourself using don’t or didn’t. Tell a friend not to do something.
UNIT 32  Will and Would

See also
Unit 21  The future with will and shall
Unit 23  The future with will vs. going to vs. present continuous
Units 24, 25  Conditionals I and II

A Sample sentences
A: Would you help me, please?
B: Yes, certainly.
A: Will you fill in this form and return it to us as soon as possible?
B: Of course.

B Form
Will and would are modal verbs.
Would is the past tense form of will.
After will and would, we use the infinitive without to:
We will send the goods immediately. [not: we will to send]
Would you sit down, please. [not: would you to sit down]
The positive short forms are:

<table>
<thead>
<tr>
<th>will</th>
<th>I'll</th>
<th>he'll/she'll/it'll</th>
<th>we'll/you'll/they'll</th>
<th>the company'll</th>
</tr>
</thead>
<tbody>
<tr>
<td>would</td>
<td>I'd</td>
<td>he'd/she'd/it'd</td>
<td>we'd/you'd/they'd</td>
<td>the partners'd</td>
</tr>
</tbody>
</table>

We'll look at your application and call you back.
The negative short forms are: won't (= will not) and wouldn't (= would not)
The order won't be ready before Friday.

C Uses
We use will and would:
1. to talk about the future:
   Forecasters say profits will fall by 10% this year. [See Units 21–23 on the future.]
2. to express conditions:
   If the plan wins approval, we will begin building next year.
   If high unemployment occurred, wages would fall. [See Units 24–25 on the conditionals.]
3. to express willingness and make offers:
   A: I'll pick you up at your hotel at half past seven. [I offer to pick you up.]
   B: OK, I'll be ready. And the contract? [I am willing to be ready.]
   A: More discussion, I'm afraid. They wouldn't accept our terms. [They were not willing to.]
4. in requests for action or information:
   Will you sign these papers, please? [I request you to sign.]
   Would you ask Dino to call me, please? [would is more polite than will]
TASKS

Exercise 1

Read the following sentences. Say if they are examples of the future [F], conditions [C], offers or willingness [O] or requests [R].

1. Will you send me more details?
2. If I'm interested I'll call tomorrow.
3. I'll post you our price list.
4. John'll visit you early next week.
5. The contract will be ready in March.
6. I'll meet you at the airport.
7. Would you reduce the price if I ordered 20?
8. Will you help with these figures, please?

Exercise 2

Complete the following negotiation between a buyer and a supplier. Use appropriate positive or negative forms of will or would. Use short forms, where possible.

Tom: I __________ like to discuss our situation.
Bill: If I can, I __________ help you. If it's a small problem, we __________ agree.
Tom: __________ you give me a bigger discount?
Bill: Sorry, Tom, I __________ drop the price any more. We __________ lose money.
Tom: No, you __________. If you sell more, you __________ make a bigger profit.

Exercise 3

A customer phones the After Sales Department of AXK Ltd with a problem. Choose the correct line from the box to complete the dialogue.

a. I'm not sure if that will be possible. Will you hold on please?
b. Okay. We'll sort it out.
c. Right, I'll ask an engineer to visit you.
d. Okay. If you use the emergency switch on the back, the light will come on.
e. Hello again. Someone'll be there at 2 p.m. tomorrow.
f. Will you give me your address, please?

AX: Hello, After Sales Department.
PC: Hello. Peter Cord from Leeds, here. I'd like some help with an AX20. The power isn't working.
AX: __________
PC: No, it won't. There's no power.
AX: __________
PC: Will you send someone today?
AX: __________
PC: Certainly.
AX: __________
PC: Okay, thank you.
AX: __________
PC: Yes, it's Beta Foods Ltd, 350 Otley Road, Leeds.
AX: __________
PC: Thank you. Goodbye.

Transfer

Write sentences which include a form of will or would and which are: an offer to help, a request, a conditional, a reference to the future.
May and Might

See also

<table>
<thead>
<tr>
<th>Unit 34</th>
<th>Can and could</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit 36</td>
<td>Mustn’t, needn’t, don’t have to and haven’t got to</td>
</tr>
</tbody>
</table>

A Sample sentences

A: May I ask a question?  
B: Of course you may. Go ahead.  
A: The new software might not work. What will we do then?  
B: Don’t worry, Sarah. The engineers can’t leave until the whole system is operating.

B Form

May and might are modal verbs.  
Might is the past tense form of may.  
After may and might, we use the infinitive without to:  
We may send the goods immediately. [not: we may to send]  
When might you be in Paris? [not: might you to be]

We use may and might after all subjects; they do not change.  
There are no positive short forms of may and might.  
The short form of might not is mightn’t:  
I’m worried. They mightn’t deliver the goods on time.

C Uses

We use may and might to talk about:  
1. possibility and impossibility:  
   A: How are plans for the new project going?  
   B: Not too well. We may not have the technology to do it.  
   A: That’s a pity. Then we might need to postpone it for a while.  
   B: Yes, we might.

2. permission and prohibition:

   May/might I ask a question?  
   You may smoke here.  
   You may not smoke here.  
   Yes, of course you may.  
   [See also can’t in Unit 34 and mustn’t in Unit 36.]

Notes

In C1, may is a stronger possibility than might.  
In C2, we may use may I or might I to ask for permission; might I is more polite.  
In C2, we normally use may rather than might to express permission and prohibition.
TASKS

Exercise 1
Correct any mistakes in the following dialogue.
A: May I ask you something?
B: Of course you might.
A: May I deliver the report next week?
B: You mayn’t. The meeting is tomorrow.
A: Well, I might to arrive late.

Exercise 2
Read the sentences below. Write may [not], might [not] or may/might [not] on the right, depending on the meaning of each sentence.
1. It is possible that the goods won’t arrive.
2. Please can I help you?
3. You can’t smoke here.
4. It’s possible that we’ll have a drink in the bar.
5. It’s possible that the lift is not working.
6. It is possible that the bank will help us.

Exercise 3
Answer the following questions with the prompts below. The first is done for you.
1. How will you go to New York?
I’ll probably fly, but I might go by train.
2. Can I fly first class?
No, you _________
3. When are you going to finish the research?
I’ll probably finish it by Friday but it _________ ready by Thursday.
4. May I smoke outside?
Yes, of course _________

Transfer
Write sentences about probability that affect you. Example: I might go to London next year.
**Can and Could**

**A Sample sentences**

A: Can I help you?
B: My name is Nancy Farmer. Could I speak to Mr Kumar, please.
A: I’m sorry, but he’s not available at the moment. Can he call you tomorrow?
B: No, he can’t reach me tomorrow, but he could call me on Friday.

**B Form**

*Can* and *could* are modal verbs.

*Could* is the past tense form of *can*.

After *can* and *could*, we use the infinitive without *to*:

We can send the goods immediately. [not: we can to send]

Could you repeat your name, please? [not: could you to repeat]

We use *can* and *could* after all subjects; they do not change.

There are no positive short forms of *can* and *could*.

The negative short forms are: can’t (= can not) and couldn’t (= could not)

I can’t hear you. Please speak up.

**C Uses**

We use *can* and *could*:

1. to talk about ability and inability:
   A: When can you deliver my washing machine?
   B: I think we could manage it before the end of the week.

2. to talk about possibility and impossibility:
   A: What can we do to speed up the process?
   B: I don’t know. But things couldn’t be slower!

3. to talk about permission and prohibition:
   A: If you’ve finished, you can leave.
   B: But I haven’t finished.
   A: Then you can’t leave.
   (See also *may/may not* in Unit 33 and *mustn’t* in Unit 36.)

4. in requests for action:
   A: Can/could you give the name and phone number of your sales manager, please?
   B: Of course. It’s Fintan Mullane, and his number is 0576 345980.

**Notes**

In C1, *could* is a weaker ability than *can*; in C2, *can* is a stronger possibility than *could*.

Normally, we don’t use *could* for present permission.
**Exercise 1**

*Use phrases with can, can’t, could and couldn’t to replace the underlined words.*

1. A: Is it possible for you to come at 3 o’clock?  
   B: It is possible, but 4 o’clock would be better.

2. A: Her appointment is today.  
   B: Yes, but she phoned yesterday to say she was not able to come.

3. A: When you saw the figures, did you understand them?  
   B: No, I didn’t.

4. A: Do you know how to speak German?  
   B: No, I don’t.

**Exercise 2**

*Look at the pictures below. Choose the sentence from a–c which matches each picture.*

1. a. We can’t have a pay rise.  
   b. We could have a pay rise.  
   c. We can definitely have a pay rise.

2. a. We could all lose our jobs.  
   b. Can we build a bigger factory?  
   c. We can pay the workers more.

3. a. We can see a big increase in sales here.  
   b. Couldn’t we increase our advertising a little?  
   c. I can’t see any improvement here.

4. a. Can you explain these results?  
   b. We can sell everything.  
   c. You can have a pay rise.

**Exercise 3**

*Complete the sentences below using can, can’t, could and couldn’t.*

1. ‘__________ help you?’ ‘Yes, I need some advice.’
2. ‘__________ come in?’ ‘Of course.’
3. ‘Sorry, _________ understand.’
4. ‘The plane _________ take off. ’It was too foggy.’
5. ‘My car has broken down. I _________ be very late.’

**Transfer**

*Make sentences which express ability/inability, possibility/impossibility, permission/prohibition, and requests for action. Use forms of can and could.*
UNIT 35
Must, Have To and Have Got To

A Sample sentences
- We must receive your comments on or before May 4th.
- In many European countries, men have to complete a period of military service; they've got to do at least a year.
- Last year China had to increase wheat imports because of a sharp drop in domestic production.

B Form
Must is a modal verb; after must we use the infinitive without to:
We must raise extra capital. [not: we must to raise]
Have to is a present tense form; have got to is a present perfect tense form.
Had to is the past tense form of have to; we also use it as the past tense of must and have got to:
Last year all drivers first had to report to reception; now we have (got) to deliver the goods straight to the warehouse.
We use must after all subjects; it does not change. There is no short form of must.
Here are the forms of have (got) to:

<table>
<thead>
<tr>
<th>Present</th>
<th>Subject</th>
<th>Verb</th>
<th>Question</th>
<th>Subject</th>
<th>Verb</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive</td>
<td>I/you/we/they</td>
<td>have (got) to</td>
<td>do</td>
<td>I/you/we/they</td>
<td>have to?</td>
</tr>
<tr>
<td></td>
<td>he/she/it</td>
<td>has (got) to</td>
<td>does</td>
<td>he/she/it</td>
<td>have to?</td>
</tr>
<tr>
<td></td>
<td>the company</td>
<td>has (got) to</td>
<td>does</td>
<td>the company</td>
<td>have to?</td>
</tr>
<tr>
<td></td>
<td>the directors</td>
<td>have (got) to</td>
<td>do</td>
<td>the directors</td>
<td>have to?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Past</th>
<th>Subject</th>
<th>Verb</th>
<th>Question</th>
<th>Subject</th>
<th>Verb</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive</td>
<td>I/you/we/they</td>
<td>had to</td>
<td>did</td>
<td>I/you/we/they</td>
<td>have to?</td>
</tr>
<tr>
<td></td>
<td>he/she/it</td>
<td>had to</td>
<td>did</td>
<td>he/she/it</td>
<td>have to?</td>
</tr>
<tr>
<td></td>
<td>the company</td>
<td>had to</td>
<td>did</td>
<td>the company</td>
<td>have to?</td>
</tr>
<tr>
<td></td>
<td>the directors</td>
<td>had to</td>
<td>did</td>
<td>the directors</td>
<td>have to?</td>
</tr>
</tbody>
</table>

The question forms of have got to are: have I/you/we/they got to ...; has he/she/it got to ...
The past tense forms of have got to are: I've/you've/we've/they've got to, he's/she's/it's got to.

C Uses
We use must and have (got) to:
1. to talk about obligations - what you must do:
   A: We must do something. The situation is critical.
   B: I know. There has to be a simple solution.
   A: What did we do last time?
   B: We had to go to the bank and explain the situation.
   A: And then we had to pay back the money?
   B: Then we've got to do the same now.
   A: And how soon did we have to repay the loan?
   B: We had to repay it within six months.
2. to express certainty:
   The new government wants to introduce reform. So change must soon be on its way.
   [= It is certain that there will soon be change.]
Exercise 1

Read the following dialogue. Then mark the sentences 1–6 below true (T) or false (F).

Sue: I've got to go to a meeting. I must telephone John before I go. You have to stay here.
Bill: Okay. Wait! You've got to take the report with you.
Sue: Why? Have I got to present it in the meeting?
Bill: No, but Fred wants it today. He said he must have it.

1. It is not necessary for Sue to go to the meeting. □
2. She has to telephone John. □
3. Bill has to go to the meeting. □
4. It is not necessary for Sue to take the report. □
5. She must present the report in the meeting. □
6. Fred thinks it is not necessary for him to have the report. □

Exercise 2

Correct the mistakes in the following sentences.

1. We got to pay more tax this year.
2. We have not to spend too much on special promotions.
3. Last year we have to advertise a lot on television.
4. Our competitors are in trouble. They had got to reduce their prices.
5. We must to plan our marketing carefully.

Exercise 3

Complete the sentences for the following pictures. Use must, have to or have got to.

1. 'We __________ buy some more trucks.'
2. 'I've no money. I'll __________ borrow some from the bank.'
3. 'You __________ present a business plan.'
4. 'There's only one problem. We __________ pay the money back.'

Transfer

Make sentences about obligations for yourself, your friends, or a company you know.
UNIT 36 Mustn’t, Needn’t, Don’t Have To and Haven’t Got To

See also

<table>
<thead>
<tr>
<th>Unit 35</th>
<th>Must, have to and have got to</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit 37</td>
<td>Should and ought to</td>
</tr>
</tbody>
</table>

A Sample sentences

- You mustn’t remove anything from the property.
- Thanks to mp3 players you needn’t be at home to listen to your favourite music.
- It was Saturday and I didn’t have to go to work.
- The museum is free. You haven’t got to pay to get in.

B Form

Mustn’t is the negative of the modal verb must; after mustn’t we use the infinitive without to:
You mustn’t touch these chemicals. [not: you mustn’t to touch]

Needn’t is also a negative modal verb. After needn’t, we also use the infinitive without to:
You needn’t pay this bill before the end of next month.

Don’t have to is a present tense form; haven’t got to is a present perfect tense form.
Remember to use:
- doesn’t have to after he/she/it or a singular noun
- hasn’t got to after he/she/it or a singular noun.

We don’t have to work harder; we just have to work smarter.
The company hasn’t got to grow; it’s just got to become more profitable.

C Uses

We use these verbs in talk about what is prohibited and what is not necessary.

1. Prohibited:

- You mustn’t enter this building.
- You mustn’t park your car here.

[See also may not in Unit 33 and can’t in Unit 34.]

2. Not necessary:

- You needn’t do anything at all.
  [It is not necessary that you do anything.]

- You don’t have to pay us now.
  [It is not necessary that you pay us now.]

- I’m glad we haven’t got to go there.
  [It is not necessary to go there.]
Exercise 1

Make the sentences below negative.

1. We have to design new products.
   We don't have to design new products.

2. Companies must pay a minimum wage.

3. We need to meet health and safety regulations.

4. Our competitors had to reduce their prices.

5. We've got to advertise in national newspapers.

Exercise 2

Change the underlined words in the sentences below. Use the correct form of the words in brackets. Do not change the meaning.

1. It is not necessary that we pay staff a minimum wage. [have to]
   We don't have to pay staff a minimum wage.

2. You do not have to have a visa to go to Poland from Germany. [need]

3. You don't need to pay by cash. [have got to]

4. We hadn't got to increase production. [need]

5. He hasn't got to learn a new software program. [have to]

Exercise 3

Nordic Business, a newspaper, wrote a report on a successful Danish company, Larssen S.A. Here the Chairman of the company, Bo Johannessen, writes a letter to the newspaper. Complete the spaces with appropriate forms of have to, need, must.

Dear Sir,

You reported last week that Larssen S.A. had a strong market position. Then you said that the company ___________ think about its competitors.

This is not true. We ___________ believe that our market share is permanent. We ___________ worry about our jobs today, but we certainly cannot forget about our competitors. A year is a short time in business.

Yours faithfully,

Bo Johannessen
Chairman Larssen S.A.

Transfer

Write three sentences about yourself and three about where you work. Include mustn't, needn't, don't have to and haven't got to.
UNIT 37

Should and Ought To

See also

Unit 35 Must, have to and have got to

A Sample sentences

- You should meet him. He’s a very interesting person.
- The company ought to spend some time and money doing market research.
- Inflation should slow further next year.
- You shouldn’t buy what you don’t need.

B Form

Should is a modal verb; after should we use the infinitive without to:
You should recycle all paper and glass. (not: you should to recycle all paper and glass)

The negative of should is shouldn’t; the negative of ought to is oughtn’t to.
We use should, shouldn’t, ought to and oughtn’t to after all subjects; they do not change.
There is no past tense form of should, shouldn’t, ought to or oughtn’t to.

C Uses

1. We use should I/we to make suggestions:
   A: Everybody is here now. So, should we start the meeting? [I suggest that we start.]
   B: And should I take the minutes? [I suggest that I take the minutes.]

2. We use should and ought to to give advice:
   Customers should leave a cash tip if they want the money to go to their waiter. [It is our advice.]
   They ought to use profits to expand their business. [It is our advice.]
   You shouldn’t use a headhunter; it is very expensive.
   [It is our advice not to use a headhunter.]

3. We use should and ought to to express probability:
   Rotarongan Airways are very reliable; the plane should be on time.
   [It is probable that the plane will be on time.]
   You ordered the goods last week. Then they should arrive tomorrow.
   [It is probable that they will arrive tomorrow.]

Note
They must be home by now. [It is certain.]
They should be home by now. [It is probable.]
**Tasks**

**Exercise 1**

Choose the correct alternative from the words in italics below.

A: Should we/ought we to have a meeting?
B: We oughtn't to/shouldn't have one today. We should/ought to wait a few days.
A: Should/ought we?

**Exercise 2**

Two colleagues are discussing high bank charges. Label each sentence as a suggestion (S), advice (A) or a probability (P).

Jim: Should we discuss the problem with the bank?
Alice: I don't know. You ought to talk to Jeremy first.
Jim: Well, the bank charges ought to come down next year.
Alice: Maybe we should close the account.
Jim: First, I think I ought to write to the bank.

**Exercise 3**

Use the prompts below to make sentences using should or ought to.

1. (advice) see a doctor
   You __________ see a doctor.

2. (probability) arrive tomorrow
   The truck __________ arrive tomorrow.

3. (suggestion) cut our prices
   We __________ cut our prices.

4. (probability) inflation fall
   Inflation __________ fall soon.

**Transfer**

Write sentences about yourself, your friends or a company you know. Include some examples of talking about probability, some suggestions and some advice.

Examples:
The company should make a profit again this year.
The boss ought to have a pay rise.
Question Tags

A Sample sentences

- The tables are made of pine, aren't they?
- They make electric shavers, don't they?
- You won't forget, will you?
- They can't both be right, can they?

B Form

A question tag has two parts:
modal or auxiliary + subject

We normally form question tags with opposite polarity:

<table>
<thead>
<tr>
<th>Positive verb</th>
<th>negative tag</th>
</tr>
</thead>
<tbody>
<tr>
<td>negative verb</td>
<td>positive tag</td>
</tr>
</tbody>
</table>

We are meeting next week, aren't we?

We aren't meeting next week, are we?

Look at the following positive-negative polarities:

<table>
<thead>
<tr>
<th>Positive</th>
<th>can</th>
<th>could</th>
<th>will</th>
<th>would</th>
<th>shall</th>
<th>must</th>
<th>might</th>
<th>is</th>
<th>are</th>
<th>has</th>
<th>have</th>
</tr>
</thead>
<tbody>
<tr>
<td>Negative</td>
<td>can't</td>
<td>couldn't</td>
<td>won't</td>
<td>wouldn't</td>
<td>shan't</td>
<td>mustn't</td>
<td>mightn't</td>
<td>isn't</td>
<td>aren't</td>
<td>hasn't</td>
<td>haven't</td>
</tr>
</tbody>
</table>

Look at the following negative-positive polarities:

<table>
<thead>
<tr>
<th>Negative</th>
<th>doesn't</th>
<th>don't</th>
<th>can't</th>
<th>couldn't</th>
<th>won't</th>
<th>wouldn't</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive</td>
<td>doesn't</td>
<td>don't</td>
<td>can</td>
<td>could</td>
<td>will</td>
<td>would</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Negative</th>
<th>shan't</th>
<th>mustn't</th>
<th>mightn't</th>
<th>isn't</th>
<th>aren't</th>
<th>hasn't</th>
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<td>Positive</td>
<td>shall</td>
<td>must</td>
<td>might</td>
<td>is</td>
<td>are</td>
<td>has</td>
<td>have</td>
</tr>
</tbody>
</table>

If the verb doesn't have an auxiliary or modal, we use a form of the auxiliary do:

A: Prices increased last year, didn't they?
B: Well, prices increase every year, don't they?

The tense of the tag is the same as the tense of the main verb.
The subject is normally a pronoun, i.e. I, you, he, she, it, we, they or there:
The food was very expensive, wasn't it?

C Uses

A tag turns a statement into a question.
We use tags when we want confirmation or agreement from the other person:

A: The project was cancelled, wasn’t it?
B: Yes, it was. It’s a shame isn’t it?
A: You haven’t forgotten, have you?
B: Well, next time you can remind me, can’t you?
A: You’ve done a lot of work, haven’t you?
B: Yes, the project should go smoothly shouldn’t it?
Exercise 1

Match the statement on the left with the correct tag on the right.

1. Business is important, can they?
2. Businesses have to make a profit, haven’t they?
3. Profit creates jobs, mustn’t it?
4. People will always have new ideas, don’t they?
5. Most companies have improved working conditions, isn’t it?
6. Companies haven’t always spent much on training, doesn’t it?
7. Businesses cannot forget their customers, won’t they?
8. Government must help businesses, have they?

Exercise 2

Passman plc is trying to buy a competitor, BKD Ltd. A Director of Passman plc is leaving a meeting. Journalists want to talk to him. Write tags and short answers for the text below.

1. The company has agreed to buy BKD Ltd, hasn’t it?
   No, it hasn’t.
2. You can’t tell us the price of BKD, __________?
   No, I _______
3. You’re going to London now, __________?
   Yes, I _______
4. There will be another meeting in the morning, ________?
   Yes, there _______
5. So discussions are still continuing, ________?
   Yes, _______
6. But you haven’t agreed a price, ________?
   Not yet. Goodbye.

Exercise 3

Complete this conversation in a hotel bar.

A: This _________ a good hotel, _________?
B: Yes, it’s fine. You _________ stayed here before, _________?
A: No, this is my first time.
B: It’s 8 o’clock. We _________ have dinner, _________?
A: Yes, I’m hungry. Oh dear! I didn’t book a table.
B: We _________ need to, _________?
A: I don’t know. We’ll find out, _________?

Transfer

Write a conversation with a friend. Use ten different tags.
A Sample sentences

- We are discussing the terms of the agreement.
- Mr Uno accepted the job.
- They compete all over the world.
- Profits have steadily increased.

B Form

Every active sentence has at least two parts:
- a subject + an active verb form

We normally put the subject in front of the verb:

*The Finance Director travels to America every year.*

subject + verb

The active verb is transitive or intransitive.

After a transitive verb we put a direct object.

- Peter took the minutes at the last meeting.
- The participants made three decisions.
- They will change the forecasts.

After an intransitive verb we can’t put a direct object. But we can put a phrase with an adverb or preposition.

- Sales are increasing.
- Sales are increasing rapidly.
- Sales are increasing in Central Europe.

[For more information on adverbs and prepositions, see Units 65, 67–70 and 81–84.]

C Uses

We use the active verb form in speech and writing to describe actions and events. In general, the active form is more personal than the passive. [See Unit 40.]

Look at the following sentences with active transitive verbs:

A: When did you meet him?
B: I met him three years ago.
A: And when are you going to see him again?
B: I’ll see him next week, I think.

Now look at the following sentences with active intransitive verbs:

A: Russ, when are you going to retire?
B: I’ll retire next year, I think. We are moving to a new house at the beginning of the year.
A: And are you moving out of town?
B: No, my wife is still working.
Exercise 1

Make sentences out of the words below.

1. yesterday/left/Mr Miller/the office
   Mr Miller left the office yesterday.
2. last night/flew/he/to Miami
3. with him/talked/he/his laptop
4. he/to finish/on the plane/wanted/the report/writing
5. in Miami/to Head Office/will give/he/it

Exercise 2

Match a transitive verb in the first box with a typical direct object from the box below.

<table>
<thead>
<tr>
<th>rent</th>
<th>accept</th>
<th>appoint</th>
<th>design</th>
<th>investigate</th>
<th>write</th>
<th>borrow</th>
<th>pay</th>
<th>quote</th>
</tr>
</thead>
<tbody>
<tr>
<td>a price</td>
<td>a problem</td>
<td>money</td>
<td>an invoice</td>
<td>a car</td>
<td>an offer</td>
<td>a secretary</td>
<td>a new product</td>
<td>a letter</td>
</tr>
</tbody>
</table>

Exercise 3

Complete the following sentences with a verb from the box.

improved	recovered	risen	reduced	fell

1. Our prices have _______ this year.
2. Last year our sales _______
3. We _______ our prices.
4. We have also _______ our products.
5. Our sales have _______

4. Mobile Phone of the Year Awards
   2008 “Poor performance”
   2010 “Recommended”

Transfer

Write simple sentences about a local employer. Use the verbs in the box.

make	employ	sell	export	train	make a profit
go bankrupt

Example:
A factory in my town makes sports equipment.
A Sample sentences

- Any remaining money is distributed to shareholders.
- Kwan's work has been accepted for publication.
- This issue was discussed in Chapter 6.
- The contract will be signed at the end of the year.

B Form

The passive verb form has two parts:

\[ \text{to be} \quad \text{+ past participle} \]

Prices are increased each year.

\[ \text{to be} \quad \text{+ past participle} \]

We can only make passive verb forms from transitive verbs. (See Unit 39.) Look at the following passive verb forms:

<table>
<thead>
<tr>
<th>Simple</th>
<th>Continuous</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present</td>
<td>the design is chosen</td>
</tr>
<tr>
<td></td>
<td>the designs are chosen</td>
</tr>
<tr>
<td></td>
<td>to be (present) + past participle</td>
</tr>
<tr>
<td>Past</td>
<td>the design was chosen</td>
</tr>
<tr>
<td></td>
<td>the designs were chosen</td>
</tr>
<tr>
<td></td>
<td>to be (past) + past participle</td>
</tr>
<tr>
<td>Present perfect</td>
<td>the design has been chosen</td>
</tr>
<tr>
<td></td>
<td>the designs have been chosen</td>
</tr>
<tr>
<td></td>
<td>to be (present perfect) + past participle</td>
</tr>
<tr>
<td>Past perfect</td>
<td>the design had been chosen</td>
</tr>
<tr>
<td>Infinitive</td>
<td>[to] be chosen</td>
</tr>
<tr>
<td></td>
<td>[to] be + past participle</td>
</tr>
</tbody>
</table>

We use a phrase with the preposition by to indicate the doer.

These figures have been checked by our accountant.

C Uses

Look at the use of passive verbs and the preposition by in the following mini-dialogue:

A: Has the trip to the US been arranged yet?
B: Yes, it was arranged by our office in Florida.
A: And are all the details given in an email?
B: Yes. On your arrival in Orlando you will be met by one of our representatives.
**Exercise 1**

Make passive sentences from these words. Write sentences in the present simple, the past simple and the future with **will**.

Staff are organised in project teams.  
Staff were organised in project teams.  
Staff will be organised in project teams.

<table>
<thead>
<tr>
<th>Staff</th>
<th>invest</th>
<th>a company newsletter.</th>
</tr>
</thead>
<tbody>
<tr>
<td>New products</td>
<td>organise</td>
<td>in our laboratories.</td>
</tr>
<tr>
<td>Customers</td>
<td>base on</td>
<td>in new projects.</td>
</tr>
<tr>
<td>Company policy</td>
<td>test</td>
<td>in project teams.</td>
</tr>
<tr>
<td>Profits</td>
<td>send</td>
<td>quality.</td>
</tr>
</tbody>
</table>

**Exercise 2**

Use the passive to describe the process shown here. Use the prompts given.

1. orders/take/by telephone
2. the information/send/to the warehouse
3. the goods/load/into vans
4. they/deliver/to shops

**Exercise 3**

Tim Hall, an airline manager, is talking about what happens before a plane takes off. Complete the spaces with passives.

There are many important activities before take-off. The fuel tanks ________ (fill) and the aircraft systems ________ (check). Food ________ (bring) on board. All the baggage ________ (load) in the hold. The captain and the co-pilot ________ (inform) of runway conditions and other details about take-off. When everything is almost ready, passengers ________ (invite) to board the plane.

**Transfer**

Describe any process you know. How is bread made? How is tea made? How is a car made?
Active vs. Passive

See also

<table>
<thead>
<tr>
<th>Unit 39</th>
<th>Active</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit 40</td>
<td>Passive</td>
</tr>
<tr>
<td>Business File 6</td>
<td>Irregular verb table</td>
</tr>
</tbody>
</table>

A Sample sentences

A: How often do you upgrade your computer system?
B: Our system is upgraded every year.
A: And when are you going to do the next upgrade?
B: The next upgrade will be carried out by our IT consultant in October.

B Form

For the active verb form, see Unit 39; for the passive verb form, see Unit 40.
Now look at the relationship between the active and the passive sentences below:

The company closed the plant last year.
(subject + active verb + direct object)

The plant was closed by the company last year.
(subject + passive verb + preposition + doer)

The verb close is transitive. [See Unit 39.]

C Uses

We use the active verb form in speech and writing to describe actions and events:

They are launching a budget range of software disks next month.
First they will take part in an IT exhibition in Birmingham.

We can use the passive in the following situations:

1. We are not interested in the doer:
   The first cars were delivered to distributors last month.
   The name of the person who delivered the goods is not relevant, so we can’t use an active sentence.

2. In process descriptions:
   First the door is primed, then rubbed down using sandpaper.
   This is the typical style for the description of the steps in a process. Again, we are not interested in the doer. The corresponding active sentence would be:
   First you prime the door, then you rub it down using sandpaper.

3. In impersonal language:
   The building site is dangerous; hard hats must be worn at all times.
   This is the typical style of a written order or instruction. The corresponding active sentence would be:
   The building site is dangerous; wear hard hats.
TASKS

Exercise 1

Read the text below about security of information in Chemco PLC. There are six verb forms in the text. Mark them A (active) or P (passive).

Computers and Security

Users should change their password every week. All confidential information should be stored on computer hard disk. Users should copy confidential information on to DVDs. DVDs should be placed in the safe in the Finance Office. Confidential information should not be removed from Chemco PLC without the permission of a Department Manager. Report all security incidents to an appropriate manager.

Exercise 2

Complete the sentences for each situation below. Use the given verb in the active or passive.

1. recycle
   Paper should _______

2. switch off/lights
   Please _______

3. leave/coats and bags, etc.
   Visitors should _______ here.

4. wear
   Eye protection must _______

Exercise 3

Below are notes for a welcome presentation for visitors to Eastern Water by Sam Weal, the Public Relations Manager. Write the beginning of his presentation. Use the seven verbs given here. Put each verb into an appropriate active or passive form.

have dinner  distribute  treat  give  go on  see (2)

First, see a film about Eastern Water.
Then Managing Director talk on history and future for EW.
Then a tour of the factory.
Demonstrations of water distribution, and water treatment processes.
Then dinner.

Transfer

Describe some actions in your normal day. Then describe a process you know.
UNIT 42

It Is/They Are vs. There Is/There Are

See also
Units 1, 2
Be

A Sample sentences

A: It is not possible to approve these figures. They were wrong last year and they are still wrong.
B: But there was a mistake in the program then.
A: There are still many mistakes in the program. It isn’t right yet.
B: It is a very complex program.

B Form

We can use it or there with the verb be in the following main tenses:

<table>
<thead>
<tr>
<th></th>
<th>Present</th>
<th>Past</th>
<th>Future</th>
<th>Present perfect</th>
<th>Past perfect</th>
</tr>
</thead>
<tbody>
<tr>
<td>it</td>
<td>it is (it's)</td>
<td>it was</td>
<td>it will be</td>
<td>it has been</td>
<td>it had been</td>
</tr>
<tr>
<td></td>
<td>they are (they're)</td>
<td>they were</td>
<td>they will be</td>
<td>they have been</td>
<td>they had been</td>
</tr>
<tr>
<td>there</td>
<td>there is (there's)</td>
<td>there was</td>
<td>there will be</td>
<td>there has been</td>
<td>there had been</td>
</tr>
<tr>
<td></td>
<td>there are</td>
<td>there were</td>
<td>there will be</td>
<td>there have been</td>
<td>there had been</td>
</tr>
</tbody>
</table>

Note
The most common short forms are shown in brackets.

C Uses

Look at the following mini-dialogues:

A: Have you seen their new house?
B: Yes. It is lovely. [the house]
A: Have you seen their new house?
B: Yes. There’s a large kitchen and then there are two small lounges.
[= there exists …there exist]
A: Have you visited their new house?
B: No. It has been impossible to arrange a visit. [To arrange a visit has been impossible.]
In fact it was a mistake to try. [To try was a mistake.]

In the first exchange, it refers to information that has already been identified, i.e. the new house.
In the second exchange, there introduces new information, i.e. the kitchen and the lounges.
In the third exchange, we use ‘the empty it’ before the adjective (impossible) and the noun (a mistake). The it has no meaning; but in this way we can postpone the important information to the end of the sentence.

It is difficult to develop a marketing plan has more impact than To develop a marketing plan is difficult.

Note
We can put either a singular or a plural verb after there. The form depends on the subject.
There is one important reason for our decision.
There are three main points in my presentation.
TASKS

Exercise 1

Make eight questions or sentences from the words below.

Examples:
Are there a lot of museums here?
It isn’t cheap.

<table>
<thead>
<tr>
<th>It</th>
<th>is</th>
<th>French.</th>
</tr>
</thead>
<tbody>
<tr>
<td>There</td>
<td>are</td>
<td>a good restaurant here.</td>
</tr>
<tr>
<td>They</td>
<td>it</td>
<td>good quality.</td>
</tr>
<tr>
<td>Are</td>
<td>they</td>
<td>expensive.</td>
</tr>
<tr>
<td>Is</td>
<td>aren’t</td>
<td>cheap.</td>
</tr>
<tr>
<td>isn’t</td>
<td>there</td>
<td>many tourists here.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>a lot of museums.</td>
</tr>
</tbody>
</table>

Exercise 2

Choose the correct alternative to complete the dialogue below.

A: There is/There are/It is many good hotels in Tokyo. I like the Tokyo Hilton.
   There is/It is in the centre of the city.
B: Is there/Are there/Is it many small family hotels?
A: No, there aren’t/it isn’t.
B: I imagine they is/they are/there are very expensive.
A: In Tokyo? Yes, there is/is it/it is an expensive city.

Exercise 3

Maria is at Düsseldorf railway station. She wants to go to Münster. Look at the notes from the timetable. Complete the spaces in the dialogue below. Use the phrases in the box.

<table>
<thead>
<tr>
<th>DEPARTURES</th>
<th>11.25</th>
</tr>
</thead>
<tbody>
<tr>
<td>DÜSSELDORF - ESSEN - MÜNSTER</td>
<td>11.21</td>
</tr>
<tr>
<td>DÜSSELDORF - ESSEN - MÜNSTER</td>
<td>11.41</td>
</tr>
<tr>
<td>DÜSSELDORF - MÜNSTER</td>
<td>11.50</td>
</tr>
<tr>
<td>DÜSSELDORF - ESSEN - MÜNSTER</td>
<td>12.01</td>
</tr>
</tbody>
</table>

Maria: Is there a train to Münster?
       The next one is at 11.41.
Maria: ___ direct?
Clerk: No, ____. It goes via Essen. ____ a train to Münster via Essen every 20 minutes.
Maria: ____ direct trains to Münster?
Clerk: Yes, ____ a direct train at 11.50. ____ direct to Münster.

Transfer

Make a dialogue using is there/are there/there is/there are/it is/they are about your town.
Have and Have Got

A Sample sentences

A: Do you have an office in Tokyo?
B: No, we’ve only got a representative office there. We don’t have enough sales there.

A: Has your company got an agent in Japan?
B: Yes. In fact until last year we had two, but one didn’t have regular contact with us.
So we had to cancel our agency agreement.

B Form

Have is both a full verb and an auxiliary.

1. For the auxiliary have, see Unit 15 [present perfect] and Unit 19 [past perfect].

2. Below are the forms of the full verb have:

<table>
<thead>
<tr>
<th>Present statement</th>
<th>Present question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subject</td>
<td>Positive verb</td>
</tr>
<tr>
<td>I/you/we/they</td>
<td>have</td>
</tr>
<tr>
<td>he/she/it</td>
<td>has</td>
</tr>
<tr>
<td>the company</td>
<td>has</td>
</tr>
<tr>
<td>the directors</td>
<td>have</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Past statement</th>
<th>Present question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subject</td>
<td>Positive verb</td>
</tr>
<tr>
<td>I/you/we/they</td>
<td>had</td>
</tr>
<tr>
<td>he/she/it</td>
<td>had</td>
</tr>
<tr>
<td>the company</td>
<td>had</td>
</tr>
<tr>
<td>the directors</td>
<td>had</td>
</tr>
</tbody>
</table>

We sometimes use ‘s and ‘ve as the short forms in positive statements:

We’ve a new measuring device in the laboratory.

We form the negative with don’t or doesn’t [present] and didn’t [past].

They don’t have the equipment yet; at least they didn’t have it last week. (not: haven’t/hadn’t)

3. Below are the present forms of the verb have got:

<table>
<thead>
<tr>
<th>Present statement</th>
<th>Present question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subject</td>
<td>Positive verb</td>
</tr>
<tr>
<td>I/you/we/they</td>
<td>have got</td>
</tr>
<tr>
<td>he/she/it</td>
<td>has got</td>
</tr>
<tr>
<td>the company</td>
<td>has got</td>
</tr>
<tr>
<td>the directors</td>
<td>have got</td>
</tr>
</tbody>
</table>

The past forms of have got are had got [positive verb], hadn’t got [negative verb] and had ... got [question].

The short forms of have got are I’ve / you’ve / we’ve / they’ve got, he’s / she’s / it’s got

C Uses

1. Sometimes have and have got have [got] the same meaning:

Sixty insurance companies have [got] their headquarters in the city.

2. Sometimes we use have in fixed phrases:

On fine evenings, we usually have a barbecue.

Come and have a coffee while we discuss what you should do.
Exercise 1

Label have in the following text as auxiliary (AUX), full verb (V) or part of have got (HG).

I didn’t have a very good job last year. Now I’ve got a new position in the company. I’ve taken control of export sales. We’ve many new clients in America and Asia. Have you seen our product brochure? We’ve had a new one printed this week. Mary, have you got a copy?

Exercise 2

Match the following to the correct picture a-f.

1. We’ve got a problem. 4. Have you got a light?
2. The company has stopped trading. 5. They’ve sold the factory.
3. I’ve bought a new car. 6. I have a cup of coffee after lunch.

Exercise 3

Fumi Wang is talking to Mike Winters, of Trans World Systems, a software company. Complete the following conversation. Use forms of have or have got.

Fumi: How many employees ________?
Mike: ________ about 2,000.
Fumi: _______ many sales reps?
Mike: About 300. ______ 30 in the Far East.
Fumi: _______ worked in Malaysia?
Mike: Yes, I ________. And we ________ three big customers there.
Fumi: What about Indonesia?
Mike: No, we ________ any customers there.

Transfer

Write a short dialogue about a company you know well. Use sentences with have and have got. Include the following words.

employees sales representatives offices customers agents products
Get and Have Got

A Sample sentences
A: How often do you get financial updates?
B: I get new information every week.
A: And when did you get the latest information?
B: I got a report yesterday. I've got it here. Have you got time to look at it?

B Form
Get is a full verb (see Business File 6: Irregular verb table.) The form have got is the present perfect of get (see Unit 43 for the forms of have got).

C Uses
1. We use get in the present and past to mean 'receive':
   A: Did you get the message?
   B: Yes, I got it yesterday.

2. We use get in phrases to mean 'become':
   It is getting harder to find a good builder.
   Both men got rich in 2005 when they sold the company.

3. We use get to to mean 'arrive':
   I got to his house at 8 o'clock.

4. Have got means have, i.e. with a present meaning:
   They have got a new client. (= they have)
   Has he got a job?

Note
We have got the keys. (We have them now.)
We got the keys last week. (We received them last week.)
**Exercise 1**

*Underline and label six forms of get (G) and have got (HG) in the following text.*

A: Did you get my letter yesterday?  
B: I didn’t get it yesterday. It came today. I’ve got it here on my desk.  
A: The problem is getting serious, but I haven’t got time to discuss it now. I’ll call later.  
B: Well, I’ve got a meeting this afternoon.  
A: Okay. I’ll call you before lunch.

**Exercise 2**

*Match the following to the correct picture a-f.*

1. Fred’s getting fat.  
2. I’ve got a fax from Expol.  
3. It’s getting late.  
4. The company is getting bigger.  
5. I’ve got a headache.  
6. I got your email.

![Picture options]

**Exercise 3**

*Complete the following exchanges. Choose a form of get or have got from the box. Use the correct tense.*

<table>
<thead>
<tr>
<th>get</th>
<th>get easier</th>
<th>get better</th>
<th>have got</th>
<th>not/get</th>
</tr>
</thead>
</table>

1. James: How are things?  
   Beth: __________. We had a difficult spring, but the summer has been good.
2. Mike: What __________ you __________?  
   Alice: It’s the annual sales report.
3. Peter: Bad news. We __________ the contract.  
   Sue: Oh, that’s a pity.
4. Amy: __________ you __________ the money? We posted it on Monday.
5. Syd: Yes, I __________ yesterday. Thank you very much.
6. Alice: I __________ a new job and it’s really difficult.
7. Billy: It’ll __________, I’m sure.

**Transfer**

*Write sentences about yourself with get or have got. Include positive, negative and question forms.*
UNIT 45 Say vs. Tell

A. Sample sentences

A: What did head office say about the branch manager?
B: They didn’t say a lot. They told us that he hadn’t been very helpful.
A: And what did they say about the appraisals?
B: They always tell us that the appraisals are outside their responsibility.
A: Next time, please tell them that we are worried.

B. Form

<table>
<thead>
<tr>
<th>Infinitive</th>
<th>Past tense</th>
<th>Past participle</th>
</tr>
</thead>
<tbody>
<tr>
<td>say</td>
<td>said</td>
<td>said</td>
</tr>
<tr>
<td>tell</td>
<td>told</td>
<td>told</td>
</tr>
</tbody>
</table>

C. Uses

Say
Many people say that the city is safer now than it was ten years ago.
[not: Many people say us that the city is safer now than it was ten years ago.]
A: What did he say to you? [not: What did he say you?]
B: He said to me that he will make a very important speech at the conference.
[not: He said me that he will make a very important speech at the conference.]

Tell
Please tell Jane that I will call her later.
[not: Please tell to Jane …]
I will tell my friends to stay at your hotels.
[not: I will tell to my friends …]
He told us the history of the city. [not: He told the history of the city.]
**TASKS**

### Exercise 1

Two colleagues are in a restaurant. Match a sentence on the left to an appropriate reply on the right.

1. What did you say?  
2. Tell me which you prefer.  
3. Tell me about the work in India.  
4. Say anything you like.  
5. Tell the waiter you want another knife.  
6. Let me pay.

<table>
<thead>
<tr>
<th>Left</th>
<th>Right</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>a</td>
</tr>
<tr>
<td>2</td>
<td>b</td>
</tr>
<tr>
<td>3</td>
<td>c</td>
</tr>
<tr>
<td>4</td>
<td>d</td>
</tr>
<tr>
<td>5</td>
<td>e</td>
</tr>
<tr>
<td>6</td>
<td>f</td>
</tr>
</tbody>
</table>

### Exercise 2

A purchaser from Delta Hospital Services wants to buy some equipment from a supplier, Langer. There are four mistakes in the conversation. Identify them and correct them.

**Delta:** Tell me again, how much do you want?  
**Langer:** I said $20,000.  
**Delta:** But tell me a lower price.  
**Langer:** I am telling our lowest price.  
**Delta:** What did you say me last week about terms of payment?  
**Langer:** I tell you 60 days’ payment.

### Exercise 3

Complete the email below with say, said, tell or told.

**To:** k.brand@abc solutions.com  
**From:** r.patel@abc solutions.com  
**Subject:** Your meeting with Dennie Flowers (Axis Ltd) Tuesday 20 March

Dear Karen,

What did Ms. Flowers _______ about the delivery last week?  
I saw her on Monday. She didn't _______ anything about it.  
Did she _______ you anything about the invoice?  
On the telephone I _______ her we would give a 10% discount. In fact  
I forgot. Please phone her. _______ her I made a mistake. _______ we  
can send a new invoice.  
Note: I have _______ all our sales reps to offer a 10% discount.

Best Regards  
Rajiv

### Transfer

What have you said today? Who did you tell something? What has someone told you?
UNIT 46  

**Make vs. Do**

See also

Unit 31  Do

A Sample sentences

A: What do you do?
B: I work as a receptionist for Arnison and Naylors.
A: And what do Arnison and Naylors make?
B: They don’t make anything; they sell houses.

B Form

Make and do are full verbs. (See Business File 6: Irregular verb table.)

Do is also an auxiliary verb. We use it in the negative and question forms of the present and past simple tenses. (See Unit 31.)

Look at the following sentences:

<table>
<thead>
<tr>
<th>Who</th>
<th>do</th>
<th>You work for?</th>
</tr>
</thead>
<tbody>
<tr>
<td>(auxiliary)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We</td>
<td>do</td>
<td>business all over the world.</td>
</tr>
<tr>
<td>(full verb)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We</td>
<td>made</td>
<td>a profit last year.</td>
</tr>
<tr>
<td>(full verb)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

C Uses

Make and do often have similar meanings. Sometimes we use make and sometimes we use do. There are no fixed rules. So you should learn some of these phrases.

<table>
<thead>
<tr>
<th>Do</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>business</td>
<td>damage</td>
<td>an exercise</td>
<td>good</td>
<td>a job</td>
</tr>
<tr>
<td>repairs</td>
<td>research</td>
<td>well</td>
<td>work</td>
<td>wrong</td>
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<td></td>
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<td>badly</td>
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<tr>
<td>make</td>
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<tr>
<td>an appointment</td>
<td>an arrangement</td>
<td>a budget</td>
<td>a choice</td>
<td>a complaint</td>
</tr>
<tr>
<td>a decision</td>
<td>a loss</td>
<td>a mistake</td>
<td>money</td>
<td>an offer</td>
</tr>
<tr>
<td>a profit</td>
<td>progress</td>
<td>a report</td>
<td>sure</td>
<td>a trip</td>
</tr>
</tbody>
</table>

Now look at the following dialogue with make and do:

A: So, how did your company do last year?
B: We did very well. We made a profit of $1.2 billion.
A: How did you make so much money?
B: We did a lot of work on our forecasts.
A: So you didn’t make any mistakes in your budgets?
B: No, we didn’t.
Exercise 1

Choose the correct verb in the following sentences.

1. I did/made an appointment for next week.
2. Sarah has too much work to do/make.
3. We are doing/making a good profit.
4. Pablo did/made a plan for the South American market last week.
5. The storm did/made a lot of damage.
6. Unfortunately the RAMA 20 is doing/making a loss.
7. Can you do/make a list of possible target markets?
8. Make/Do me a favour. Send Angela a copy of this report.

Exercise 2

Two colleagues are discussing a meeting. Their company has produced a new product, BIGGO. Fill the spaces in the dialogue with an appropriate form of do or make.

Amy: Was it a good meeting?
Leo: Yes, we ________ a decision. We are going to increase production of BIGGO.

Amy: What about the costs?
Leo: We ________ a new budget. We think we will ________ more business next year. We’ll ________ a profit of £200,000.

Amy: Good. Do you know that Rospa Ltd. have ________ a complaint about our BIGGO promotion?
Leo: Yes, they are ________ a big mistake. We have ________ nothing wrong. We have ________ our research. Rospa know that BIGGO is going to ________ money. With good marketing we will ________ sure that we ________ better than Rospa next year.

Exercise 3

Complete the sentences below. Replace the underlined words with a new verb phrase using make or do in the correct tense.

1. We work with a lot of companies in France. We ________ business in France.
2. There is a mistake here. You are ________ a mistake.
3. We are very happy. They worked well. They ________ a good job.
4. The meeting was very long but it has been useful. We ________ progress.
5. They suggested a price but it was too low. They ________ an offer, but it was too low.
6. We had to choose: to cut production or to cut the price. We had to ________ a choice.
7. Our engineers have studied the problem. They ________ the research.

Transfer

What did you do yesterday? What are you doing today? Have you made anything recently?
UNIT 47

A Sample sentences

A: Do you travel a lot in your job?
B: I used to go abroad twice a month.
A: I'm sure that was very tiring.
B: Not really. At that time I was used to travelling, but now I'm used to working in the office.

B Form

There are two different verb phrases with the form used to:

1. used to + infinitive

   I used to work for ITCorp. [I worked for ITCorp in the past, but I don't work there now.]
   We use used to to talk about a past habit.

2. to be used to + infinitive or to be used to + noun

   We are used to hearing about bankruptcies.
   They are used to these problems.
   We use to be used to to talk about a general habit.
   We can use it in any tense.

C Uses

These two verb phrases have different meanings.

1. used to + infinitive

   We use this phrase to talk about a past activity or habit that is not a present activity or habit.
   We used to stock 36 different kinds of steel pipes. [In the past we regularly stocked 36 types of steel pipes, but now we don't.]
   In the past we used to design everything by hand; today we use computers.

2. to be used to + infinitive or to be used to + noun

   We use this phrase to talk about a general habit - normally in the present, but possibly in the past or future.
   Is it still strange, or are you used to it now?
   He was used to the journey as he had done it several times.
   I'm sure Peter will soon be used to the new computer system.

Note

The following sentences have different forms but similar meanings:

We were used to working until 7 or 8 pm.
(= past general habit)
We used to work until 7 or 8 pm. (= past habit)
Exercise 1

Underline six examples of *used to* in the dialogue. Label them as PH [past habit] or GH [general habit].

**Peter:** Do you travel a lot?
**Janis:** Yes, but I am used to working away. I am away more than I am at home.
**Peter:** That is hard. What about your husband?
**Janis:** He’s used to it. He looks after our children.
**Peter:** Have you always worked?
**Janis:** I used to stay at home when the children were very young. Now they are at school, I am always travelling. The children are used to a ‘weekends only’ mum.
**Peter:** I hope you like flying.
**Janis:** I used to hate it, but it’s okay now. My husband hates flying. He used to be a pilot.

Exercise 2

Write sentences, based on the prompts below, about Michael Ross, Chairman of Kelfield PLC. Use *used to* and the words in brackets.

1. He has lived abroad.
   
   He ________ [live/in Italy].

2. He attends international meetings.
   
   He ________ [make/presentations].

3. He likes going for walks.
   
   When he was young _________ [go for walks/with his father].

4. He works long hours.
   
   He ________ [work/late].

5. He likes going out with friends.
   
   He ________ [eat/in restaurants].

6. Michael has a new car.
   
   He ________ [have/a motorbike].

Exercise 3

Complete the following sentences using appropriate forms of *used to*.

**Ann:** I always drive to work. It takes an hour.
**Peter:** How awful!
**Ann:** I don’t mind. I _________ it.
**Peter:** Have you always driven to work?
**Ann:** No, I _________ go by train.
**Peter:** Is this your first job?
**Ann:** No, I _________ work for RYG. You ask so many questions!
**Peter:** I _________ it. I’m a journalist!

Transfer

Write five sentences about yourself and your work or studies in the past and now. Use *used to*.
UNIT 48
Rise vs. Raise

See also
Unit 85 Describing trends

A Sample sentences
A: The government is going to raise taxes next year.
B: So, taxes will rise again. They raised taxes last year.
A: And the level of unemployment rose.

B Form
Rise and raise are different verbs, but they have similar meanings.

<table>
<thead>
<tr>
<th>Infinitive</th>
<th>Past tense</th>
<th>Past participle</th>
</tr>
</thead>
<tbody>
<tr>
<td>rise</td>
<td>rose</td>
<td>risen</td>
</tr>
<tr>
<td>raise</td>
<td>raised</td>
<td>raised</td>
</tr>
</tbody>
</table>

So rise is an irregular verb and raise is a regular verb. The other difference is that rise is intransitive and raise is transitive. [See Unit 39.]
Prices rose last year. [intransitive]
We raised prices last year. [transitive]

C Uses
We use both verbs to indicate an upward movement:

Unemployment is rising at the moment.
We intend to raise the quality and standard of work.
Demand has risen recently.
Train companies have raised ticket prices by up to 30%.
**TASKS**

**Exercise 1**

Underline examples of *rise* and *raise*. Mark them as intransitive (I) or transitive (T).

In the first half of the year prices rose by 10%. Wages rose at the same time. The government raised taxes and the banks raised interest rates. Inflation continued to rise.

**Exercise 2**

Choose the correct sentence from the alternatives given.

1. a. Sales raise by 10%.
   b. The company raised.
   c. Sales rose by 10%.

2. a. We rised our advertising budget.
   b. The advertising budget has risen.
   c. The advertising budget has been rised.

3. a. Costs will probably be risen.
   b. Costs will probably rise.
   c. We will probably raise costs.

4. a. The number of unemployed workers rose this year.
   b. This year the number of unemployed workers raised.
   c. The company raised the numbers of unemployed workers this year.

5. a. Electricity companies rise their charges.
   b. Electricity companies have raised their charges.
   c. The charges by the electricity companies have raised.

6. a. Bank charges will rise next year.
   b. Bank charges will raise next year.
   c. Banks will rise their charges next year.

**Exercise 3**

Write sentences 1–5 for the pictures a–e. Use the given prompts.

1. The National Telephone Company __________ the price of making a call.

2. The R+D budget __________ next year.

3. In summer prices __________.


5. The Company will __________ agents’ commissions.

**Transfer**

Write four sentences about your work or studies. Use appropriate forms of *rise* or *raise*.
A Sample sentences

- They are preparing for a conference in London next week.
- Do you approve of spending so much?
- Our success depends on regular orders from big companies.
- The company has succeeded in reducing costs.

B Form

A verb + preposition phrase has two forms:

verb + preposition + noun phrase
I’ve heard about the vacancy in the Marketing Department.

verb + preposition + verb...ing
Are you thinking of applying?

Typical prepositions are:

<table>
<thead>
<tr>
<th>about</th>
<th>at</th>
<th>for</th>
<th>in</th>
<th>of</th>
<th>on</th>
<th>to</th>
<th>with</th>
</tr>
</thead>
</table>

Here are some common verb + preposition phrases:

<table>
<thead>
<tr>
<th>agree with</th>
<th>apologise for</th>
<th>ask for</th>
<th>care for</th>
<th>consist of</th>
<th>depend on</th>
<th>hear about</th>
<th>hope for</th>
<th>look forward to</th>
<th>pay for</th>
<th>rely on</th>
<th>succeed in</th>
<th>think of</th>
<th>wait for</th>
</tr>
</thead>
</table>

Note

We always use verb ...ing after a preposition:

Excuse me for interrupting. [not: excuse me for interrupt]

C Uses

Now look at these sentences with verb + preposition phrases:

I look forward to seeing you soon. [not: I look forward to see you soon.]
Here to is a preposition.
Dealers are waiting for prices to fall.
He apologised for being late.
The department asked for a 13% increase in its budget.
Exercise 1

Match a verb on the left with a preposition on the right.

- succeed to
- ask on
- hear for
- depend with
- consist in
- look forward about
- agree of

Exercise 2

Complete the letter below with an appropriate tense of the correct verb and preposition from the box.

talk about succeed in look forward to depend on consist of agree to invest in

Dear James,

Thank you for ______ attend our meeting on 28 October. We will ______ our marketing strategy for next year. The agenda will ______ just three points: recruitment, training, advertising and promotion. I think we will ______ reaching our target of a 10% increase. For our Sales Staff, obviously we need to ______ training. We cannot ______ our present reputation.

I am ______ seeing you on 28 October.

Yours sincerely

P Jones, Chairman

Exercise 3

Two colleagues, Sam and Paula, go out for an evening after a successful negotiation with a supplier. Complete the dialogue with an appropriate verb and preposition combination. Choose a verb from the box. Put it in the correct tense.

- wait for
- pay for
- manage to
- hope for
- rely on
- ask for
- depend on

Sam: The meeting was really good. We got almost all we were ________.
Paula: Yes, in fact, I was surprised we ________ obtain a very low price.
Sam: Also, we got good terms. We don’t have to ________ the goods until January.
Paula: That’s true. I think they have lost some business recently. They were ________ getting the contract from us. We got a good deal because they knew we have other suppliers. We were not ________ them. Also, we weren’t in a hurry. We can ________ smaller companies to supply us.
Sam: But obviously, we were ________ a quick deal.

Transfer

Write a paragraph about yourself and/or your company or studies. Include examples of verb and preposition combinations.
UNIT 50
Verb + Adverb (Phrasal Verb)

See also
Business File 6 Irregular verb table

A Sample sentences
- Always switch off the light when you leave the room.
- The office didn't make its sales targets, and the company eventually shut it down.
- You must fill out a form if you want to claim expenses.
- Why did you give up marathon running?

B Form
A verb + adverb phrase is also called a phrasal verb.

1. We have marked down the prices on all our furniture.
   - verb + adverb + object

2. We are going to give small gifts away at our stand.
   - verb + object + adverb

3. The company is in financial difficulties. We must turn it round.
   - verb + object + adverb

4. I can't hear you. Please speak up.
   - verb + adverb

If the phrasal verb takes an object, then we can put the object after the adverb (sentence 1) or between the verb and the adverb (sentence 2). But if the object is a pronoun, then we must put the pronoun between the verb and the adverb (sentence 3).

Sentence 4 shows a phrasal verb without an object.

Typical adverbs in phrasal verbs are:
- about
- across
- along
- around
- away
- back
- down
- forward
- in
- off
- on
- out
- over
- round
- through
- up

C Uses
Sometimes a phrasal verb keeps the meaning of its parts:
A: Let's bring forward the date of the meeting.
B: No. I think we should put the date back.

Sometimes a phrasal verb has a different meaning from its parts:
A: We have a lot to discuss. We're getting behind schedule.
B: We can make up some time, if we call the meeting off.
   - (make up = gain; call off = cancel)
**Exercise 1**

Match the verb on the left with a phrasal verb on the right with the same meaning.

- **return (goods)** = close down
- **reduce (production)** = call off
- **abandon (plans)** = take over
- **buy (a company)** = cut back
- **go out of business** = switch on
- **start (a machine)** = send back

**Exercise 2**

Match the pictures a–d with the correct sentences 1–4 below. Underline the phrasal verb in each sentence.

1. The meeting has been put back two months.
2. AD Industries closed the plant down ten years ago.
3. We’ve called in the suppliers to fix the machine.
4. AGCO has turned down an offer of $800,000 for the company.

**Exercise 3**

Replace the underlined words in the conversation below with a phrasal verb from the box.

- **build up**
- **set up**
- **put up**
- **send back**
- **cut back**
- **turn down**

**Boris:** If we cannot sell all the goods we have, we must reduce production.

**Susan:** Yes. Our agents want to return goods they cannot sell. But I also think we should establish an agency network in Asia.

**Boris:** But we rejected that idea last year.

**Susan:** I think the Board should find ways to develop our reputation for quality service.

**Boris:** Certainly. That would be better than increasing prices again.

**Transfer**

Have you given up anything?
Do you want to set up anything?
Have you put back any plans?
Have you taken away anything?
Do you look back on things?
Have you taken out anything?
What would you like to cut down or call off?
Positive Statements

See also
Unit 3 The present continuous positive
Unit 6 The present simple positive
Unit 11 The past simple positive
Unit 52 Negative statements

A Sample sentences
- He reports to the group vice president.
- Capacity at European plants is expanding.
- Last year the company opened ten new retail stores.
- I have just returned from a visit to the training centre.

B Form
A positive statement has at least two parts:
subject + positive verb form

The market is booming.
will improve.
has increased.

In positive statements, we usually put the subject before the verb:
The caretaker lives on the top floor.
subject + positive verb

On the top floor lives the caretaker is possible but not common.

We can put the verb into one of the following tenses:

<table>
<thead>
<tr>
<th>present simple</th>
<th>past continuous</th>
<th>past perfect simple</th>
</tr>
</thead>
<tbody>
<tr>
<td>present continuous</td>
<td>present perfect simple</td>
<td>past perfect continuous</td>
</tr>
<tr>
<td>past simple</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

If the verb is transitive, we can use an active or passive form:
We launch new products each year.
subject + active verb

New products are launched each year.
subject + passive verb

We can also make a verb phrase with a modal verb:
We can increase sales.
subject + modal verb phrase

The modal verbs are:
will would may might shall should can could must

C Uses
We use positive statements to give positive information.
Here are some positive statements with different verb phrases:
The seminar will start at 2pm.
We have five points on the agenda.
In the meeting they discussed the future of the company.
Shareholders must vote on this offer.
Both issues should be decided soon.
TASKS

Exercise 1
Read the text below. Underline and label the subject of each sentence [S] and the verb phrase [VP].

Sales (S) have been very disappointing (VP) this year. Our costs are rising every day. Clearly, our marketing team need to market our products better. But our R&D Department are confident. They are developing a brilliant new product. It will need support from the bank. A new business plan is being prepared at the moment.

Exercise 2
The text below gives the history of Keele Brothers Ltd. Put the sentences into the correct order. The first two have been done for you.

a. Now United Electric exports all over the world.
b. In 2000 Keele Brothers was taken over by United Electric Inc.
c. In those days Keele Brothers made bicycles.
d. Between 1980 and 2000 the main products were pumps and small engines.
e. The name of the company was changed to United Electric (UK) Ltd.
f. Keele Brothers Ltd was started in 1970.
g. Since then the company has developed an international market.

Exercise 3
Complete the sentences below taken from the annual report of Hebden plc, a manufacturing company. Put the verbs in the correct form.

1. In 2009 Hebden ___________ an international consortium to develop a new aircraft. [join]
2. Since 2004 the company ___________ continual growth. [realise]
3. Our products ___________ all over the world for many years. [export]
4. Our production ___________ highly automated systems. [use]
5. Our market share in our home market ___________ now 12%. [be]
6. 7,000 people ___________ by the Hebden group. [employ]
7. The annual report ___________ details for our 21 different product areas. [contain]

Transfer
Write six positive statements about yourself or a company you know. Use different verb phrases.
A Sample sentences

- We aren’t increasing our advertising budget this year.
- The company doesn’t have any South African operations.
- They haven’t sold the stock yet.
- We can’t wait until next year.

B Form

A negative statement has at least two parts:

- subject + negative verb form
- Quality isn’t improving.

The negative verb form has a modal or auxiliary + not + verb.

In negative statements, we usually put the subject before the verb:

- The members didn’t agree on this point.
- subject + auxiliary + not + verb

On this point the members didn’t agree is possible but not common.

We can put the verb into one of the following tenses:

<table>
<thead>
<tr>
<th>present simple</th>
<th>past continuous</th>
<th>past perfect simple</th>
</tr>
</thead>
<tbody>
<tr>
<td>present continuous</td>
<td>present perfect simple</td>
<td>past perfect continuous</td>
</tr>
</tbody>
</table>

If the verb is in the present simple or past simple, we use a form of do to make the negative. [See Unit 31.]

We don’t produce the A5687 in England; we produce it in the Far East.

If the verb is transitive, we can use an active or passive form:

- We don’t choose a new president each year.
- A new president is not chosen each year.

We can also make a verb phrase with a modal verb:

- We can’t increase prices.

The modal verbs are:

will would may might shall should can could must

C Uses

Look at the negative statements in this mini-dialogue:

A: The situation doesn’t look good.
B: I don’t agree. We didn’t make a loss last month.
A: Yes, but we haven’t made a profit for six months.
B: But we mustn’t always focus on the past.
Underline negative statements in the text below. Label subjects [S] and negative verbs [NV].

Dear Nick

We did not have a meeting with Ibros S.A. because we rejected their offer. The offer did not come by email. We received a fax on Thursday. We understand that the Managing Director of Ibros, Mr Kalkis, will not sign the contract. We have not accepted the present proposals. At the moment we are not planning to continue production of the Alisia range. Last year we didn’t reach agreement immediately. Now, I think it will not be easy to find a solution.

Exercise 2

Make the following statements negative. Use short forms, where possible.

1. We will finish our business tomorrow afternoon.
2. The meeting was planned to last three days.
3. We can go home tomorrow.
4. We should go to the Castle restaurant tonight.
5. It opens every night.
6. Friday is a good night to go.
7. They cook fish on Fridays.
8. I have eaten a lot of fish recently.
9. The Castle restaurant has been recommended to us.
10. We went there last time.

Exercise 3

Write negative statements for the pictures a–f below. Use an appropriate modal or auxiliary + not.

1. we/not/increase/R+D spending
   We have not increased our R+D spending.
2. inflation/not/rise/in the near future
3. Sol’s market share/not/increase in ten years
4. the sales volume/not/improve between 2004–6
5. actual sales/not/reach/forecast sales/in 2009
6. Hammond Ltd/not be/taken over/next year

Transfer

Write six negative statements about yourself, your work or your studies, or about an institution or company you know.
UNIT 53

Questions: Yes/No

See also

- Unit 5 The present continuous question
- Unit 8 The present simple question
- Unit 13 The past simple question
- Unit 31 Do
- Units 54, 55 Questions

A Sample sentences

- Do you still play golf?
- Didn’t we discuss this yesterday?
- Has Marija finished the calculations yet?
- Can’t we do this another time?

B Form

A yes/no question has at least two parts:
question verb form + subject

The question verb form also has at least two parts:
Do you agree?
verb part 1 + subject + verb part 2

The question verb form has a modal or auxiliary in verb part 1.

In yes/no questions, we put the modal or auxiliary before the subject:
Have they moved to new offices?
auxiliary + subject + verb part 2

We can put the verb into one of the following tenses:

<table>
<thead>
<tr>
<th>Tense</th>
<th>Present Simple</th>
<th>Present Continuous</th>
<th>Past Continuous</th>
<th>Present Perfect Simple</th>
<th>Past Perfect Simple</th>
<th>Past Perfect Continuous</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present Simple</td>
<td>past simple</td>
<td>past continuous</td>
<td>past simple</td>
<td>past perfect simple</td>
<td>past perfect simple</td>
<td>past perfect continuous</td>
</tr>
</tbody>
</table>

If the verb is in the present simple or past simple, we use a form of do to make the question. [See Unit 31.]

Did we meet our production targets?
form of do + verb part 2

We can also make a verb phrase with other modal verbs:
Should we make these components or buy them?
modal + verb part 2

The modal verbs are:

will would may might shall should can could must

We can make yes/no questions in positive and negative forms:
Have we met somewhere before? (it’s possible)
Haven’t we met somewhere before? (I think so, but I’m not sure)

C Uses

Look at these yes/no questions:

A: Can you supply 1,000 electric motors?
B: Do you need them this week?
A: Yes. Didn’t you promise delivery of the electric motors on Friday?
B: Yes, haven’t you received them yet?
**Tasks**

**Exercise 1**

Underline the *yes/no* questions in the following dialogue.

A: Do you live near your company?  
B: No, it’s about 25 km to the office.  
A: So how do you travel to work?  
B: I go by train or sometimes by car.  
A: Is it quicker by train?  
B: Yes – and I can work on the train.  
A: Isn’t it crowded?  
B: No, not usually. It’s okay.

**Exercise 2**

Paulo Introni wrote an email to his company’s Marketing Department. He received the email message printed on the right. Match the correct answers [a–f] on the right to the questions [1–6] on the left.

```
To: Marketing Department  
From: pauloin@incap.co.de  
Subject: ARGOS Ltd.  

Dear All  
Here are six questions.  
1 Has all the research been completed?  
2 Was the rate of response good?  
3 Was the feedback satisfactory?  
4 Are we planning to repeat the survey?  
5 Will you send me a report?  
6 Are changes recommended in our selling technique?  
Kind regards  
Paulo
```

```
To: pauloin@incap.co.de  
From: imogenfa@incap.co.de  
Subject: Re: ARGOS Ltd.

a Yes, we are going to send you a full report.  
b  
c No, We will repeat the survey in two years.  
d Yes, we received good feedback on our products.  
e Yes, the research has been completed.  
f Yes, the response rate was good.
```

**Exercise 3**

Look at the prompts below. Write a *yes/no* question for each one.

1. you/call/Fred/yesterday?  
   Did you call Fred yesterday?  
2. Mandy/meet/Joanne/next weekend?  
3. Alex/be back/from Nairobi tomorrow?  
4. Tom/usually/rent/a car for trips abroad?  
5. be/you/prepared/for your presentation/next week?  
6. Rolf/go/New York/in June last year?

**Transfer**

Prepare eight *yes/no* questions to ask a friend about his/her work.
UNIT 54

Questions: Wh-

See also

<table>
<thead>
<tr>
<th>Units 5, 8, 13</th>
<th>Questions in present and past</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit 31</td>
<td>Do</td>
</tr>
<tr>
<td>Units 53, 55</td>
<td>Questions</td>
</tr>
</tbody>
</table>

A Sample sentences

- Who are you going to hire?
- What did you learn from your experience yesterday?
- When does his train arrive?
- Why have they ordered the new equipment?

B Form

A wh-question has at least three parts:
wh-question word + verb + subject

The main wh-question words are:

|------|-------|-------|--------|--------|-------|------|

(We will look at how in Unit 55.)

The verb may be either a positive verb form or a question verb form:

**Who(m) did you meet at the airport?** [question verb form]
**Who met you at the airport?** [positive verb form]

The difference depends on the grammatical function of who. In the first sentence who(m) is the object; in the second, the subject.

Only who, what and which can be either a subject or object.

For more information on question verb forms, see Unit 53.

C Uses

Look at these wh-questions:

1. asking about people – who, who(m) or which + personal noun:
   - Who built this tower? [who is the subject of the verb]
   - Who(m) did he choose for the role? [who(m) is the object of the verb]
   - Which candidates came to the interview? [which candidates is the subject of the verb]
   - Which candidate will you appoint? [which candidate is the object of the verb]

   **Note**
   In spoken language we usually use who for the object; in formal written language we use who(m).

2. asking about things – what, which + impersonal noun:
   - What exactly are we going to do?
   - Which department will have responsibility for technology issues?
     [which department is the subject]
   - Which department will you put in charge of technology issues?
     [which department is the object]

3. asking about the time – when:
   - When did you resign as the CEO of the bank?

4. asking about the place – where:
   - Where have they come from?

5. asking about the reason – why:
   - Why do they need permission for that?
Exercise 1

Underline the *wh*-question words in the sentences below. Match the questions on the left to the correct answer on the right.

1. When did you get here?  
2. Where are you staying?  
3. Do you plan to stay long?  
4. What kind of business are you in?  
5. Which bank?  
6. Why are you in New York?  
7. Who is the senior Vice-President of CBI?  
8. Have you been here before?

- a. For a meeting with our partners.  
- c. No, this is my first visit.  
- d. I came on Monday.  
- e. At the Crescent hotel.  
- f. I work for a bank as a financial adviser.  
- g. Credit Bank International.  
- h. Just two days.

Exercise 2

Complete the questions below with *wh*-question words.

**Q:** ________ lorry is going to Belgium?

**A:** The one on the left.

**Q:** ________ is the other one going?

**A:** To Greece.

**Q:** ________ are they carrying?

**A:** One's carrying fruit. The other is carrying meat.

**Q:** ________ one is carrying meat?

**A:** The one for Greece.

**Q:** ________ is our client in Greece?

**A:** Kalkos S.A.

**Q:** ________ are they based?

**A:** In Saloniki.

**Q:** ________ is the driver?

**A:** Maggie Farnham. She always goes to Greece.

Exercise 3

At Compo Ltd the Marketing Department have a meeting to talk about a new idea. Write questions about the underlined words in the sentences below.

1. John had a good idea.  
2. He decided to increase the budget.  
3. We need to advertise in a newspaper.  
4. You wrote a report.  
5. They gave the report to her secretary.  
6. Ms Theo said the report was excellent.  
7. We explained the reasons for supporting the idea.  
8. We agreed the date the project could start.  
9. He named the office which will control the project.

**Who had a good idea?** [have]

- ________? [decide]
- ________? [advertise]
- ________? [write]
- ________? [give]
- ________? [said]
- ________? [be]
- ________? [start/project]
- ________? [office/control/project]

Transfer

Ask a colleague questions using *who, whom, what, which, where, when, why.*
Questions: How

A Sample sentences
- How did they become such big brands?
- How many people will lose their jobs?
- How long has the company been in business?
- During the past month, how often have you spent time alone with your husband or wife?

B Form
We form a question with how in the same way as a wh-question. It has at least three parts:
how + verb + subject
The main how-question words are:

<table>
<thead>
<tr>
<th>how?</th>
<th>how much/many?</th>
<th>how long?</th>
<th>how far?</th>
<th>how often?</th>
<th>how big/small?</th>
</tr>
</thead>
<tbody>
<tr>
<td>how</td>
<td>how much, how many</td>
<td>how long</td>
<td>how far</td>
<td>how often</td>
<td>how big, how small</td>
</tr>
</tbody>
</table>

The verb is always a question verb form:

- How much did they pay for the company?
- How often should we check the stock levels?

For more information on question verb forms, see Unit 53.

C Uses
Look at these how questions:

1. asking about manner – how:
   - How do you calculate the market value of a company?
   - How can they ensure consistent quality during the manufacturing process?

2. asking about quantity and amount – how much, how many:
   - How much do I owe you? (how much = how much money)
   - How much housing is needed?
   - How many products does the company export successfully?

3. asking about the length of time – how long:
   - How long have you lived in Florida?

4. asking about the distance – how far:
   - How far is it from Edinburgh to London?

5. asking about the frequency – how often:
   - How often do they call?

6. asking about the dimensions – how big, how small, etc.
   - How big is your office?
   - How small does the digital camera have to be?

7. asking about the extent of a quality – how busy, how hot, etc.
   - How busy are you after lunch?
   - How hot does it get in summer?
**TASKS**

**Exercise 1**

Form six questions from the jumbled words.

1. exhibition/the/how/came/many/people/to?
2. often/exhibitions/do/attend/how/you?
3. do/promotion/company/you/the/how/of/organise/your?
4. last/long/exhibition/did/the/how?
5. fair/a/cost/a/much/stand/how/at/does?
6. big/trade/the/how/Paris/fair/is?

**Exercise 2**

Complete the email below by asking the question for the given answers. Use a question phrase with *how*.

Date: 18/10/2010  
To: k.r.nijran@amtel.com  
From: marketing@amtel.com  
Subject: RE: AMTEL MARKET SURVEY

Dear Kevin,

______are we going to spend? US $450,000
______people will get questionnaires? 3,000
______will the research take? two months
______do we need to repeat this survey? every two years
______will the survey extend? all over Japan
______is the consultancy which is carrying out the research? the 4th biggest in Japan
will they analyse the result? by computer and personal interview

Answers by Monday please! Thanks.

**Exercise 3**

Ben Kamal is Managing Director of Aranco Ltd. He is talking about insurance with a friend, Willy Hoos. Complete the dialogue with appropriate questions.

**Willy:** How do you decide [decide] which insurance company to use?  
**Ben:** We choose an insurance company on the basis of cost and service.  
**Willy:** ____________ [employee insurance/cost]?  
**Ben:** Employee insurance costs about 10% of the salaries.  
**Willy:** ____________ [employees/have]?  
**Ben:** Around 850.  
**Willy:** ____________ [they/stay/with Aranco]?  
**Ben:** Normally if they stay, they stay for a long time.  
**Willy:** ____________ [make/a detailed study of employee insurance]?  
**Ben:** We make a detailed study very often. Every year. It’s very important.  
**Willy:** ____________ [he/Aranco’s turnover]?  
**Ben:** Our turnover is £30m. This is increasing by between 3% and 6% every year.

**Transfer**

How many people live in your town? How big is the largest company? How often do you travel abroad? How far is the local airport? How long does it take to get to the nearest seaport?
A Sample sentences

• Make sure that your work is presented neatly.
• Don’t place anything wet on a wooden table.
• Please send your order to this address.
• Sit down, will you!

B Form

We form a positive command using an infinitive (the positive imperative form):
Call this number right now.

infinitive

We form a negative command with don’t + infinitive (the negative imperative form):
Don’t wait until tomorrow.

don’t + infinitive

For more information on imperative verb forms, see Unit 10.

We can put please before or after the command to make it more polite.
Call me before 10 o’clock, please. [written with a comma]
Please don’t phone me after 10 o’clock at night. [written without a comma]

We can put the tag will you after a command to make it more emphatic, but this is not very polite.
Correct these figures, will you?

C Uses

Look at these commands:

1. positive commands:
   Take the train to Nagoya and then call me from the station.

2. negative commands:
   Don’t forget your glasses.
   Don’t sign documents without reading them.

3. polite commands:
   Please leave a message on my voicemail.
   Don’t use the swimming pool, please; it needs cleaning.

4. emphatic commands:
   Read the instructions first, will you?
Exercise 1

Underline positive commands once and negative commands twice in the following extract.

Please arrive at about 8.30. Register with reception. You will be given a key. You may relax until 9.30. At 9.30, please meet at the Main Entrance. Don't go directly to the Seminar Room. Wait for your group leader. He/she will give you instructions. Please don't telephone the office except in an emergency. Further information can be obtained by email or letter.

Exercise 2

Match the commands below to the correct picture a–h.

1. Do not run on the walkways.
2. Please do not use mobile phones in this area.
4. Danger of radiation. Do not enter this area.
5. Turn on your headlights in the tunnel.
6. Do not touch. Danger of electric shock.
8. Switch off engine. Do not smoke.

Exercise 3

Jane Callow has a new Personal Assistant. Jane is in London on business. She leaves instructions for her Personal Assistant. Complete her instructions with positive commands for the tasks marked ✓ and negative commands for the tasks marked X. Use verbs in the box.

book/tickets ✓ accept X check ✓ listen to ✓ write ✓ fix/appointments X

First, please check all the post. Then _________ voicemail. _________ for Friday or Monday. _________ to Munich. _________ Kelso and TBM, and finally _________ Jade & Co.’s offer on Monday.

Transfer

Write three positive commands for a regular visitor to your home or company. Write three negative commands for the same person.
UNIT 57
Sentence Types: Simple vs. Complex

A Sample sentences
- Prices have gone up.
- House prices will increase but wages won't rise.
- Expenses are high because he has to travel a lot.
- Organizations which need to save money often cut jobs.

B Form
A simple sentence has only one clause, i.e. contains one verb phrase. We call this a main clause.

We must deliver the goods by Friday.
verb phrase

A complex sentence has more than one clause, i.e. contains more than one verb phrase:

We can borrow from the bank or raise capital from the shareholders.
verb phrase 1
verb phrase 2

We are moving to a new office because the present building is too small.
verb phrase 1
verb phrase 2

In the first complex sentence the two clauses are joined with or. We call or a co-ordinating conjunction. A co-ordinating conjunction joins two main clauses. There are three co-ordinating conjunctions: and, but, or.

In the second complex sentence the two clauses are joined with because. We call because a subordinating conjunction because it depends on the main clause. A subordinating conjunction joins a main clause and a subordinate clause. Typical subordinating conjunctions are: because, when, though, if, that, who/which.

C Uses
1. A simple sentence can be a statement, a question, or a command:
   When are you going to see him? [question]
   The committee's next meeting is scheduled for August 22. [statement]
   Don't forget to send a copy of the report to everyone. [command]

2. Co-ordination is often more vague than subordination. Look at the following sentences:
   Finally, we appointed Susanne Schneider and we think that she'll be a good Research Director.
   Finally, we appointed Susanne Schneider, who we think will be a good Research Director.
   Finally, we appointed Susanne Schneider because we think that she will be a good Research Director.
   They have similar meanings, but the final sentence is the most informative.

3. Subordination shows the relationship between the main clause and the subordinate clause:
   A: OK, the green light, which you can see here, is the first indicator.
   B: But what do we do if the green light doesn't go on?
   A: This shows that the machine is not ready. [subordinate clause after the verb to explain 'show']
**Exercise 1**

Label the main clauses (MC) and the subordinate clauses (SC) in the following. Underline the co-ordinating conjunctions and circle the subordinating conjunctions.

The Amco 75 went into production in the Spring. Sales were very good and we quickly established a significant market share. We have begun exporting the Amco 75, though early sales are weak. We will have a satisfactory year if our exports improve. Profit has gone up this year because our domestic sales have increased. Our research has been very productive but costs have risen. Now we have many competitors who are seen as important dangers in some key markets.

**Exercise 2**

Add appropriate conjunctions in the following dialogue. Choose from the box.

who because or and though if

A: We need more office space __________ our staff want more computer equipment.
B: Yes, we have agreed to recruit another secretary, __________ we have not decided when.
A: But we need one now. There will be problems __________ we don’t get one soon.
B: I think there will be resignations __________ everyone is working too hard.
A: I agree. People will resign __________ they will simply be less effective at work.
B: I’m going to speak to Patrick, __________ will accept that the situation is critical.

**Exercise 3**

Look at the paragraph below. Hans Koeppel talks about his company. Count the sentences. Are they simple or complex? Below it is the same paragraph, rewritten with fewer sentences. Make them into complex sentences by putting one word in each space.

I work for Arkop GmbH. Arkop makes car components. The company is based in Kirchheim. Kirchheim is in Southern Germany. This is a good location. Many of our customers are very close. We sell our products all over Germany. We also export a lot. Our domestic market is the most important part of our business.

I work for Arkop GmbH __________ makes car components. The company is based in Kirchheim, __________ is in Southern Germany. This is a good location __________ many of our customers are very close. We sell our products all over Germany __________ we also export a lot, __________ our domestic market is the most important part of our business.

**Transfer**

Write six simple sentences about a company or institution you know well. Then reduce the number of sentences by rewriting them as complex sentences.
UNIT Subordinate Clauses

See also
Unit 57 Sentence types: simple vs. complex

A Sample sentences

• We worked quickly because we had to meet the deadline.
• After the MD presents the figures, you can ask your questions.
• I am going to buy a laptop so that I can work on the train.
• Although the mobile phone market has increased, growth has slowed.
• We have appointed a new Chief Executive, who used to work for ITCorp.

B Form

A subordinate clause depends on a main clause. It cannot stand by itself as a sentence.

We sold the premises because we needed to raise extra capital.

main clause

subordinate clause

Typical subordinate clauses start with:

1. that:
The MD said that the company was making good profits.

2. a subordinating conjunction:
If sales improve, the company will soon be profitable again.

The main subordinating conjunctions are:
because if when after while so that so although

3. a wh-word or how-word:
We don’t know when the new product will be launched.

the main wh-words and how-words are:
who which what when where why how how much/many/long etc.

C Uses

Look at the following sentences. Each sentence has a subordinate clause; and each subordinate clause has a different meaning.

1. because – cause or reason:
The business will succeed because we have recruited good staff.

2. if – condition:
We will reduce the fee if you pay in advance.

3. although – contrast:
Although we have reduced costs, profits have not increased.

Notes
We can use though or although.

4. so that – purpose:
We are changing the way we do business so that we can compete more effectively.

5. so (that) – result:
There was enough room so (that) we could invite twenty guests.

6. after – time:
After you finish high school, you can go to university.

7. wh-word – reported question and relative clause:
I would like to know why you are here. [reported question]
They jointly own the company which will operate the pipeline. [relative clause]
Exercise 1

Identify nine subordinating conjunctions or wh-words in the wordsquare below. There are five horizontal, three vertical and one diagonal.

BECAUSE
TSBLOR
HEMIFF
OMWHATW
UKWHICH
GTHRDPE
HSoOXLN

Exercise 2

Match the main clause on the left with an appropriate subordinate clause on the right.

<table>
<thead>
<tr>
<th>Main clauses</th>
<th>Subordinate clauses</th>
</tr>
</thead>
<tbody>
<tr>
<td>We will know if there are any problems</td>
<td>so it will need a lot of promotion.</td>
</tr>
<tr>
<td>The product will be launched next week</td>
<td>because we need a major new success.</td>
</tr>
<tr>
<td>It's a new concept</td>
<td>after the first six months' sales.</td>
</tr>
<tr>
<td>We are going to promote it heavily</td>
<td>who have always been our key market.</td>
</tr>
<tr>
<td>We will target young people</td>
<td>though at first only in the home market.</td>
</tr>
</tbody>
</table>

Exercise 3

Valbor Metal is trading in a difficult market. In an internal meeting, a member of the Board is talking about the problems. Complete the following text with words from the box.

if though so where which because

'We need to increase our prices ________ our costs are rising. Many companies are in a similar position, ________ our costs are especially high. We have a strong export market ________. Our sales are still good. We have identified some key problems ________ make the home market very difficult at present. We will have continued problems ________ we do not take some difficult decisions. There is no time to lose, ________ we have to do something quickly.'

Transfer

Write five sentences with subordinate clauses about the major employer in your home town, or about your company.
Relative Clauses with Who and Which

A Sample sentences

- You need to speak to Chris Brown, who is in charge of marketing.
- The person who interviews you will supervise your work too.
- Most buyers are looking for a business which can grow.
- He applied for the post of sales director, which has been vacant since last month.

B Form

A relative clause is a type of subordinate clause. Relative clauses begin with a relative pronoun. Who and which are typical relative pronouns.

I can't find the annual report which they sent to us.

There are two types of relative clauses:
— defining relative clauses
— non-defining relative clauses.

The case which I left at the airport has all my papers in it. [defining]
Your case, which has all your papers in it, is at the airport. [non-defining]
A defining relative clause is written without commas; a non-defining relative clause is written in commas.

C Uses

1. Defining relative clauses give information which is essential to understand the sentence:
   You are the only person who can answer this question.
   The clause who can answer this question identifies the person; without this information, the sentence has a different meaning.
   This is the machine which can print 25 pages a minute.
   The clause which can print 25 pages a minute identifies the machine; without this information, the sentence has a different meaning.

2. Non-defining relative clauses give additional, non-essential information:
   Norbert, whom we met in New York, is visiting London next month.
   The clause whom we met in New York gives additional information; we can still identify the person without this information.
   I've read all of your papers, which I found very interesting.
   The clause which I found very interesting gives additional information; we can still identify the papers without this information.
Underline five relative clauses in the text below. Label them defining clauses (D) or non-defining clauses (ND).

The conference, which will discuss the action of antibiotics on diseases, will be held at University College, which is one of the oldest colleges in the city. People who wish to attend should send an application form to the President of the Society, who is in charge of bookings. Anyone who is presenting a paper at the conference will automatically receive full details.

Combine the sentences below into single sentences with a relative clause.

1. Our clothes are very fashionable. They are popular with young people.
   Our clothes, which are very fashionable, are popular with young people.

2. The woman said our collection was wonderful. She is the editor of Style.

3. We use the best agencies to show our collection. They charge a lot of money.

4. We depend on magazine publicity. This increases our international reputation.

5. Many important magazine editors attend the fairs. They have massive influence.

6. The design team is very experienced. They plan our participation.

Write sentences with the prompts below. Include relative clauses using the words in brackets.

1. Our company (makes floors) grow/by 10% per year.
   Our company, which makes floors, is growing by 10% per year.

2. The Director (came here yesterday) be/Italian.

3. Our main clients (in Europe) be/sports clubs.

4. In 2008 (record year) we/supply/floors/for the Olympic Games.

5. Our R and D institute (based at Newtown University) develop/new floor materials.

6. The floors (we/send/to Finland/last year) are specially for outdoor use.

Write four sentences, including relative clauses, about the town where you live.
UNIT 60
Clauses of Cause or Reason with Because

See also
Unit 58 Subordinate clauses

A Sample sentences
- I am going to do the training because I will learn something from it.
- We spent the money because we needed new equipment.
- I am calling because I would like your help.

B Form
A clause of cause/reason is a type of subordinate clause. Clauses of cause/reason begin with a subordinating conjunction. [See Unit 58.]
Because is a subordinating conjunction of cause or reason.

We manufacture in SE Asia because labour costs are low.

C Uses
Clauses of cause or reason answer the question 'why?'; they present the cause or the reason.
A: Why are you leaving early?
B: I'm leaving because I want to catch my train.
A: And why are you joining ITCorp?
B: I am joining ITCorp because they have offered me an interesting job.
And why are you moving to SoftSys?
A: Because I've worked at ITCorp for 15 years and I need a new challenge.
A: Why are profits down?
B: I think they are down because turnover has fallen.
A: And why has turnover fallen?
B: I am sure it has fallen because raw materials are more expensive.
A: And why are raw materials more expensive?
B: In my opinion, it's because we can't buy them from Rotaronga.
TASKS

Exercise 1
Underline the clauses of cause or reason in the following extract.

Our financial position changes during the year because our sales are seasonal. They are seasonal because we have always been specialists in winter clothing. This creates problems because in summer we have a shortage of money. We are planning to enter new markets because, if we do not, we will not survive.

Exercise 2
Complete the following by writing clauses of cause or reason based on the prompts below.

1. We need a new factory because our plant is too old. (our plant/be/too old)
2. We are going to build one next to the sea because our business needs sea transport. (our business/need/sea transport)
3. This is also a good location because we are near a train station. (we/be/near/train station)
4. We need a large development site because we plan to build a big warehouse. (we/build/big warehouse)
5. We do not need many staff because the company has an automated process. (the company/have/an automated process)
6. We will keep costs down because we plan to employ few people. (we/plan to employ/few people)

Exercise 3
Use the prompts below to write a paragraph with clauses of cause or reason with because.

Example:

John resigned because he was not happy. He was not happy because his salary was too low. His salary was too low because he had few responsibilities. He had few responsibilities because the company had too many managers.

Benson Ltd won National Prize for Industry because the company manages record exports. Benson has a commitment to research because the company makes excellent products. The company has high quality management.

Transfer

Write a paragraph about your recent activities. Include examples of clauses of cause or reason with because.
UNIT 61 Singular and Plural Nouns

See also

Unit 62 Countable and uncountable nouns

A Sample sentences

- The company has its main office in Hershey, Pennsylvania.
- The company has branches in 172 countries.
- The Japanese subsidiary is in Nagoya.
- The organisation employs 180,000 people worldwide.

B Form

A noun is a grammatical unit. If we can put a or an in front of the singular form of the noun, we call it a countable noun. (See Unit 62 for uncountable nouns.)

<table>
<thead>
<tr>
<th>Singular</th>
<th>company</th>
<th>account</th>
<th>branch</th>
<th>firm</th>
<th>employer</th>
<th>meeting</th>
<th>magazine</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plural</td>
<td>companies</td>
<td>accounts</td>
<td>branches</td>
<td>firms</td>
<td>employers</td>
<td>meetings</td>
<td>magazines</td>
</tr>
</tbody>
</table>

We use a if the noun begins with a consonant; we use an if the noun begins with a vowel.

<table>
<thead>
<tr>
<th>Singular</th>
<th>company</th>
<th>account</th>
<th>branch</th>
<th>firm</th>
<th>employer</th>
<th>meeting</th>
<th>magazine</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plural</td>
<td>companies</td>
<td>accounts</td>
<td>branches</td>
<td>firms</td>
<td>employers</td>
<td>meetings</td>
<td>magazines</td>
</tr>
</tbody>
</table>

After a singular noun we use a singular verb; after a plural noun we use a plural verb.

The company makes cars.

Our Directors often travel abroad.

Notes

1. Some countable nouns only have a plural form. The most common is people:
   There were 20 people at the meeting. (not: there was 20 people)

   The singular of people is person:
   There is only one person who can solve this problem.

2. Some nouns only have a plural form, but are not countable. Some common ones are:

   assets (financial) | contents | funds (money) | headquarters | premises (buildings) | savings

C Uses

Look at the following sentences. Each sentence has at least one countable noun in the singular or the plural.

A: Where is your company based?
B: Our headquarters are in Bentonville, Arkansas, but we have branches all over the world.

A: And what about the market for your products?
B: At the moment the market is expanding and our turnover is increasing.

A: How many people does the company employ?
B: In total there are 3000 staff working for the company.
Exercise 1

Complete the following table. If no singular or plural form is possible, write x. The first has been done for you.

<table>
<thead>
<tr>
<th>singular</th>
<th>plural</th>
<th>singular</th>
<th>plural</th>
</tr>
</thead>
<tbody>
<tr>
<td>export</td>
<td>exports</td>
<td>fish</td>
<td></td>
</tr>
<tr>
<td>information</td>
<td></td>
<td>turnover</td>
<td>records</td>
</tr>
<tr>
<td>research</td>
<td></td>
<td>accountants</td>
<td>capital</td>
</tr>
<tr>
<td>figure</td>
<td></td>
<td>sales</td>
<td></td>
</tr>
</tbody>
</table>

Exercise 2

Complete the following text by choosing the correct alternative for each noun.

Every year/years the company publishes its annual account/accounts in a report for the shareholder/shareholders. The main detail/details concern the financial report. This contains information/informations about sale/sales, turnover/turnovers, cost/costs and profit/profits. It also reports the asset/assets that are held by the company, and the liability/liabilities. These are any debt/debts or cash/cashes that the company owes. All this data/datas is presented in the profit and loss/profits and losses account and the balance sheet.

Exercise 3

Complete the dialogue by referring to the pictures a-e.

A: Where is your __________ [a]?
B: It’s near Orleans but our __________ [b] is in Paris.
A: How many __________ [c] do you have?
B: About 2,000 including our __________ [d].
A: What’s the annual __________ [e]?
B: This year it’ll be about £85m.
A: And what will be the __________ [e] on that?
B: Around £5m.

Transfer

Write a short paragraph including the following nouns used either in the singular or in the plural as necessary.

people office turnover profit work staff conditions
information money problem colleague report
A Sample sentences

- We buy all our computers from one supplier. We believe that they make the best equipment.
- Airlines make big profits on transatlantic flights but they lose money locally.

B Form

A noun is a grammatical unit. If we can put a or an in front of the noun, we call it a countable noun. [See Unit 61 for singular and plural nouns.] If we can’t put a or an in front of the noun, we call it an uncountable noun.

<table>
<thead>
<tr>
<th>Countable</th>
<th>machine(s)</th>
<th>detail(s)</th>
<th>suggestion(s)</th>
<th>coin(s)</th>
<th>device(s)</th>
<th>job(s)</th>
<th>case(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uncountable</td>
<td>machinery</td>
<td>information</td>
<td>advice</td>
<td>money</td>
<td>equipment</td>
<td>work</td>
<td>baggage</td>
</tr>
</tbody>
</table>

A countable noun has a singular and plural form; an uncountable noun has only one form.

We would like to buy a machine.  
We would like to buy 20 machines.  
We would like to buy some machinery. [not: machineries]

After an uncountable noun we use a singular verb.

The information + singular verb  in our brochure. [not: the informations are]
The equipment + singular verb  comes from Rotaronga.

C Uses

Look at the following sentences. They show the use of countable and uncountable nouns.

A: Are you looking for a new job? [not: a new work]  
B: Yes, my present work doesn’t interest me. [or my present job]

A: I want to buy some camera equipment.  
B: Well, my advice is to hire a camera to begin with. [not: my advices]

A: Could you give me some information about your training programmes? [not: some informations]  
B: Of course, I’ll send you some details.

A: Excuse me, sir, is this your baggage? [not: your baggages]  
B: Yes, I have one suitcase and my wife has two suitcases.
CHANGES IN RETAILING

The rationalization of retailing has been a major characteristic of recent years and many small shops have disappeared. Large chains and supermarkets now dominate the sector. In the UK, 70% of food is sold by just four retailers. Many people have criticised this trend. They say it leaves the consumer with less choice.

Exercise 2

Underline the mistakes in the following sentences. Correct them.

1. Hello. I would like some informations about your products.
   Certainly. How can I help you?

2. How many works have you had since you left school?
   I've had four.

3. I asked my bank manager for an advice.
   What did he say?
   He told me to get a new work.

4. Please can I change this money? I need some coin for the telephone.
   With pleasure.

5. PLEASE DO NOT LEAVE BAGGAGES UNATTENDED

6. We have spent a lot of money on new machines.
   All the equipments in this room are new.

Exercise 3

Complete the following.

1. We don’t have enough information. Ring them and ask for more d __________.
2. John works for a company that makes agricultural m __________.
3. We are a financial services company. We give a ___________ on insurance, pensions and other aspects of money management.
4. I asked him for a ___________. He made two s ___________. First, do more advertising and secondly, find a new sales assistant.
5. Please can you help me with these c ___________? They are very heavy.
6. John has changed his j ___________. He now works for a bank.
7. Many p ___________ work in insurance or banking, but most work in commerce.

Transfer

Write sentences using four countable and four uncountable nouns.
UNIT 63

Noun Compounds

A Sample sentences

- The cost of making a telephone call has fallen.
- The advertising campaign was a big success.
- I went for a job interview today.
- He handed me his business card.

B Form

A noun compound is a phrase with two or more nouns together, e.g.

computer software
noun + noun

1. The first noun is like an adjective; it gives more information about the second noun:
   - A: I need some information.
   - B: What type of information?
   - A: I need some product information.

2. The first noun is normally in the singular:

   finance director | trade fair | fax machine | but sales manager

C Uses

We use noun compounds because:

1. They are shorter:
   - A: What about Severcide?
   - B: There will be a major product launch in 2012. [rather than the launch of the product]
   - A: And Herbigrade?
   - B: We are shortly going to launch an advertising campaign. [rather than the campaign of advertising]

2. They have more impact:
   - A: This approach to management development requires a serious commitment by the organization. [rather than the development of management]
   - B: I agree. We need more training seminars. [rather than seminars for training]

3. Usually stress falls on the first word of the compound.

Notes

Some noun compounds are written as one word:

- chequebook
- taxpayer
- newspaper
- flowchart
- notebook

Some are written with a hyphen:

- factory-worker
- work-force
- air-conditioning
- tape-recorder

Some are written as two words:

- employment law
- insurance claim
- adult education
- growth rate

See also

Unit 61 Singular and plural nouns
Unit 62 Countable and uncountable nouns
Exercise 1
Make nine noun compounds from the following words.

weather room satellite card identity clock
credit alarm container hotel dish forecast
inflation market ship rate share card

Exercise 2
Read the letter below. Rewrite it as a fax, replacing the underlined words with noun compounds.

EJ Metal Co Ltd, Unit 48, Clough Rd Industrial Estate, Hull, HU6 4PY
Tel. 01482 662841 Fax 01482 662800

ARCO Ltd
210 Kingsway
Blaydon NE6 4PR

12 Mar 20.
Dear Sir or Madam,
Please send some information about products and a list of prices. I also need details of your services for customers and terms of payment. In addition, I am interested in a demonstration of your products. I would like to arrange a meeting with one of your representatives concerned with sales. Are you running any special promotions for sales at the moment? Please send message by fax to the above number

Yours sincerely

P.J. O'Rourke

Exercise 3
Complete the noun compounds in the following.

1. When do you eat in the middle of the day? I eat at about lunchtime.
2. If you apply for a job, you complete and send a j________a __________
3. The result of the test is a t________r __________
4. When you need to change money to another currency, you ask for the e________r __________
5. If a company wants to spend money on advertising, it prepares an a________b __________
6. Before getting on a plane, you have to wait in the d________l __________
7. People who travel a lot on business make many b________t __________
8. We use a lot of computers. We live in an age of i________t __________

Transfer
Look in an English language newspaper or magazine. Find ten examples of noun compounds.
A Sample sentences

- I disagree with Mr Bajaj's statement.
- The article appeared in today's edition of the Times.
- The company's sales fell by 3.8%.
- She looked around for the ladies' toilet.

B Form

We form the genitive of a noun with an apostrophe (') or with the preposition of:

this year's results (= the results of this year)
the Directors' decisions (= the decisions of the directors)
the launch of the product
the cost of materials

Note
Where we form the genitive with an apostrophe, we write:
- 's if the noun is singular, e.g. the company's results (= the results of the company)
- s' if the noun is plural, e.g. the companies' results (= the results of the companies)

C Uses

1. We typically use the genitive with 's or s' with the following nouns:
   a. human nouns: Dr Morton's job
   b. animal nouns: the dog's head
   c. time nouns: today's newspaper
   d. location nouns: America's economy
   e. organisation nouns: the Board's decision (but the Chairman of the Board)

2. We use the genitive with of when referring to things:
   - the Director of Research and Development
   - the minutes of the meeting
The results of the tests were very good. The report was very positive. We hope that all customers will like the new product. We think it will meet the needs of our customers. I agree with John Tudor. He thinks market share will increase. With this new product, performance will be very good. As always, we must focus on quality. The speech at the AGM will say that quality and new products are most important.
UNIT Adjectives vs. Adverbs

See also
Unit 66 Comparison of adjectives

A Sample sentences
- Our researchers are careful; they analyse the data carefully.
- The city has a real problem with crime; it will be really difficult to solve it.
- His claims are complete nonsense; these details are completely wrong.

B Form

Adjectives and adverbs are grammatical units.

1. Here are some typical adjective endings and adjective forms:

<table>
<thead>
<tr>
<th></th>
<th>-ite</th>
<th>-ful</th>
<th>-al/ -ial</th>
<th>-ive</th>
<th>-able / -ible</th>
</tr>
</thead>
<tbody>
<tr>
<td>definite</td>
<td>useful</td>
<td>commercial</td>
<td>expensive</td>
<td>profitable</td>
<td></td>
</tr>
<tr>
<td>less</td>
<td>-ous</td>
<td>-ing</td>
<td>-ed</td>
<td>-ant</td>
<td></td>
</tr>
<tr>
<td>useless</td>
<td>ambitious</td>
<td>interesting</td>
<td>interested</td>
<td>important</td>
<td></td>
</tr>
</tbody>
</table>

2. Other adjectives, particularly short ones, do not have special endings:
   good, bad, young, old, big, small

3. Most adverbs are formed by adding -ly to the adjective:

<table>
<thead>
<tr>
<th>Adjective</th>
<th>definite</th>
<th>useful</th>
<th>commercial</th>
<th>real</th>
<th>total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adverb</td>
<td>definitely</td>
<td>usefully</td>
<td>commercially</td>
<td>really</td>
<td>totally</td>
</tr>
</tbody>
</table>

4. Some adjectives have the same form as adverbs:
   hard, early, late, fast, straight
   He is a hard worker. [adjective]
   He words hard. [adverb]

C Uses

We use an adjective:

1. to give more information about a noun:
   We need skilful managers.
   adjective + noun
   What type of managers? Skilful managers.

2. after the verb be:
   She is fluent in English. [not: fluently]

We use an adverb:

1. to give more information about a verb:
   She speaks English fluently.
   verb + adverb
   How does she speak English? Fluently.

2. to give more information about an adjective:
   The sales forecast was completely wrong.
   adverb + adjective
   How wrong is the sales forecast? Completely wrong.

3. to give more information about an adverb:
   He chose his words extremely carefully.
   adverb + adverb

4. to give more information about a sentence:
   Firstly, I’d like to apologize.
Exercise 1

Label eight adjectives (adj) and seven adverbs (adv) in the following extract from a report on MODO, a clothing company.

Excellent results have helped MODO. In an unusually wet summer, the company did really well. The fashionable clothes were popular with young consumers. Now the company will definitely increase its production. Staff are busily planning an equally successful range for next year, but the market will be very competitive.

Exercise 2

Complete the crossword with adjectives and adverbs using the clues below.

Across
1 competes well (11)
5 one left over; not even (3)
7 not right (5)
10 the same (9)
11 intelligent (6)
12 not late (5)
15 often (10)
16 difficult or not soft (4)

Down
2 not young (3)
3 new for the market (10)
4 more or less (13)
6 not going fast (6)
8 fundamental (7)
9 every three months (9)
13 obvious (5)
14 arriving when the plane has left (4)

Exercise 3

Complete the following dialogue. Two managers are discussing plans. Choose the correct alternative.

Alan: The changes in the market are going to affect the company quite serious/seriously.
Helga: We need to make some quick/quickly decisions.
Alan: We urgent/urgently need a new marketing strategy.
Helga: Fortunately/fortunate, the products are excellent/excellently.
Alan: I agree absolute/absolutely, but we have to get people interesting/interested.
Helga: I’m confidently/confident that we will do that.
Alan: Good, because our sales have fallen dramatic/dramatically.

Transfer

Describe a business you know well. Describe its activities and trading performance. Use words like good, big, usually, modern, quickly, absolutely, etc.
UNIT 66

Comparison of Adjectives

See also
Unit 65 Adjectives vs. adverbs

A Sample sentences

- Prices are higher than in July last year.
- Train services are getting more expensive.
- Networking is the most effective way to find a job.
- Japan’s crime rate is the lowest of any industrialized country.

B Form

Many adjectives have three forms: positive, comparative and superlative:

Last year Manson had **high** profits. (positive adjective)
Last year Burton had **higher** profits than Manson. (comparative adjective)
Checkout had **the highest** profits. (superlative adjective)

1. If the positive adjective has one syllable, we form the comparative by adding **-er** and the superlative by adding **-est**:

<table>
<thead>
<tr>
<th>Positive</th>
<th>Comparative</th>
<th>Superlative</th>
</tr>
</thead>
<tbody>
<tr>
<td>long</td>
<td>longer</td>
<td>longest</td>
</tr>
<tr>
<td>high</td>
<td>higher</td>
<td>highest</td>
</tr>
<tr>
<td>cheap</td>
<td>cheaper</td>
<td>cheapest</td>
</tr>
</tbody>
</table>

If we compare two objects, we use **than** in the comparative:

*Burton’s profits are higher than Manson’s.*

If we compare more than two objects, we use **the** in the superlative:

*Checkout has the highest profits.*

2. If the positive adjective has two syllables and ends in -y, -ow or -le, we form the comparative by adding **-er** and the superlative by adding **-est.** (If the adjective ends in -y, the **y** changes to **i**; if it ends in -le, we add -r and -st):

<table>
<thead>
<tr>
<th>Positive</th>
<th>Comparative</th>
<th>Superlative</th>
</tr>
</thead>
<tbody>
<tr>
<td>easy</td>
<td>easier</td>
<td>easiest</td>
</tr>
<tr>
<td>narrow</td>
<td>narrower</td>
<td>narrowest</td>
</tr>
<tr>
<td>simple</td>
<td>simpler</td>
<td>simplest</td>
</tr>
</tbody>
</table>

3. For other adjectives with two syllables or more, we form the comparative with **more** and the superlative with **most**:

<table>
<thead>
<tr>
<th>Positive</th>
<th>Comparative</th>
<th>Superlative</th>
</tr>
</thead>
<tbody>
<tr>
<td>modern</td>
<td>more modern</td>
<td>most modern</td>
</tr>
<tr>
<td>expensive</td>
<td>more expensive</td>
<td>most expensive</td>
</tr>
<tr>
<td>competitive</td>
<td>more competitive</td>
<td>most competitive</td>
</tr>
</tbody>
</table>

4. There is a small group of adjectives with irregular comparative and superlative forms:

<table>
<thead>
<tr>
<th>Positive</th>
<th>good</th>
<th>bad</th>
<th>little</th>
<th>much</th>
<th>far</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comparative</td>
<td>better</td>
<td>worse</td>
<td>less</td>
<td>more</td>
<td>farther/further</td>
</tr>
<tr>
<td>Superlative</td>
<td>best</td>
<td>worst</td>
<td>least</td>
<td>most</td>
<td>farthest/furthest</td>
</tr>
</tbody>
</table>

C Uses

1. If we compare two objects, we use **than** in the comparative:

*Burton’s products are more expensive than Manson’s, but their profits are higher.*

2. If we compare more than two objects, we use **the** in the superlative:

*Checkout has the most expensive prices and the highest profits.*
Exercise 1

Complete the following table.

<table>
<thead>
<tr>
<th>Positive</th>
<th>Comparative</th>
<th>Superlative</th>
</tr>
</thead>
<tbody>
<tr>
<td>cheap</td>
<td>more useful</td>
<td></td>
</tr>
<tr>
<td>strong</td>
<td>worse</td>
<td>most experienced</td>
</tr>
<tr>
<td>modern</td>
<td>more comfortable</td>
<td></td>
</tr>
<tr>
<td>near</td>
<td></td>
<td></td>
</tr>
<tr>
<td>weak</td>
<td></td>
<td>most difficult</td>
</tr>
<tr>
<td>less</td>
<td></td>
<td>most</td>
</tr>
</tbody>
</table>

Exercise 2

Look at the graph. Mark the sentences true [T] or false [F].

1. Product B is the most successful. [T]
2. Product A has sold more than product B. [F]
3. Product C is the least expensive. [T]
4. Product B is cheaper than product A. [T]
5. Product A is the oldest. [T]
6. Product B is newer than product C. [F]

Exercise 3

Look at the table below comparing three banks.

<table>
<thead>
<tr>
<th></th>
<th>Capital reserves ($)</th>
<th>Market share %</th>
<th>Branches</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rotobank Ltd (RB)</td>
<td>1,200m</td>
<td>4</td>
<td>750</td>
</tr>
<tr>
<td>Credit Bank Int (CB)</td>
<td>1,955m</td>
<td>9</td>
<td>1470</td>
</tr>
<tr>
<td>Gold Bank Inc (GB)</td>
<td>11,000m</td>
<td>2</td>
<td>620</td>
</tr>
</tbody>
</table>

Write sentences comparing the three banks. Use forms of small, big, much (2), strong.

Gold Bank has the fewest branches. It has a ________ market share than Rotobank Ltd.
Gold Bank has ________ capital reserves. It is ________ bank. In terms of branches, Credit Bank International is ________ than the other two banks. It has many ________ branches. It also has ________ capital reserves than Rotobank Ltd.

Transfer

Compare your country with another country you know. Write six sentences.
UNIT 67

Adverbs

See also
Unit 65
Adjectives vs. adverbs

A Sample sentences

- Firstly, we offer information and advice.
- The computer will be delivered soon.
- Please check your order carefully.
- Government spending is slightly higher than forecast.

B Form

1. Most adverbs are formed by adding *-ly* to the adjective, e.g. *quick – quickly*. [See Unit 65.]
2. Some adjectives have the same form as adverbs, e.g. *hard, late*. [See Unit 65.]
3. Some adverbs have no adjective form, e.g. *very, soon, outside.*
4. The adverb of *good* is *well*.

C Uses

1. There are three types of adverbs:
   a. Adverbs of place answer the question *where*?:
      - Her husband was working abroad. [Where was her husband working? Abroad.]
      - You can eat outside if you want to. [Where can you eat? Outside.]
      - I'm afraid Dr Fleischer has gone home. [Where has Dr Fleischer gone? Home.]
   b. Adverbs of time answer the question *when*, *how long*? or *how often*?:
      - Can we talk about this tomorrow? [When can we talk about this? Tomorrow.]
      - I have always lived in Boston. [How long have you lived in Boston? Always.]
      - We never sell any of our mailing lists. [How often do you sell your mailing lists? Never.]
      [See Unit 67.]
   c. Adverbs of manner answer the question *how*?:
      - The unemployment rate rose steadily. [How did it rise? Steadily.]
      - I am very pleased by the progress we made. [How pleased? Very pleased.]
      - The company is performing quite well. [How is the company performing? Well. How well? Quite well.]

2. Position of adverbs

   We can often put adverbs in different positions in a sentence. The three main positions are:

<table>
<thead>
<tr>
<th>At the beginning</th>
<th>In the middle</th>
<th>At the end</th>
</tr>
</thead>
<tbody>
<tr>
<td>Soon profits will increase.</td>
<td>Profits will soon increase.</td>
<td>Profits will increase soon.</td>
</tr>
</tbody>
</table>

   The position of the adverb in the middle depends on the verb:
   - I often travel abroad. [before the verb where there are no auxiliaries]
   - I have often travelled abroad. [after the first auxiliary]
   - I am usually at my desk by 8 o'clock. [after the verb be]

   Where there is both an adverb of place and an adverb of time at the end of a sentence, you put place before time, e.g. *He went abroad yesterday. (not: yesterday abroad)*
Exercise 1
Label the adverbs below place [P], time [T] or manner [M].

- fast
- abroad
- never
- quietly
- soon
- on time
- currently
- late
- outside
- tomorrow
- hard
- since Monday

Exercise 2
Mr Roach had to go to a business meeting at 2 o'clock. Look at the pictures below. Complete the sentences using words from the box.

calmly yesterday suddenly fortunately urgently just in time too late very fast early immediately

1. ________ Mr Roach got up ________.
2. He had a coffee, then ________ began to read the paper.
3. ________ he noticed the time.
4. ________ he ran out of the house.
5. He looked ________ for a taxi.
6. The taxi went ________ to the airport.
7. He was ________ for the plane.
8. ________, he was not ________ for the meeting.

Exercise 3
Complete the following short dialogue. Use the words in the box.

- immediately
- back
- carefully
- well
- later
- tomorrow

A: Is Mrs King there?
B: No, sorry. She is out.
A: When will she be ________?
B: Perhaps she'll be back ________ today.
A: OK. I'll phone ________.
B: Can I take a message?
A: Well, yes please. Tell her the meeting with Blanchard went very _________. We have to prepare a contract ________, but it must be done ________. The details are very important.
B: OK. Thanks. Goodbye.

Transfer
How long have you lived in your town? When do you normally have a holiday?
How well do you speak English? Where do you go after work?
UNIT 68

Expressions of Frequency

See also

Unit 67 Adverbs

A Sample sentences

• How often do you see her?
• We always keep cash for emergencies.
• He rarely goes out to dinner.
• The industry holds a trade exhibition twice a year.

B Form

We can divide expressions of frequency into indefinite frequency and definite frequency.

1. Indefinite frequency

These phrases tell us approximately how often something happens:

- always
- usually/normally
- often
- sometimes
- rarely/seldom
- never

We usually sell our products through a network of agents.
They never offer our competitors' products.

2. Definite frequency

These phrases tell us more precisely how often something happens in a period of time:

- hourly
- once a minute
- twice an hour
- three times a day
- four times a week
- five times a month
- many times a year
- every minute
- every morning
- every night
- every year
- every Monday
- every July

We review our sales figures twice a year.
We print a new brochure annually.

C Uses

1. Questions about frequency:
   How often do you go to head office?

2. Statements about frequency:
   We normally charge £25 for replacing cards which have been lost or stolen.
   [See Unit 67 C2 for position of adverbs.]
   Usually the employer pays a certain number of dollars per hour. [special emphasis]
   We launch new products twice a year. [normal position]
   Once a year we carry out a customer survey. [special emphasis]
Exercise 1

Make frequency adverbs from the following jumbled letters. Then number them 1–7, in order of frequency.

<table>
<thead>
<tr>
<th>tofne</th>
<th>yerlar</th>
<th>yaseninnoar</th>
<th>reeny</th>
<th>sawyal</th>
<th>queenfrytl</th>
<th>emositsem</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>always</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
</tr>
</tbody>
</table>

Exercise 2

Complete the following phrases with an expression of frequency, based on the word(s) in brackets.

1. I go to London __________ [January and June].
2. We have meetings __________ [Monday, Tuesday, Wednesday, etc.].
3. Our share price changes __________ [1 p.m., 2 p.m., etc.].
4. I write a sales report __________ [Friday afternoon].
5. We report to Head Office __________ [Monday, Wednesday and Friday].
6. Our Sales Report is published __________ [December].
7. I __________ go to America on business [zero].

Exercise 3

Two people are in an airport department lounge in Amsterdam. They are waiting for a flight to New York. Complete part of the conversation with frequency expressions from the box.

always how often frequently usually twice a day normally sometimes rarely never

Wim: __________ do you go to New York?
Maurice: __________ We have an office there, so I have to go about once or __________ a month.
Wim: Do you __________ fly with KLM?
Maurice: Well, I __________ use KLM because my partner works in Amsterdam. I __________ visit him before I go to New York, but I __________ fly British Airways from London.
Wim: Are there a lot of flights to New York from London?
Maurice: Oh yes. There’s one about six __________.
Wim: Well, before the flight, I’ll get some Duty Free. I __________ get something.
Maurice: Really? I __________ do. I don’t smoke and I __________ drink so I don’t buy anything from Duty Free.

Transfer

Write sentences about what you do and do not do. Use frequency adverbs to say how often.
UNIT 69

Degree with Very, Too and Enough

See also
Unit 67 Adverbs

A Sample sentences
- It is very difficult to estimate the size of the market.
- There is too much work for one person.
- The building is not big enough for our needs.

B Form

Very, too and enough are adverbs. [See Unit 67.]
We put very and too before an adjective or adverb:
Rotaronga is a very industrial region.

In fact, industry has grown too quickly.

We put enough after an adjective or adverb:
Social services have not increased fast enough.

Note
We put enough before a noun:
The area already has enough factories.

C Uses

1. Very makes the meaning of an adjective or adverb stronger:
   A: All his staff are intelligent.
   B: Yes, and some of them are very intelligent.
   A: They answered our questions quickly.
   B: Yes, but they didn’t answer them very accurately.

2. Too means more [or less] than necessary; enough means acceptable:
   A: Our manufacturing time is too slow.
   B: I agree, it is not fast enough. But our workers are well paid.
   A: Yes, but they think their wages are not high enough. They think they are paid too little.

3. Now look at the following dialogue:
   A: Sales were not very good this year.
   B: I know, and the costs are too high.
   A: Our customer service is not fast enough.
   B: I agree. We must do something very quickly.
Exercise 1

Add **very, too or enough** to the following phrases.

- ________ time
- ________ dangerous
- ________ difficult
- ________ not big
- ________ strong
- ________ beautiful
- ________ profitable
- ________ many people

Exercise 2

Complete the comments on these dishes in a restaurant.

1. 'There's ________ much on the plate.'
2. 'I'm hungry! This isn't ________
3. 'The table's ________ small.'
4. 'I can't eat this! It's ________ hot!'
5. 'This looks ________ good.'
6. 'The meal was ________ expensive.'

Exercise 3

Complete the following exchanges with appropriate words.

A: There's a lot of traffic on the roads.
B: Yes, I agree. There's ________ much.

A: The Chien Andalou restaurant is one of the best in town.
B: Yes, and not ________ expensive. Everything is ________ fresh.

A: I like jazz music.
B: Yes, if it isn't ________ modern.
A: A lot of modern jazz is ________ good.

A: How was your meeting with Kashamuro?
B: Good.
A: How good?
B: Good ________ We agreed to work together.

Transfer

Write six sentences about yourself and your work or studies. Include **very, too and enough**.
UNIT 70

Already, Yet, Again and Still

See also
Unit 67 Adverbs

A Sample sentences

- Have you got your medical insurance yet?
- We have already sold more than 300 units.
- When will you play it again?
- The company can still afford to advertise.

B Form

Already, yet, again and still are adverbs of time. (See Unit 68.)

1. We put already at the end of a sentence or in the middle of a sentence:
   - We have prepared the sales forecast already.
   - We already use the latest software; we have already installed it on our PCs.

2. We usually put yet at the end of a sentence:
   - A: Have you signed the contract yet?
   - B: Yes, but I haven’t sent it back yet.

3. We usually put again near the end of a sentence:
   - A: I look forward to hearing from you again soon.
   - B: Right. So, I’ll contact you again next week.

4. Note the position of still:
   - The building is still under construction. [after the verb be]
   - They are still constructing the warehouse. [after the first modal or auxiliary]
   - We still plan to open the new factory in September. [before the main verb]

C Uses

1. Already means ‘by this/that time’; we use it in positive statements:
   - This year we have already hired 50 people. [by this time, i.e. by now]

2. Yet means ‘by this/that time’; we use it in negative statements and questions:
   - A: Have you filled in your tax return yet? [by now]
   - B: No, in fact I haven’t got the form yet.

3. Still means ‘up to this/that time’:
   - I am still working on the case. [up to this time] [I haven’t finished it yet.]
   - Mr Broadbridge was still finalising arrangements yesterday. [up to that time] [He hadn’t finished making arrangements yet.]

4. Again means ‘another time’ or ‘as before’:
   - Profits are increasing again. [as before]
Read the following text. Underline examples of already, yet, again and still. Then mark the statements that follow as true [T] or false [F].

John is still waiting for a new contract. The company have not agreed the terms yet. John may leave. In fact he's already had an interview with another company. Anyway, tomorrow he's going to talk to his boss again about the contract.

1. John has already agreed a new contract. [F]
2. He has still not agreed the terms of his contract. [T]
3. He has already left the company. [F]
4. He has already discussed the contract with his boss. [F]
5. He is going to see his boss again. [T]

Choose already, yet, again or still to complete the dialogue below.

Lee: Are you ______ selling the Arco 26?
Klaus: Yes, it is ______ doing well.
Lee: Have you made a replacement ______?
Klaus: Yes, the Arco 28 is ______ available.
Lee: Are you going to stop making the 26?
Klaus: Yes, but not ______.
Lee: I thought you planned to stop making it.
Klaus: Last year we planned to stop, but we changed our mind. This year we also planned to stop, but ______ we have continued. The 26 is ______ very popular.

Complete the text below with a word in each space.

Last year our sales overseas were down. This year exports are ______ poor. We expect low export profits ______, but the good news is that in our domestic market we have ______ reached our targets. Overall, things are not serious ______. The situation will be clearer at the end of the year.

Write six sentences about your actions or your plans. Include already, yet, again and still.
A Sample sentences
- They signed a contract to purchase two planes.
- He's an agent for an insurance company.
- The address of the company is on the policy.
- At present sales are increasing.

B Form
There are three forms of the article:

1. a(n) – the indefinite article:
   Can I make a phone call?

2. the – the definite article:
   The phone is on the left.

3. 0 – the zero article:
   There are phones in all offices.

C Uses

1. A(n) – the indefinite article
   We use a(n) with singular countable nouns (see Unit 61) when we use a word for the first time:
   A computer usually has a keyboard.

2. 0 – the zero article
   We use the zero article with:
   a. uncountable nouns:
      Hardware and software are getting cheaper.
   b. plural countable nouns, when we are speaking generally:
      Computers are very useful machines.
   c. proper names and places:
      Mr Brown arrived at Charles de Gaulle airport at 9.30.

3. The – the definite article
   We use the definite article when:
   a. we mention a word for the second time:
      A computer usually has a hard disk. The hard disk stores data.
      (a for the first mention; the for the second)
   b. it is clear what the speaker means:
      The PC on the desk is new. (There is only one PC on the desk.)
      You’ll find your new PC on the desk. (There is only one desk.)
   c. we talk about institutions:
      The Minister of Education made a speech at the University of Ontario.
      Did you see it on the TV?
Exercise 1

A travel agent telephones Henry Fish with details of his trip to Münster in Germany. Underline all definite and indefinite articles. Indicate zero articles before uncountable nouns and before plural countable nouns with a zero (Ø).

'Mr Fish? I have, got details for your trip to Münster today. First, the flight. There's a British Airways flight from London Heathrow to Düsseldorf at 16.05 from Terminal 1. It arrives at 17.35. Then you can take a train to Münster from the central station at 16.45. The train arrives in Münster at 20.15. Coming back there's a flight to Manchester at 16.30, arriving at Manchester Airport at 17.50. There are trains every hour from Manchester to Leeds. You also asked about money and the ticket. You can change money at Heathrow and pick up the flight ticket from the B.A. desk in Terminal 1.'

Exercise 2

Read the dialogue about a problem in a chemical plant. Put in articles where necessary.

Arne: We’ve got ______ important safety problem on ______ production line in ______ West Building. ______ machine is not working properly.

Steve: Have you taken any action?
Arne: Yes, one of ______ engineers has switched it off. ______ valve is losing ______ oil.
Steve: What did ______ maintenance say?
Arne: ______ technician said he thinks ______ valve needs to be replaced.
Steve: So, are we losing ______ production?
Arne: Yes. As ______ result, ______ production is down by 15%.

Exercise 3

Below is an advertisement flyer from Beelo OE Ltd, office furniture designers. Complete the text with definite or indefinite articles in the spaces if necessary.

Beelo Comodo 20

On ______ left is ______ new office chair, ______ Comodo 20. Like all ______ Beelo chairs, it is made from ______ materials that are totally ______ fire resistant, but last ______ very long time. ______ tests allow us to give you ______ 5 year warranty on this superb chair. Great ______ value at only to $149.95.

OFFICE COMFORT!
OFFICE STYLE!

For rapid service telephone FREEPHONE 800800 now!!

Transfer

Look at any short text from an advertisement, a newspaper or a magazine in English. Circle the use of ten definite, indefinite, or zero articles.
A Sample sentences

- We are going to meet them tomorrow.
- I’ll send them full details.

B Form

We use a pronoun in place of a noun:

The company is based in Bolton. It employs 200 people.

(= the company)

This is the Marketing Director. She joined the organisation three years ago.

(= the female Marketing Director)

Personal pronouns have two forms: subject and object.

<table>
<thead>
<tr>
<th>Personal pronouns</th>
<th>Subject</th>
<th>Object</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st person singular</td>
<td>I</td>
<td>me</td>
</tr>
<tr>
<td>plural</td>
<td>we</td>
<td>us</td>
</tr>
<tr>
<td>2nd person singular</td>
<td>you</td>
<td>you</td>
</tr>
<tr>
<td>plural</td>
<td>you</td>
<td>you</td>
</tr>
<tr>
<td>3rd person singular masculine</td>
<td>he</td>
<td>him</td>
</tr>
<tr>
<td>feminine</td>
<td>she</td>
<td>her</td>
</tr>
<tr>
<td>non-personal</td>
<td>it</td>
<td>it</td>
</tr>
<tr>
<td>plural</td>
<td>they</td>
<td>them</td>
</tr>
</tbody>
</table>

I’ll call you next week.

subject + object

We showed all the samples to them.

subject + object

Notes

1. We use he/him for men and boys; we use she/her for women and girls; we use it for all non-personal forms.

2. We use the object form after prepositions:

   The information will be with them next week.

C Uses

A: I’d like to introduce you to Karen Pusey.
B: I met her last week. She is the new publisher.
A: Yes, you are right. I forgot you were with us here last week.

Note

I am sending you our latest catalogue. (I = the person)

We are sending you our latest catalogue. (We = the company)
Exercise 1

Underline 13 personal pronouns in the dialogue below.

Alice: Good morning. Ascis Ltd. How can I help you?
Don: Hello, Alice. Don Peters here. I'm calling from Bangkok.
Alice: Mr Peters, nice to hear you again. How are things?
Don: Oh fine. We're doing very well. Now, I'd like to talk to Lena. Is she in?
Alice: No, she had to go to Luxembourg to talk to our agents. They're having a meeting today. But Paul's here. Do you want to speak to him?
Don: OK, I'll do that. Thank you.

Exercise 2

Wim van der Jonk visits Educo, an Irish producer of educational materials. Here is part of a conversation with Joe Keeley, a Sales Manager. Write personal pronouns in the spaces.

Joe: So, what can _______ do for _______?
Wim: Well, _______ wonder if you can help _______? My company imports DVDs for schools and colleges. _______ would like a catalogue and a price list. Can _______ let _______ have these?
Joe: Of course. Tell _______ where are _______ from?
Wim: My company is A-Tech nv. _______ are based in Rotterdam, in the Netherlands.
Joe: Really? _______ have two agents in Amsterdam. _______ usually handle our Dutch business. Would _______ like to contact _______?
Wim: Oh yes. That would be fine.
Joe: One is Willy Leer. _______'s Dutch. The other is Susan Griffin. _______'s English. _______’ll give _______ all the details.

Exercise 3

Rewrite the email below. Replace the words in brackets with personal pronouns.

Date: 15/03/2011
To: john.krupp@bwdpress.co.uk
From: sam.beeley@bwdpress.co.uk
Subject: Andrew Heysink

Dear John

I have sent (John) by email a report on the above employee. (Andrew Heysink) has been unwell for some weeks. (Andrew Heysink) is unable to do his work. (The Personnel Department) have suggested a transfer to the kitchen. Unfortunately the kitchen staff are not happy. (The kitchen staff) have referred to Susan Jenkins. (Susan Jenkins) was made redundant 4 weeks ago to reduce costs. (John and Sam) should meet to discuss a solution. Please contact (Sam) as soon as possible.

Best regards
Sam

Transfer

Write one or two paragraphs about some of your colleagues. Include as many personal pronouns as you can. Underline the personal pronouns.

Example:

Two colleagues work with me. They are ...
UNIT 73
Possessive and Reflexive Pronouns

See also
Unit 72 Personal pronouns

A Sample sentences
- We scheduled our meeting for the next morning.
- She sailed the Atlantic Ocean by herself.
- We discussed my ideas to reorganize the company.
- Their products are not as good as ours.

B Form
We use a pronoun in place of a noun.

1. We use a possessive pronoun in place of a possessive (genitive) noun:
   A: My name is Robert Wagner.
   B: Pleased to meet you. Mine's Sandra Fratelli.

2. We use a reflexive pronoun when the object is the same as the subject:
   
<table>
<thead>
<tr>
<th>Subject</th>
<th>Possessive</th>
<th>Reflexive</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st person singular</td>
<td>my</td>
<td>mine</td>
</tr>
<tr>
<td>plural</td>
<td>our</td>
<td>ours</td>
</tr>
<tr>
<td>2nd person singular</td>
<td>your</td>
<td>yours</td>
</tr>
<tr>
<td>plural</td>
<td>your</td>
<td>yours</td>
</tr>
<tr>
<td>3rd person singular</td>
<td>his</td>
<td>his</td>
</tr>
<tr>
<td>masculine</td>
<td>her</td>
<td>hers</td>
</tr>
<tr>
<td>feminine</td>
<td>its</td>
<td>its</td>
</tr>
<tr>
<td>non-personal</td>
<td>their</td>
<td>theirs</td>
</tr>
<tr>
<td>plural</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notes
1. We use the possessive determiner in front of a noun:
   We would like to reduce our overheads.

2. We use the possessive pronoun in place of a possessive determiner + noun:
   A: Our company employs 300 people. What about yours? [your company]
   B: Ours is much smaller. [our company]

C Uses
1. Possessive pronouns:
   A: My company develops software products. [I am the owner of the company.]
   B: Are you the owner?
   A: Yes, the company is mine. [mine = my company]

   A: More than 600 people work at our factory in Chippewa Falls.
   [I am an employee of the company.]
   B: So many?
   A: Yes, ours is the biggest factory in the group. [ours = our factory]

2. Reflexive pronouns:
   Welcome to our first meeting. First, I’d like to introduce myself. I’m Janet Aspinall.
   Now could you say a few words about yourselves?
Exercise 1

Underline examples of possessive and reflexive pronouns in the extract below. Label them R (reflexive), PD (possessive determiners) or PP (possessive pronouns).

As you know we did the market research ourselves. I am sending our report to all managers. Their comments can be sent to me before our next meeting. Michael and Maria will study the comments. Their job will be to produce a new version of the report. The final conclusion will also be theirs. Alex Jenner may also add something himself. Everyone should feel that his or her views have been fully considered. Naturally, all opinions are important, including yours, so do contact me if you need to.

Exercise 2

Correct the following sentences.

1. Mary works by himself.
2. She keeps a record of all ourselves accounts.
3. Fred and Alex made this prototype. It’s his design and they made it themselves.
4. Anna works here. This is hers office.
5. Can you tell me about you?
6. I work for me. I’m self employed.
7. I own the company. It’s of me.

Exercise 3

Complete the sentences below each picture. Include a possessive or reflexive pronoun.

1. Fred hurt ___________.
   He hit ___________ finger.

2. Sally types all ___________.
   letters ___________.

3. Marta and Jack have cars.
   ___________ is big, ___________ is small.

4. We do all ___________ designs ___________.
   Even the packaging is ___________.

Transfer

Write five sentences about you and your family, or about colleagues at work. Use possessive and reflexive pronouns.
UNIT 74

Demonstratives

A Sample sentences

- A: Hello, is that the Marketing Department?
  B: No, this is Customer Services.

- A: I don't think these results are correct.
  B: Well, I've checked those results very carefully. I think they are right.

B Form

Demonstratives point to something near or something far away:

I don't understand this analysis. [the analysis here]
I didn't attend that presentation. [the presentation there or then]

Demonstratives can be pronouns (see Unit 72) or determiners:

Could you spell that, please. [= that word or name]

Those points are very important.

<table>
<thead>
<tr>
<th></th>
<th>Singular</th>
<th>Plural</th>
</tr>
</thead>
<tbody>
<tr>
<td>Near reference</td>
<td>this</td>
<td>these</td>
</tr>
<tr>
<td>Far reference</td>
<td>that</td>
<td>those</td>
</tr>
</tbody>
</table>

C Uses

1. Near reference can be:
   a. near in space:
      His secretary left these documents for you to look at. [the documents here]
   b. near in time:
      Can I come and stay with you this week? [the week now]
   c. near in the text:
      Payment should reach us by 1st July. This guarantees your rights. [payment by 1st July]

2. Far reference can be:
   a. far in space:
      Look at those two men. [the two men there]
   b. far in time:
      A: Can we meet on Tuesday?
      B: I'm afraid I will be in Auckland that day. [the day then]
   c. far in the text:
      In your report you recommended early payment. I don't think that is a good idea. [early payment]
Cathy is showing a visitor around her company. Look at the demonstratives in the sentences below. Label them near [N] or far [F] + singular [S] or plural [P]. The first has been done for you.

1. 'This [NS] is Peter, our Warehouse Manager.'
2. 'That's [F] our Finance Department.'
3. 'Those [F] vans are local deliveries.'
4. 'This [S] is where we take telephone orders.'
5. 'These [P] goods are ready for despatch.'
6. 'That [S] order is for a customer in Dubai.'

Carla and Petra are spending an evening together in a hotel. Complete the following exchanges with appropriate demonstratives.

1. {In the hotel lobby.}
   Carla: What are all ________ people doing here?
   Petra: I think there is a conference here tomorrow.
2. {Entering the bar.}
   Carla: ________ is a nice bar!
   Petra: Yes, very nice!
3. {Later, in the restaurant.}
   Waiter: Good evening ________ is your table by the window.
4. {Looking at the menu.}
   Carla: ________ is a difficult decision. There are so many good things to eat.
5. {After the meal.}
   Petra: ________ meal was really good.
   Carla: Yes, I really liked the fish.
   Petra: Yes, ________ langoustines were superb.
6. {At the end of the evening.}
   Carla: ________ was a very pleasant evening. Thank you very much.
   I'll see you tomorrow at about 9 o'clock.

Alex works for a drinks manufacturer. He is making a presentation. Complete the spaces with a demonstrative.

1. ________ picture shows our best seller, ZIGGO. ________ is very popular with children.
   A few minutes ago I mentioned PIPPO. ________ is also mainly for children.
2. Last year we agreed new prices. Now we know ________ prices were too low.
3. In terms of market share, there are five very small players. At least two of ________ will disappear, either ________ year or next.

Look around you. Write four sentences about things you can see using this, these, that and those.
Some and Any

Sample sentences
- We are waiting for the delivery of some new equipment.
- I didn’t buy any tickets.
- Have you received any information about the event?
- If you have any further questions, please call me.

Form
Some and any can be pronouns (see Unit 72) and determiners.

1. We use a pronoun in place of a noun:
   A: We need more toner for our printer. I’d like to order some. (some toner)
   B: And what about paper?
   A: No, we don’t need any at present. (any paper)

2. We use a determiner in front of a noun:
   A: Do you have any questions?
   B: Yes, I have some questions about your figures.

<table>
<thead>
<tr>
<th>Positive statements</th>
<th>Negative statements</th>
<th>Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>some</td>
<td>any</td>
<td>any</td>
</tr>
<tr>
<td>Determiner</td>
<td>I need some information.</td>
<td>I don’t need any information.</td>
</tr>
<tr>
<td>Pronoun</td>
<td>I’d like some, please.</td>
<td>I don’t need any.</td>
</tr>
</tbody>
</table>

Uses
We use some and any with plural nouns, e.g. managers, and with uncountable nouns, e.g. information.

1. Some
   a. in positive statements:

   A: We are interested in buying some computer keyboards. (some + plural noun)
   B: I see. We have some in stock at present. I can show you some now. (pronoun)
   A: Good. I’d like to see some different equipment. (some + uncountable noun)

   b. in polite offers:

   B: Would you like to see some now? (pronoun)

2. Any
   a. in questions:

   A: Do you sell any American products? (any + plural noun)
   B: Yes, we sell this keyboard, but have you read any information about it? (any + uncountable noun)

   b. in negative statements:

   A: No, I haven’t seen any. (pronoun)
   I haven’t read any reports about this model. (any + plural noun)
Exercise 1

Steve Marshall and Ben Long work for an engineering company. Steve has just returned from a week in Kuala Lumpur, at a trade fair. Underline examples of some and any. Label the sentence with some or any as positive statement (PS), negative statement (NS) or question (Q).

Ben: How was Kuala Lumpur? Any contracts?
Steve: Excellent. We made some good contacts.
Ben: Contacts? I said did you get any contracts?
Steve: No, we didn’t get any contracts. But I’m sure we’ll get some soon.
Ben: I hope so. We’ve had some good news this week.
Steve: What was that?
Ben: Our American agent wants some more PX100s.
Steve: Good. Have they sold any more PX50s?
Ben: Some, but not many.

Exercise 2

Identify six mistakes in the following. Correct them.

Paula: We haven’t launched any new products this year. Last year we had any.
Four, in fact. We need some for next year.
Mohammad: I would like to show you designs.

Paula: Have you some pictures of the new designs?
Mohammad: No, we haven’t some yet, but some will be ready next week.

Presenter: Some questions?
Participant: Yes, I’ve got some. Do you have some plans to build a new production centre?

Exercise 3

Two colleagues are talking about a printing job. Put some or any in the spaces.

A: Have we got ________ paper for the printer?
B: ________, but not much. We’ve got ________ more on order.

A: Good. I’ve got to print ________ reports.
B: If they are urgent, take them to the Sales Office. They usually have paper if we haven’t ________ left.

A: The printer wasn’t working yesterday!
B: It was fine. There just wasn’t ________ toner left. I put ________ in. It’s fine now.

Transfer

Write a short dialogue about buying something in a shop or from a company Sales Office. Include some and any.
UNIT Some, Any and Related Words

See also
Unit 75 Some and any

A Sample sentences
- Someone must install the equipment before it can be used.
- Do you want to add anything to what I’ve said?
- Nobody in the company received an appraisal last month.
- Our pricing strategy is similar to any other business.

B Form
Below are the main forms of some, any and no words:

<table>
<thead>
<tr>
<th></th>
<th>Some words</th>
<th>Any words</th>
<th>No words</th>
</tr>
</thead>
<tbody>
<tr>
<td>People</td>
<td>someone, somebody</td>
<td>anyone, anybody</td>
<td>no-one, nobody</td>
</tr>
<tr>
<td>Things</td>
<td>something</td>
<td>anything</td>
<td>nothing</td>
</tr>
<tr>
<td>Place</td>
<td>somewhere</td>
<td>anywhere</td>
<td>nowhere</td>
</tr>
</tbody>
</table>

C Uses
1. Some words
   We use these in positive statements:
   - I spoke to someone from the marketing department.
   - He told me something about the charity’s work.
   - I met him somewhere near Rennes.

2. Any words
   We use these in negative statements and questions:
   - A: Does anyone have any questions? [not: any question]
   - B: You didn’t say anything about the location of the new equipment.
   - A: You can install it near the main area.
   - B: But can we place it anywhere?

3. No words
   We use these in negative statements and questions:
   - No-one has accepted the offer.
   - Is there nothing else that we can do?
   - The car is now produced in Mexico and nowhere else.
Exercise 1

Underline examples of some, any and related words in the text below. Label them positive statement [PS], negative statement [NS] or question [Q].

A: Is anything wrong?
B: Yes, there’s something wrong with one of our production machines. No-one knows what the problem is. We’ve looked in the User’s Manual but we can’t find the solution anywhere.
A: Have you contacted the manufacturers?
B: Yes, they think it’s nothing very complicated. They’re sending someone to visit us. He’ll be here soon. He was already somewhere near here.

Exercise 2

Choose the best meaning a, b, or c for the sentences 1-5.

1. Some people prefer small hotels.
   a. All people prefer small hotels.
   b. Most people prefer small hotels.
   c. A number of people prefer small hotels.

2. I knew no-one at the meeting.
   a. I knew everyone at the meeting.
   b. There was not one person I knew at the meeting.
   c. I knew only one person at the meeting.

3. We sell anything you want.
   a. We have everything you want.
   b. We have most things you want.
   c. Sorry, we can’t help you.

4. We can send orders anywhere.
   a. You have to collect your orders.
   b. We can deliver to most places.
   c. We can deliver to any place you choose.

5. There’s something wrong with the figures.
   a. The figures are all wrong.
   b. The figures are partly wrong.
   c. There is one mistake in one figure.

Exercise 3

Ella and Pat are staying in a hotel. They are talking about problems. Complete the spaces in the conversation. Use words from the box.

<table>
<thead>
<tr>
<th>anyone</th>
<th>nothing</th>
<th>somewhere</th>
<th>something</th>
<th>anywhere</th>
<th>someone</th>
<th>no-one</th>
<th>anything</th>
</tr>
</thead>
</table>

Pat: I hear you lost ______ yesterday.
Ella: Yes, my mobile phone. I wanted to phone ___________ but I couldn’t find the phone ____________.

Pat: You must have put it down ___________.
Ella: Yes, I asked at reception. They knew ___________ about it.

Pat: So ________ found it?
Ella: No. I asked reception to call me if ________ found ____________.

Transfer

Is there anyone working with you who speaks French? Have you been anywhere interesting recently?
Does no-one help you with your work? Say something about your job.
Describe somewhere you have been recently.
Quantifiers (1)

A Sample sentences

- Our website lists all the products that are available.
- We have upgraded most of our hotels.
- Do you have a lot of important meetings to attend?
- They had some problems with their suppliers.
- The hotel is full. There are no rooms available.

B Form

<table>
<thead>
<tr>
<th>Countable</th>
<th>Verb singular or plural</th>
<th>Uncountable</th>
<th>Verb singular or plural</th>
</tr>
</thead>
<tbody>
<tr>
<td>all</td>
<td>plural</td>
<td>all</td>
<td>singular</td>
</tr>
<tr>
<td>most</td>
<td>plural</td>
<td>most</td>
<td>singular</td>
</tr>
<tr>
<td>many</td>
<td>plural</td>
<td>much (see Unit 78)</td>
<td>singular</td>
</tr>
<tr>
<td>a lot of</td>
<td>plural</td>
<td>a lot of</td>
<td>singular</td>
</tr>
<tr>
<td>some</td>
<td>plural</td>
<td>some</td>
<td>singular</td>
</tr>
<tr>
<td>a few</td>
<td>plural</td>
<td>a little (see Unit 78)</td>
<td>singular</td>
</tr>
<tr>
<td>few</td>
<td>plural</td>
<td>little (see Unit 78)</td>
<td>singular</td>
</tr>
<tr>
<td>no</td>
<td>plural</td>
<td>no</td>
<td>singular</td>
</tr>
</tbody>
</table>

We use countable quantifiers with plural countable nouns; we use uncountable quantifiers with uncountable nouns. (See Unit 62.)

We have reduced all our prices.

They are going to install all the equipment.

C Uses

A: Do you know all the people here?
B: I know most of them. [not: the most of them]
A: Where did you meet them?
B: I met some of them at the last sales conference.
A: I see. So, let's start the meeting. We have a lot of points to cover. There is no time to lose.

A: We are returning all the goods from our last order.
B: Why is that?
A: Because most of our customers have complained. [not: the most of our customers]
B: What have they complained about?
A: Some clients said they were the wrong size.
B: But why are you returning all the goods?
A: Because no customers want to buy them.
**Exercise 1**

*Place the following in order from 1 [maximum] to 6 [minimum].*

- None of our products are very successful. [ ]
- All our products are very successful. [ ]
- Most of our products are very successful. [ ]
- A few of our products are very successful. [ ]
- Many of our products are very successful. [ ]
- Some of our products are very successful. [ ]

**Exercise 2**

*The table gives the results of a quality test on electrical components at APKAL Ltd.*

<table>
<thead>
<tr>
<th></th>
<th>Standard pass [no faults]</th>
<th>Sub-standard fail [1 or 2 faults]</th>
<th>Non-standard fail [3 or more faults]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product A</td>
<td>76%</td>
<td>12%</td>
<td>12%</td>
</tr>
<tr>
<td>Product B</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Product C</td>
<td>88%</td>
<td>10%</td>
<td>2%</td>
</tr>
</tbody>
</table>

*Mark the following sentences true [T] or false [F].*

1. All product A passed the test as standard. [ ]
2. A few product Cs failed the test as non-standard. [ ]
3. Some product Bs failed the test. [ ]
4. Many product As failed the test. [ ]
5. Most product Cs passed the test. [ ]
6. No product As failed the test. [ ]
7. Most products failed the test. [ ]

**Exercise 3**

*Replace the underlined words with a word or phrase from the box. Change the verb if necessary.*

Box: many a little no little few all

1. Not too much but some training helps all managers.
2. Not one of our customers was unhappy.
3. Every one of our products is guaranteed.
4. A large number of people came to the exhibition.
5. Not many exhibitors liked the exhibition space.
6. The organisers offered not much help.

**Transfer**

*Write sentences about a company you know. Use quantifiers.*
Units 61, 62  Nouns
Unit 75  Some and any
Unit 77  Quantifiers (1)
Unit 79  Quantifiers (3)

A Sample sentences

- They didn’t spend much money.
- How many employees do they have?
- Here are a few of my suggestions.
- Let me give you a little advice.

B Form

<table>
<thead>
<tr>
<th>Countable</th>
<th>Verb singular or plural</th>
<th>Uncountable</th>
<th>Verb singular or plural</th>
</tr>
</thead>
<tbody>
<tr>
<td>all</td>
<td>plural</td>
<td>all (see Unit 77)</td>
<td>singular</td>
</tr>
<tr>
<td>most</td>
<td>plural</td>
<td>most (see Unit 77)</td>
<td>singular</td>
</tr>
<tr>
<td>many</td>
<td>plural</td>
<td>much</td>
<td>singular</td>
</tr>
<tr>
<td>a lot of</td>
<td>plural</td>
<td>a lot of (see Unit 77)</td>
<td>singular</td>
</tr>
<tr>
<td>some</td>
<td>plural</td>
<td>some (see Unit 77)</td>
<td>singular</td>
</tr>
<tr>
<td>a few</td>
<td>plural</td>
<td>a little</td>
<td>singular</td>
</tr>
<tr>
<td>few</td>
<td>plural</td>
<td>little</td>
<td>singular</td>
</tr>
<tr>
<td>no</td>
<td>plural</td>
<td>no (see Unit 77)</td>
<td>singular</td>
</tr>
</tbody>
</table>

We use countable quantifiers with plural countable nouns; we use uncountable quantifiers with uncountable nouns. (See Unit 62.)

They only made a few recommendations.
They only gave us a little advice.

C Uses

1. Much, many and a lot of
   a. in statements:
      There aren’t many tourists around in the winter. (many + countable noun)
      People didn’t earn much money in the 1940s. (much + uncountable noun)
      We normally use much and many in negative statements; in positive statements, we often use a lot of with both countable and uncountable nouns:
      We were given a lot of equipment.
   b. in questions:
      How much do I owe you? (how much money)
      How many companies increased their earnings last year? (many + countable noun)
      How much work are you prepared to do? (much + uncountable noun)

2. A few, a little, few and little
   There was time to write down a few details.
   (a few + countable noun = not many, but enough)
   I wanted a little information about the subject.
   (a little + uncountable noun = not much, but enough)
   There are few jobs for people without qualifications.
   (few + countable noun = not many, and not enough)
   There is little work in the shipyards.
   (little + uncountable noun = not much, and not enough)
Exercise 1

Amy wants to hire a car. Identify seven quantifiers in the following dialogue. Mark them countable (C) or uncountable (U).

A: Hello. I'd like some help, please.
B: Certainly.
A: How much does this car cost to hire?
B: That one is £120 a day.
A: That's quite a lot of money.
B: Well, we have a lot of other cars that cost a little less. How many days do you need a car?
A: Only a few. Three or four.

Exercise 2

Boris runs a mobile phone rental company. Here he talks about his business. Choose the correct quantifiers from the alternatives.

'We hire mobile phones. We have much/all types of phones. We keep a lot of/no phones in stock. Most/a lot of are hired for just one day. A little/a few of our customers keep them for a month or two. Not all/few/many people hire phones for longer than many/a few weeks.'
UNIT 79
Quantifiers (3)

See also
Units 61, 62 Nouns
Units 77, 78 Quantifiers

A Sample sentences
- Hotel staff check each room before guests arrive.
- They meet every morning at 7:15.
- All employees must be given a written contract.

B Form

<table>
<thead>
<tr>
<th>Singular</th>
<th>Plural</th>
<th>Uncountable</th>
</tr>
</thead>
<tbody>
<tr>
<td>each</td>
<td>all (see also Unit 77)</td>
<td>all (see also Unit 77)</td>
</tr>
<tr>
<td>every</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

We use **each** and **every** with singular countable nouns.
We use **all** with plural countable nouns and uncountable nouns. [See Unit 62.]

We ask **each** candidate to send a full curriculum vitae.
quantifier + singular countable noun

We hold interviews **every** month.
quantifier + singular countable noun

All interviewees spend a full day with us.
quantifier + plural countable noun

During their visit we show them **all** the machinery in the factory.
quantifier + uncountable noun

C Uses

**Each** and **every** have very similar meanings.

1. **Each**
   Police were checking each car. [many cars, one by one]
   The fee for each session is £50. [each individual session]
   (*not*: each sessions)

2. **Every**
   Every department faces cuts. [all departments, without exception]
   There is a staff meeting every Monday morning. [each Monday morning, without exception]

3. **All**
   We send all our clients a weekly update on airfares. [every/each client]
   They paid all the money last week.

**Note**
**every** + singular noun = **all** + plural noun:
Every manager/all managers must plan, lead, organise and control.
Tasks

Exercise 1

Underline examples of each, every and all in the following text.

‘Each day we process hundreds of orders. Every order comes by email. All orders are entered into our database. Each request is checked with our current stock. Every order is immediately transferred to the warehouse. All orders are despatched within one hour.’

Exercise 2

How many combinations with every, each and all can you make with these words or phrases? Try to write full sentences.

<table>
<thead>
<tr>
<th>person</th>
<th>money</th>
<th>customer</th>
<th>products</th>
</tr>
</thead>
<tbody>
<tr>
<td>information</td>
<td>of us</td>
<td>week</td>
<td>department</td>
</tr>
</tbody>
</table>

Examples:
In a team, each person has an important role to play. Every person in this room is wearing shoes. All the money in the world wouldn’t change me.

Exercise 3

Complete the sentences below using each, every or all + a word or phrase from the box. The first has been done for you.

| restaurant | time | accommodation | of them | cities | one |

1. I always need a map. Every time I go to Rome, I get lost.
2. I have never had a bad meal in Paris. ________ I’ve been in has been excellent.
3. We have a lot of good customers in Malaysia. We need to look after ________ very carefully.
4. Last time I went to Dublin I visited several museums. ________ was free.
5. Quality hotels in Hong Kong are expensive. In fact, ________ is expensive.
6. The best thing in London is the parks. ________ British ________ have good parks.

Transfer

Write five sentences about your home town. Include each, all, every.
UNIT 80
Numerals

See also
Business File 5  Numbers, dates and times

A Sample sentences
- Ten new plants will be built in the next five years.
- This is the third time the company has been sold.
- Department managers must spend half their time on the sales floor.
- The committee meets once a month.

B Form

1. Cardinal numbers

<table>
<thead>
<tr>
<th>Written number</th>
<th>Spoken number</th>
<th>Written number</th>
<th>Spoken number</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>nought, zero, 'oh'</td>
<td>1,000</td>
<td>a/one thousand</td>
</tr>
<tr>
<td>10</td>
<td>ten</td>
<td>1,101</td>
<td>one thousand, one hundred and one</td>
</tr>
<tr>
<td>100</td>
<td>a/one hundred</td>
<td>3,000</td>
<td>three thousand</td>
</tr>
<tr>
<td>101</td>
<td>a/one hundred and one</td>
<td>1,000,000</td>
<td>a/one million</td>
</tr>
</tbody>
</table>

2. Ordinal numbers

<table>
<thead>
<tr>
<th>Written number</th>
<th>Spoken number</th>
<th>Written number</th>
<th>Spoken number</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st</td>
<td>first</td>
<td>21st</td>
<td>twenty-first</td>
</tr>
<tr>
<td>2nd</td>
<td>second</td>
<td>100th</td>
<td>one (a) hundredth</td>
</tr>
<tr>
<td>3rd</td>
<td>third</td>
<td>1,000th</td>
<td>one (a) thousandth</td>
</tr>
<tr>
<td>4th</td>
<td>fourth</td>
<td>1,000,000th</td>
<td>one (a) millionth</td>
</tr>
</tbody>
</table>

3. Fractions and decimals

<table>
<thead>
<tr>
<th>Written number</th>
<th>Spoken number</th>
<th>Written number</th>
<th>Spoken number</th>
</tr>
</thead>
<tbody>
<tr>
<td>½</td>
<td>half</td>
<td>1 ½</td>
<td>one and a half</td>
</tr>
<tr>
<td>¼</td>
<td>quarter</td>
<td>2.5</td>
<td>two point five</td>
</tr>
<tr>
<td>⅓</td>
<td>a/one third</td>
<td>3.75</td>
<td>three point seven five</td>
</tr>
<tr>
<td>⅔</td>
<td>three quarters</td>
<td>26.012</td>
<td>twenty six point zero one</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>twenty six thousand and twelve</td>
</tr>
</tbody>
</table>

4. Frequency expressions
once  twice  three times  four times  etc.

C Uses

A: How many people does ITCorp employ?
B: We have about 5000 people at 28 plants worldwide.
A: And how long have you worked for the company?
B: I joined them in 2008.
A: And where were you before that?
B: Before ITCorp I worked for GloboSys for 5 years.
A: So is ITCorp your second job?
B: Yes. And how often do you come here?
A: I visit the country three times a year. At present we are thinking of building a second factory here.
B: Yes. The economic situation is very healthy at the moment.
A: Inflation is only 2.5%. So it’s an attractive place to invest.


**Exercise 1**

Match the sentences 1–5 with the correct picture a–e.

1. The temperature is thirty-one degrees Celsius.
2. We have a forty-eight per cent market share.
3. Our sales have reached two thousand units by the end of the third quarter.
4. Mr Robson has been Chairman for fifty-one years.
5. My telephone number is oh one three four seven, eight seven eight double seven nine.

**Exercise 2**

Read the following details about Abacus plc, a UK-based manufacturing company. Write all the numbers as you would say them.

**Abacus plc. 2010**

- Annual turnover: £326.5m
- Profit on sales: £18.32m
- Share price: £4.18p
- Factories worldwide: 12
- Employees: 6,750
- Company founded: 1974
- % increase on last year: 15%
- Total capital assets: £407m
- Details correct on: 15 April 2009

**Exercise 3**

Use the table to give information to a colleague. Write exactly what you say in the spaces.

**Annual Sales 2010**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Units</th>
<th>Turnover (£)</th>
<th>Profit (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st quarter</td>
<td>336</td>
<td>7,302.52</td>
<td>3,450.00</td>
</tr>
<tr>
<td>2nd quarter</td>
<td>417</td>
<td>8,911.30</td>
<td>3,891.15</td>
</tr>
<tr>
<td>3rd quarter</td>
<td>410</td>
<td>8,620.77</td>
<td>3,700.50</td>
</tr>
<tr>
<td>4th quarter</td>
<td>215</td>
<td>4,391.02</td>
<td>1,943.21</td>
</tr>
</tbody>
</table>

I have some figures for sales in _______. In the _______ quarter we sold _______ units and had a turnover of _______. This produced a profit of _______. The _______ and _______ quarter performance was better with profit between _______ and _______.

In the _______ quarter, the number of units sold was _______, or about _______ the previous two quarters. Profit was also down, to _______.

**Transfer**

Find a newspaper or another document with a lot of numbers in it. Practise reading them aloud.
UNIT 81

A Sample sentences

• We agreed a deal in 2005.
• The meeting will start at 8.30 and finish at 10.30.
• The course will be held for six weeks from November 6th.
• I expect to be back in Britain on December 18th.

B Form

A preposition is a grammatical unit. It comes in front of a noun, e.g. in the morning.

preposition + noun

The most important prepositions of time are:

<table>
<thead>
<tr>
<th>at</th>
<th>in</th>
<th>on</th>
<th>by</th>
<th>during</th>
<th>before</th>
<th>after</th>
</tr>
</thead>
<tbody>
<tr>
<td>from...to...</td>
<td>up to</td>
<td>until/till</td>
<td>for</td>
<td>since</td>
<td>between</td>
<td></td>
</tr>
</tbody>
</table>

The next meeting will take place on Monday at 12 o’clock.
I would like to read your report before the meeting.

C Uses

1. At, in, on and by

   at + clock time
   at 6 o’clock
   in + parts of the day
   in the morning/afternoon/evening [but: at night]
   on + days of the week
   on Monday
   on Thursday afternoon
   on + dates
   on 3rd May [spoken: on the third of May]
   in + months and years
   in May
   in 1997 [spoken: in nineteen ninety-seven]
   by + a deadline
   You must finish the report by 4 o’clock. [at the latest]

2. By and until/till

   We use by for an action which happens at or before a deadline:
   The order must be ready by 3rd September. [at the latest]
   We use until/till for an action which continues up to a deadline:
   The parties will work until/till May 17th to convince voters to vote for them.

3. No preposition

   In some time phrases, we do not use a preposition of time.
   a. before this, last and next:
      The store will open next April. [not: in next April]
   b. with speed and frequency expressions:
      The car was travelling at eighty miles an hour. [not: in an hour]
      The director visits each factory twice a year. [not: in a year]
Exercise 1

Underline all time prepositions in the following.

A: When's he coming?
B: In the morning.
A: Before 10 o'clock?
B: Probably. We'll show him the factory for an hour or two, then when Julie arrives at 12 o'clock we'll have our meeting.
A: So, during lunchtime?
B: Yes, from about 12 till around 2.30.
A: We must be finished by 3 because we've an appointment with Axis in the afternoon.
B: That's no problem.

Exercise 2

The time line below shows the product development of the XR20, a mini television made by Camicam. Complete the text with prepositions from the box.

<table>
<thead>
<tr>
<th>research</th>
<th>...</th>
<th>production begins</th>
<th>...</th>
<th>launch</th>
<th>...</th>
<th>break-even point</th>
<th>...</th>
<th>profit</th>
<th>...</th>
<th>sales peak</th>
<th>...</th>
<th>decline</th>
</tr>
</thead>
<tbody>
<tr>
<td>08</td>
<td></td>
<td>09</td>
<td></td>
<td>10</td>
<td></td>
<td>11</td>
<td></td>
<td>12</td>
<td></td>
<td>13</td>
<td></td>
<td>14</td>
</tr>
</tbody>
</table>

for[2] in on until during since after by

We researched the XR20 _______ 12 months, then _______ 2009 it went into production. _______ 15th January 2010 the product was launched. _______ then we have had good sales and we will break even _______ March 2011. We expect increasing sales _______ about two years, _______ sales peak _______ the year 2013, _______ that, the sales will decline.

Exercise 3

Complete the sentences for the time lines below.

1. John left the company _______ 2006.
2. I'm going on holiday _______ two weeks.
3. _______ our research, we made three discoveries.
4. _______ 2004 we have made a profit.

Transfer

Write ten sentences about your activities. Include different time prepositions.
A Sample sentences
- I paid some money at the bank.
- Glover came into the office at 8am.
- He left his car in the car park.
- There’s someone from People magazine on the phone.

B Form
A preposition is a grammatical unit. It comes in front of a noun, e.g., in the factory.

<table>
<thead>
<tr>
<th>preposition</th>
<th>noun</th>
</tr>
</thead>
<tbody>
<tr>
<td>at</td>
<td>to</td>
</tr>
</tbody>
</table>

The most important prepositions of place are:

Walk into the main building; the reception desk is on the left.
We import our components from Rotaronga.

C Uses
1. at
   - We use at to describe a place without any specific dimensions:
     I'll see Lloyd tomorrow at the meeting.
     A problem had arisen at work.

2. to
   - We use to to describe movement to a place without any specific dimensions:
     He drove to work every day.
     We deliver the goods to our customers within 72 hours.

3. from
   - We use from to describe movement away from a place without any specific dimensions:
     He drove from the shipyard to Antwerp.
     Retailers buy goods from the manufacturer.

4. in and into
   - We use in to describe a place:
     I'll meet you in the restaurant.
   - We use into to describe movement to a place:
     They packed the goods into the lorry.
     A: We deliver the materials in cases.
     B: And where do you deliver them?
     A: We take them into the warehouse.

5. into and out of
   - Into and out of describe movement; they describe opposite movements:
     First we put the components into the warehouse.
     Later we take them out of the warehouse and take them into the assembly area.

6. on
   - We use on with objects which have a surface:
     He looked at the notebook on his desk.
     There are some lovely salads on the menu.
Exercise 1

Label the following with prepositions of place.

Exercise 2

Correct the following, where necessary. Two sentences are correct.

1. I went in Egypt last week.
2. Our company has built a factory at Argentina.
3. They want to meet us from the trade fair.
4. I sent the price list to Axis Ltd.
5. There's nothing about the company on the newspaper.
6. We decided to take some money out of our emergency bank account.
7. They put a lot of money onto research.
8. They have taken business at us.
9. The computer is in the desk.

Exercise 3

Complete the description of the process shown in the diagram. Use words from the box.

from [2] to [3] in into on

The finished tablets are sent ________ the production area ________ this machine which puts them ________ small bottles. Labels are put ________ the bottles which are then packed ________ boxes. The boxes are transferred ________ the warehouse. They are taken ________ the warehouse ________ the shops.

Transfer

Write seven sentences about yourself or about a place you know well. Include place prepositions at, to, from, in, into, out of, on.
A Sample sentences

- We walked through the building to the main entrance.
- Graham pushed the report across the desk to me.
- The club is located above a restaurant.
- The water is stored in a tank below ground level.

B Form

We use prepositions to describe:
— place (see also Unit 82)
— position
— movement (see also Unit 82).

Sometimes, the same preposition can have different uses.

1. The main prepositions to describe position are:

<table>
<thead>
<tr>
<th>above</th>
<th>below</th>
<th>over</th>
<th>under</th>
<th>in front of</th>
</tr>
</thead>
<tbody>
<tr>
<td>behind</td>
<td>beside</td>
<td>between</td>
<td>next to</td>
<td>on top of</td>
</tr>
</tbody>
</table>

The warehouse is next to the production area.
The meeting room is behind the MD's office.

2. The main prepositions to describe movement are:

<table>
<thead>
<tr>
<th>into</th>
<th>out of</th>
<th>behind</th>
<th>in front of</th>
<th>along</th>
<th>across</th>
</tr>
</thead>
<tbody>
<tr>
<td>over</td>
<td>onto</td>
<td>up</td>
<td>down</td>
<td>around</td>
<td>outside</td>
</tr>
</tbody>
</table>

Put the goods behind this table.
I have divided my presentation into four parts.
[See also Unit 82.]

C Uses

1. Describing position:
The computer room is above the reception area. We are planning to have a demonstration room next to the reception area.

This is our new logo. Over the company name are three small crowns. And under the name we have placed two lines.

2. Describing movement:
You can move Mr Johnson out of the executive suite. Then you can put Mrs Deberis into it. I'm sure she will be comfortable there.

You can go up the stairs to the MD's office or you can take the lift.
**Tasks**

**Exercise 1**

Underline the prepositions in the following. Mark them position \(P\) or movement \(M\).

When you arrive, go out of the airport and along the road to the taxis waiting outside. Ask to go to Jasons, on High Street. Our offices are between the Post Office and the Magnus foodstore. We're opposite Credit Bank International. Go through the main entrance and into the lift. Go up to the fourth floor. We're just next to the fire exit.

**Exercise 2**

Replace each preposition in the following sentences with another one which means the same. Match each sentence 1-5 with the correct diagram a-f. There is one more diagram than you need.

1. The factory is **beside** the river.
2. There is a restaurant **opposite** our main office.
3. The hotel is **along** the road from the station.
4. You can drive **across** the city in 20 minutes.
5. The safe is in a cellar **under** the Managing Director's office.

**Exercise 3**

Look at this picture of a factory.

Answer the questions. Choose words or phrases from the box. You may use a word or phrase more than once.

<table>
<thead>
<tr>
<th>behind</th>
<th>between</th>
<th>next to</th>
<th>beside</th>
<th>above</th>
<th>under</th>
<th>in front of</th>
</tr>
</thead>
</table>

1. Where is the security point?
2. Where is the social club?
3. Where are the offices?
4. Where is the laboratory?
5. Where are the production facilities?
6. Where is the warehouse?
7. Where is the exhibition area?
8. Where is the reception area?

**Transfer**

Describe the position of various places where you work.
UNIT 84 Like, As, The Same As and Different From

A Sample sentences

- Supermarkets now sell things like clothes and homeware as well as food.
- I work as a waiter in a hotel.
- Prices this year are the same as last year.
- The Japanese market is different from the US market.

B Form

Like, as and from are prepositions.
We put a noun phrase after a preposition:

<table>
<thead>
<tr>
<th>His briefcase is</th>
<th>like</th>
<th>a mobile office.</th>
</tr>
</thead>
<tbody>
<tr>
<td>preposition</td>
<td>+</td>
<td>noun phrase</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>She works</th>
<th>as</th>
<th>a financial adviser.</th>
</tr>
</thead>
<tbody>
<tr>
<td>preposition</td>
<td>+</td>
<td>noun phrase</td>
</tr>
</tbody>
</table>

C Uses

1. Both like and as mean 'the same as' or 'similar to':
   a. like
      Even in countries like Germany and Switzerland, banks have been running into trouble. [similar to]
      We make personal computers, like ITCorp. [the same as]
   b. as
      She works as a customer service manager. [it is her job]
      As you can see, the published accounts show little detail. [not: like you can see]
   c. the same as
      Flexitime is the same as flexible working hours. [not: the same like]
      The airline faces the same problems as other airlines.

2. Different from is the opposite of the same as:
   A certified public accountant is different from a licensed public accountant. [not: different to]
   This product is very different from existing products.
Exercise 1

Tick (✓) sentences 1–8 if you agree with them. If you do not agree, write a cross (✗).

1. Like Argentina, Chile has a lot of mountains.

2. German cars have an image which is very different from the image of Japanese cars.

3. As everyone knows, America is the world's leading economy.

4. Food in Japan is the same as food in China.

5. People who work as personal assistants have an easy life.

6. One fast food store is often the same as any other fast food store.

7. Life now is no different from 25 years ago.

8. Italy is very like California.

Exercise 2

Taruba is a car manufacturer. Here are details of two Taruba cars. Complete the advertisement below.

Taruba GX40. Engine: 1800cc
Taruba GX50. Engine: 2000cc

The GX40 looks ______________________ the GX50. But the engine of the GX50 is ______________________ the engine in the GX40. It is bigger. ______________________ all Taruba cars, the GX models have a seven-year warranty. ______________________ you can see, we build for quality. ______________________ you, we don't want any trouble.

Exercise 3

Here is part of the Chairman's annual address to the shareholders of BBL plc. Five sentences have been jumbled up. Rewrite them, beginning with the word(s) given.

1. have we previous done in well as years.
   As ______________________

2. the the people are other same all as say each producers.
   People say ______________________

3. are we fact in competitors different our from.
   In fact, ______________________

4. like business we are them in.
   Like ______________________

5. quality always commitment special a as we have to.
   As always, ______________________

Transfer

Write five sentences about yourself, or about a company you know. Include like, as, the same as and different from.
### INDUSTRIES

**Manufacturing**
- Aerospace
- Agriculture & food production
- Apparel & fashion
- Automotive
- Chemical
- Construction
- Cosmetics & personal care
- Dyes & pigments

**Services**
- Accounting
- Advertising
- Architecture
- Banking & financial services
- Charities
- Civil service
- Consultancy
- Environment
- Health & healthcare
- Hotel & hospitality
- Insurance

**JOBS**

#### Departments/Divisions
- Administration
- Design
- Engineering
- Environment
- Finance & accounting
- General management
- Health & safety
- Information technology
- Journalism

#### Jobs
- Electrical
- Energy
- Engineering
- Food & drink
- Furniture
- Gas
- Metal
- Mining
- Petroleum
- Pharmaceutical

- International relations
- International trade
- IT (Information Technology) & telecoms
- Journalism
- Law
- Media
- Military
- Music
- Politics & government
- Printing
- Public relations

- Real estate
- Retail
- Security & protection
- Tax
- Tourism
- Training (incl. education)
- Transportation (incl. shipping)
- Travel
- Utilities
- Volunteering

- Legal
- Logistics (incl. distribution)
- Marketing & PR (Public relations)
- Materials management
- HR (Human Resources) & training
- Production
- Project management

- Purchasing
- Quality assurance
- Recruitment
- Research & development
- Sales
- Security
- Training
<table>
<thead>
<tr>
<th>Country</th>
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</thead>
<tbody>
<tr>
<td>Algeria</td>
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</tr>
<tr>
<td>Argentina</td>
<td>Peso</td>
</tr>
<tr>
<td>Australia</td>
<td>Australian Dollar</td>
</tr>
<tr>
<td>Austria</td>
<td>Euro</td>
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<table>
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<table>
<thead>
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<th>Country</th>
<th>Currency</th>
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</thead>
<tbody>
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<td>Euro</td>
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<td>Romania</td>
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<td>Russia</td>
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<td>Rwanda</td>
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<tr>
<td>Singapore</td>
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</tr>
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<td>Somalia</td>
<td>Somalia Shilling</td>
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<tr>
<td>South Africa</td>
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</tr>
<tr>
<td>Spain</td>
<td>Euro</td>
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<td>Sri Lanka</td>
<td>Sri Lankan Rupee</td>
</tr>
<tr>
<td>Sudan</td>
<td>Sudanese Pound</td>
</tr>
<tr>
<td>Sweden</td>
<td>Krona</td>
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<tr>
<td>Switzerland</td>
<td>Swiss Franc</td>
</tr>
<tr>
<td>Syria</td>
<td>Syrian Pound</td>
</tr>
<tr>
<td>Taiwan</td>
<td>New Taiwan Dollar</td>
</tr>
<tr>
<td>Tanzania</td>
<td>Tanzanian Shilling</td>
</tr>
<tr>
<td>Thailand</td>
<td>Baht</td>
</tr>
<tr>
<td>Turkey</td>
<td>Turkish Lira</td>
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<td>United Kingdom</td>
<td>Pound Sterling</td>
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<tr>
<td>United States of America</td>
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<tr>
<td>Uruguay</td>
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<td>Dong</td>
</tr>
<tr>
<td>Zambia</td>
<td>Kwacha</td>
</tr>
<tr>
<td><strong>AAA</strong></td>
<td>triple A - company rating</td>
</tr>
<tr>
<td><strong>abbr</strong></td>
<td>abbreviation</td>
</tr>
<tr>
<td><strong>a/c or acct</strong></td>
<td>account</td>
</tr>
<tr>
<td><strong>admin</strong></td>
<td>administration</td>
</tr>
<tr>
<td><strong>ADSL</strong></td>
<td>Advanced Digital Subscriber Line</td>
</tr>
<tr>
<td><strong>AGM</strong></td>
<td>Annual General Meeting</td>
</tr>
<tr>
<td><strong>a.m.</strong></td>
<td>ante meridiem = before noon</td>
</tr>
<tr>
<td><strong>ANSI</strong></td>
<td>American National Standards Institute</td>
</tr>
<tr>
<td><strong>AOB</strong></td>
<td>Any Other Business</td>
</tr>
<tr>
<td><strong>approx</strong></td>
<td>approximately</td>
</tr>
<tr>
<td><strong>arr</strong></td>
<td>arrival</td>
</tr>
<tr>
<td><strong>asap</strong></td>
<td>as soon as possible</td>
</tr>
<tr>
<td><strong>ASCII</strong></td>
<td>American Standard Code for Information Exchange</td>
</tr>
<tr>
<td><strong>asst</strong></td>
<td>assistant</td>
</tr>
<tr>
<td><strong>att</strong></td>
<td>attention (see also FAO)</td>
</tr>
<tr>
<td><strong>B2B</strong></td>
<td>Business to Business</td>
</tr>
<tr>
<td><strong>B2C</strong></td>
<td>Business to Consumer</td>
</tr>
<tr>
<td><strong>BCC</strong></td>
<td>Blind Carbon Copy</td>
</tr>
<tr>
<td><strong>B/F</strong></td>
<td>brought forward</td>
</tr>
<tr>
<td><strong>BTW</strong></td>
<td>By the way</td>
</tr>
<tr>
<td><strong>c or ca</strong></td>
<td>circa = about</td>
</tr>
<tr>
<td><strong>Cc</strong></td>
<td>carbon copy; cubic centimetres</td>
</tr>
<tr>
<td><strong>CCTV</strong></td>
<td>closed circuit television</td>
</tr>
<tr>
<td><strong>CEO</strong></td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td><strong>c/f</strong></td>
<td>carried forward</td>
</tr>
<tr>
<td><strong>CGT</strong></td>
<td>Capital Gains Tax</td>
</tr>
<tr>
<td><strong>c/o</strong></td>
<td>care of</td>
</tr>
<tr>
<td><strong>COD</strong></td>
<td>cash on delivery</td>
</tr>
<tr>
<td><strong>CPI</strong></td>
<td>Consumer Price Index</td>
</tr>
<tr>
<td><strong>CPU</strong></td>
<td>central processing unit</td>
</tr>
<tr>
<td><strong>CRM</strong></td>
<td>customer relationship management</td>
</tr>
<tr>
<td><strong>dd</strong></td>
<td>dated</td>
</tr>
<tr>
<td><strong>dept/dpt</strong></td>
<td>department</td>
</tr>
<tr>
<td><strong>DIY</strong></td>
<td>Do It Yourself</td>
</tr>
<tr>
<td><strong>d.o.b.</strong></td>
<td>date of birth</td>
</tr>
<tr>
<td><strong>DP</strong></td>
<td>data processing</td>
</tr>
<tr>
<td><strong>EC</strong></td>
<td>European Community</td>
</tr>
<tr>
<td><strong>e.g.</strong></td>
<td>for example</td>
</tr>
<tr>
<td><strong>enc/encl</strong></td>
<td>enclosed/enclosure</td>
</tr>
<tr>
<td><strong>ETA</strong></td>
<td>estimated time of arrival</td>
</tr>
<tr>
<td><strong>et al</strong></td>
<td>et alii = and others</td>
</tr>
<tr>
<td><strong>etc</strong></td>
<td>etcetera = and so on</td>
</tr>
<tr>
<td><strong>EU</strong></td>
<td>European Union</td>
</tr>
<tr>
<td><strong>FAQO</strong></td>
<td>For the attention of</td>
</tr>
<tr>
<td><strong>FAQ</strong></td>
<td>Frequently Asked Questions</td>
</tr>
<tr>
<td><strong>FT</strong></td>
<td>full-time</td>
</tr>
<tr>
<td><strong>fwd</strong></td>
<td>forward</td>
</tr>
<tr>
<td><strong>FYI</strong></td>
<td>for your information</td>
</tr>
<tr>
<td><strong>GDP</strong></td>
<td>Gross Domestic Product</td>
</tr>
<tr>
<td><strong>GM</strong></td>
<td>General Manager</td>
</tr>
<tr>
<td><strong>HQ</strong></td>
<td>headquarters</td>
</tr>
<tr>
<td><strong>HR</strong></td>
<td>Human Resources</td>
</tr>
<tr>
<td><strong>HTML</strong></td>
<td>Hypertext Mark-up Language</td>
</tr>
<tr>
<td><strong>HTTP</strong></td>
<td>Hypertext Transfer Protocol</td>
</tr>
<tr>
<td><strong>i.e.</strong></td>
<td>id est = that is</td>
</tr>
<tr>
<td><strong>IL0</strong></td>
<td>International Labour Organization</td>
</tr>
<tr>
<td><strong>IM</strong></td>
<td>Instant Messaging</td>
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<tr>
<td><strong>IMF</strong></td>
<td>International Monetary Fund</td>
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<tr>
<td><strong>Inc.</strong></td>
<td>Incorporated</td>
</tr>
<tr>
<td><strong>inc/incl</strong></td>
<td>including</td>
</tr>
<tr>
<td><strong>ISDN</strong></td>
<td>Integrated Services Digital Network</td>
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<tr>
<td><strong>ISO</strong></td>
<td>International Standardization Organization</td>
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<tr>
<td><strong>ISP</strong></td>
<td>Internet Service Provider</td>
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<tr>
<td><strong>LAN</strong></td>
<td>Local Area Network</td>
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<tr>
<td><strong>Ltd</strong></td>
<td>Limited company</td>
</tr>
<tr>
<td><strong>MBA</strong></td>
<td>Master of Business Administration</td>
</tr>
<tr>
<td><strong>MD</strong></td>
<td>Managing Director</td>
</tr>
<tr>
<td><strong>mfr</strong></td>
<td>manufacturer</td>
</tr>
<tr>
<td><strong>MPEG</strong></td>
<td>Motion Picture Exports Group</td>
</tr>
<tr>
<td><strong>mth/mo.</strong></td>
<td>month</td>
</tr>
<tr>
<td><strong>n/a</strong></td>
<td>not applicable or not available</td>
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<td><strong>NB</strong></td>
<td>nota bene = pay attention to this</td>
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<tr>
<td><strong>PA</strong></td>
<td>Personal Assistant</td>
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<tr>
<td><strong>p.a.</strong></td>
<td>per annum = each year</td>
</tr>
<tr>
<td><strong>p&amp;p</strong></td>
<td>postage and packing</td>
</tr>
<tr>
<td><strong>pd</strong></td>
<td>paid</td>
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<tr>
<td><strong>PDA</strong></td>
<td>Personal Digital Assistant</td>
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<tr>
<td><strong>PDF</strong></td>
<td>Portable Document Format</td>
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<tr>
<td><strong>PIN</strong></td>
<td>Personal Identification Number</td>
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<td>public limited company</td>
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<td>please</td>
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<td><strong>p.m.</strong></td>
<td>post meridiem = after noon</td>
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<td>Public Relations</td>
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<td>Please Turn Over</td>
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<td>about</td>
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<td>return on investment</td>
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<td>please reply</td>
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<td><strong>SWOT</strong></td>
<td>Strengths, Weaknesses, Opportunities and Threats</td>
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<td>Unique Selling Point</td>
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<td><strong>VP</strong></td>
<td>Vice President</td>
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<td>Wireless Application Protocol</td>
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<td>World Trade Organization</td>
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<td><strong>www</strong></td>
<td>world wide web</td>
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BUSINESS FILE British English vs. American English

You can find difference between British English (BrE) and American English (AmE) at four main levels:

- grammar
- pronunciation
- spelling
- spelling

1. Grammar

   Present perfect and past simple
   
   **Have you done it yet?** [BrE]  
   **Did you do it yet?** [AmE]
   
   **I have already done it.** [BrE]  
   **I already did it.** [AmE]
   
   **I haven’t done it yet.** [BrE]  
   **I didn’t do it yet.** [AmE]

   **Got and gotten**
   
   They have got a new Managing Director. [BrE]  
   They have gotten a new Managing Director. [AmE]

   **Verb Phrases**
   
   to meet someone [BrE]  
   to meet with someone [AmE]
   
   to agree to a proposal [BrE]  
   to agree a proposal [AmE]
   
   to appeal against a decision [BrE]  
   to appeal a decision [AmE]

2. Vocabulary

   **Corporate Language**
   
<table>
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<tbody>
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<td>Chairman</td>
<td>President</td>
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<tr>
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<td>Chief Executive Officer</td>
</tr>
<tr>
<td>Finance Director</td>
<td>Vice-President – Finance</td>
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</table>

   **General Language**
   
<table>
<thead>
<tr>
<th>BrE</th>
<th>AmE</th>
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<tr>
<td>flat</td>
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<td>autumn</td>
<td>fall</td>
</tr>
<tr>
<td>biscuit</td>
<td>cookie</td>
</tr>
<tr>
<td>bill [for payment]</td>
<td>check</td>
</tr>
<tr>
<td>boot [car]</td>
<td>trunk</td>
</tr>
<tr>
<td>centre [of town/city]</td>
<td>downtown</td>
</tr>
<tr>
<td>chemist’s shop/chemist</td>
<td>pharmacy/drugstore</td>
</tr>
<tr>
<td>chips</td>
<td>[French] fries</td>
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<tr>
<td>crisps</td>
<td>(potato) chips</td>
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3. Pronunciation

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4. Spelling

<table>
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<tr>
<td>-our: colour</td>
<td>-or: color</td>
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<tr>
<td>-ize or -ise: organize or organise</td>
<td>-ize: organize</td>
</tr>
<tr>
<td>-e: centre</td>
<td>-er: centre</td>
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<tr>
<td>-el: traveller</td>
<td>-el: traveller</td>
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<table>
<thead>
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<th>AmE</th>
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<td>-re: centre</td>
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<td>-e: centre</td>
<td>-er: center</td>
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173
A Numbers

We can divide numbers into:
• cardinals
• ordinals
• fractions and decimals
• frequency expressions

1. Cardinals
0 - nought, zero (especially for mathematics and for temperatures),
oh (in British English for telephone numbers), nil (in sports)
100 - a/one hundred. **We offer a/one hundred different products.**
101 - a/one hundred and one
1,000 - a/one thousand. **At present we employ a/one thousand employees.** [not: one thousand of]
1,000,000 - a/one million

2. Ordinals
1st - first. **The first of April** (spoken)
2nd - second. **This is the second time we have visited the Paris fashion show.**
3rd - third. **Our third attempt to find an agent was successful.**
4th - fourth. **This is the fourth job I have applied for.**
21st - twenty-first. **We’re living in the twenty-first century.**
100th - (one) hundredth. **This is our (one) hundredth trade fair.**
101st - one hundred and first
1000th - (one) thousandth

3. Fractions and decimals
½ - (a) half. **Over (a) half (of) our products are made in France.**
⅓ - a/one third. **We can usually offer a discount of one third.**
⅔ - two-thirds. **Over two-thirds of our workers live in the village.**
¼ - (a) quarter. **I start work at (a) quarter past seven.**
¾ - three-quarters. **It takes me three-quarters of an hour to walk to work.**
⅟ - a/one tenth
1½ - one and a half. **The whole process takes one and a half hours.**
2.5 - two point five
3.75 - three point seven five [not: seventy five]
26.012 - twenty six point zero [or oh] one two

4. Frequency expressions
once twice three times etc
**We meet our major customers twice a year.**

B Dates

Notice the difference between the written and spoken forms and between
British and American English:
We opened our new office on 5 April 2010. BrE [written]
We opened our new office on the fifth of April, two thousand and ten*. BrE [spoken]
or We opened our new office on April the fifth, two thousand and ten*. BrE [spoken]
We opened our new office on April 5th 2010. AmE [written]
We opened our new office on April fifth, two thousand ten*. AmE [spoken]
*We also say twenty ten BrE/AmE [spoken]
5/4/2010 - BrE [written] for 5 April 2010, i.e. date/month/year
4/5/2010 - AmE [written] for 5 April 2010, i.e. month/date/year

C Times

Notice the written and spoken forms:
The meeting will start at 9.00/9.00am/9 o’clock. [written]
The meeting will start at nine a.m./nine o’clock. [spoken]
The meeting will finish at 4.30 p.m./16.30. [written]
The meeting will finish at four thirty p.m./[a] half past four/sixteen thirty. [spoken]
<table>
<thead>
<tr>
<th>Infinitive</th>
<th>Past Simple</th>
<th>Past participle</th>
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<tbody>
<tr>
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<td>was/were</td>
<td>been</td>
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Answer Key
[M] = Model/suggested answers

**TASKS 1**

**BE (1)**

**Exercise 1**

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<th>Present negative</th>
<th>Present question</th>
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<td>6 13</td>
<td>2 4 9 12</td>
</tr>
<tr>
<td>10 11 14</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Exercise 2**

2. My name's Pierre Lapin. I'm a Sales Manager.
3. Mary and Hans are from my department. They're computer programmers.
4. This is Naomi Cox. She's a research scientist.
5. Hello. My name's Franz Johann and this is Tomas Doll. We're from Salzburg.
6. Ah, Franz and Tomas! You're very welcome!
7. This is our office. It isn't very big.

**Exercise 3**

Axdal Electronics is a world leader in control systems. We are suppliers to the car industry. Car manufacturers are not our only customers. We are also suppliers to other industries. AE is an international company. Our customers are in the USA, Japan and Europe. Our Chief Executive is Paul Axdal. We are a family company and business is very good', says Paul.

**TASKS 2**

**BE (2)**

**Exercise 1**

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<th>Past negative</th>
<th>Past question</th>
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<tbody>
<tr>
<td>3, 7, 10</td>
<td>5</td>
<td>4</td>
</tr>
</tbody>
</table>

**Exercise 2**

Delco Ltd.
16–20 East Mount Road, Lincoln LN3 5RT
6 November.....

Dear Mary,

Last week Tom and Paula were here for a meeting. It was very useful. They were here for two days. We have been to Oslo in the last few days. We were there for a meeting with our Norwegian colleagues. Arne Sillesen was very interested in our ideas. Until now, I have not been happy with the project. Now I am very optimistic. See you next week.

Best wishes
Sandy Peel

**Exercise 3**

From: lpcs3@cc.uat.es
Sent: Mon 28 November 15:40
Subject: Short Bros

Dear Frances,

I am sorry I was not at the meeting yesterday. I have not been in the office this week. Tom and I have been in London. We were at a Sales Conference. I have been very busy recently.

Were Short Brothers happy with the contract? Have they been in contact today?

Please contact me by email tomorrow.

Thanks
Juanito

**Exercise 2**

PT: Okay, I'm looking at it right now. What's the problem?
DL: It says we're investing $250,000 in research. That's wrong. It's $25,000, not $250,000.
PT: Okay. I'll change that.
DL: Right. Remember, you're meeting Mr Lally and his colleagues today.
PT: Yes, I know. They're coming here at 2.30.
DL: Fine. Good luck. See you tomorrow, then.

**Exercise 3**

1. Total sales are going up.
2. Sales for Product A are increasing.
3. Sales for Product B are falling.
4. The company is stopping production of Product B.
**TASKS 4**

The Present Continuous Negative

**Exercise 1**

We are not increasing our prices this year. The market is not strong enough. We are launching new products for the domestic market. Most of our products are selling well at home. At present, we are not planning any new products for export. Sales are not increasing in our export markets. The company is not expecting improved sales this year.

**Exercise 2**

2. We’re not/We aren’t spending much time in Milan.
3. The company isn’t looking at new markets in southern Europe.
4. At the moment many companies aren’t investing in new products.
5. Our marketing experts aren’t changing our present sales strategy.
6. You’re not/You aren’t staying in a hotel.

**Exercise 3**

1. This year the company is not doing well in the USA.
2. At the moment we are building a new production plant.
3. At present we are not presenting a good image.
4. Mr Jackson is not working hard these days.

**TASKS 5**

The Present Continuous Question

**Exercise 1**

2. At the moment they working with Poland?
   ... are they working ...
3. Is Leo and Sam planning the conference together?
   Are Leo and Sam ...
4. What you think about? What do you ...
5. Is raining in Bangkok? Is it raining ...

**Exercise 2**

2. Why is she calling him?
3. Why are we having a meeting?
4. Are you working on the report now?
5. Is anyone helping you?
6. Are Kim and James coming to the meeting?

**Exercise 3**

1. Why is the computer not working?
2. Why is the fire alarm ringing?
3. Why are the birds dying?
4. Why is the oil leaking?

**TASKS 6**

The Present Simple Positive

**Exercise 1**

You work for a multinational company.
He/She studies foreign languages.
We/You/They travel a lot for work.
The company makes better products.
Our Research Department develops new solutions.

**Exercise 2**

1. d 2. e 3. c 4. a 5. b

**Exercise 3**

Atsuko Kyoto lives in Tokyo. She is a freelance journalist. She often travels to other countries. In London and Paris she likes to visit friends. She usually writes for newspapers and magazines and she sometimes makes television programmes. She usually stays in four star hotels and often eats in top class restaurants. She never drinks wine, beer or any alcohol.

**TASKS 7**

The Present Simple Negative

**Exercise 1**

The management doesn’t want to invest in a new factory.
The company doesn’t employ many people.
I don’t work for a drug company.
They don’t like working in the oil industry.
My friend doesn’t work in research.
You don’t understand what I am saying.

**Exercise 2**

2. We do not advertise on television.
3. The company does not sponsor sport.
4. I don’t like fish.
5. Nakko S.A. does not process written orders for goods.
6. Cable PLC does not despatch products by train.
7. We do not deal with Latin America.
8. You don’t live in an apartment.

**Exercise 3**

Dear Sir,
I want to tell your readers some facts about Teal Ltd. The company does not use chemical dyes in its products or bleach to make our materials white. The management does not encourage the use of company cars. We do not allow staff to park private cars on company premises. We do not burn our rubbish and we do not throw away glass or paper.
Yours faithfully,

PJ Teal
Managing Director (Teal Ltd)
TASKS 8

The Present Simple Question

Exercise 1

1. Does your country make cars?
2. Do the largest companies in your area export products to many different countries?
3. How many people do you work or study with?
4. Do you know any internationally famous products from your country?
5. Does your hometown have a university?

Exercise 2

1. Do you come from Spain?
2. What time does the bar close?
3. Do you have an umbrella?
4. Do you have a meeting tomorrow?
5. Does the hotel have a swimming pool?
6. Do you often come to Paris?
7. Where do you usually go on holiday?

Exercise 3

1. Where do you work?
2. What does Papeleras Valles make?
3. How many people does your company employ?
4. Do you have/Does the company have just one plant?

TASKS 9

The Present Continuous vs. The Present Simple

Exercise 1

<table>
<thead>
<tr>
<th>Present continuous</th>
<th>Statement</th>
<th>Negative</th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present simple</td>
<td>3</td>
<td>5</td>
<td>4</td>
</tr>
</tbody>
</table>

Exercise 2

M: We deal mainly with Germany, France and Sweden.
C: And are you negotiating with Japanese customers at the moment?
M: No, not at the moment.
C: Are you planning to enter any new markets?
M: Yes, Italy. We are launching a range of products there later this year.
C: And Sweden? Do you sell much there?
M: Yes, we often get big orders from Swedish manufacturers.

Exercise 3

A: What's happening?
B: We're opening ten new branches in Argentina and Chile.
A: Does the bank currently have branches only in Buenos Aires and Santiago?

B: Yes.
A: But not Brasilia?
B: No, we don't operate in Brazil yet.
A: Is Pablo Hernandez coming here this week?
B: Yes, he likes these meetings.

TASKS 10

Positive and Negative Imperatives

Exercise 1

Please arrive at 10 o'clock prompt. Present your identity papers to the security officer at the gate. Do not park your car in the staff car park. Please go where the security officer tells you. He will give you an official pass. Walk to the reception. Present your official pass to the receptionist. Do not enter the office block. A guide will come to meet you. Please wait in reception. Do not take photographs.

Exercise 2

1. Please use an ashtray.
2. Do not enter.
3. Do not take photographs.
4. You must wear a hard hat.
5. Do not eat this.
6. Do not consume food or drink.
7. Don't walk your dog here.
8. Please don't put paper in here.
9. Please call Freephone 0800.

Exercise 3

1. You must arrive at 9 o'clock.
2. Military airport: Do not take photographs.
3. This material is copyright: Do not photocopy.
5. Welcome! Please knock and enter.

TASKS 11

The Past Simple Positive

Exercise 1

increased gave helped ran supplied received delivered met ordered lost broke climbed came read wrote spoke

Exercise 2

On 25 April this year we stopped production of Arpol, a treatment for migraine. Arpol production began in 2004 and early sales were very impressive. However, Belpharm Ltd launched the Calpem range three years ago. This product was taking a 30% market share in the first two years. At first we agreed to continue with Arpol. Now the situation is different.
Two years later Metfan launched the Stella range.
Seven years ago Stella reached a 15% market share.
In 20.. Metfan turnover rose 20% and two years later
Metfan bought Lanco S.A. Last year Metfan had a
23% market share.

**TASKS 12**

**The Past Simple Negative**

**Exercise 1**

I joined this company five years ago. It was a difficult
time. The company was not in a very good state.
We didn’t have a clear management structure. Our
local markets were not very good. Our marketing
didn’t include America or the Pacific regions.
We didn’t have any clear marketing strategy.
Now, things are very different.

**Exercise 2**

New products were not cheap to develop. We didn’t
spend a lot of money on research. Our market share
didn’t increase in the early 2000s. The company
didn’t make many good products.
Chemco bought the company. There was a big
change in the organisation. The new management
wanted to change everything. Most of the old
management left. Things improved. Now, we are very optimistic.

**Exercise 3**

2. On the next day they didn’t send the goods to
Rotterdam by train.
3. On January 17 they didn’t load the goods onto a
ship in Bilbao.
4. On the next day the goods didn’t arrive in Bilbao.
5. Carretera Trasportes didn’t take the goods to
Vitoria.
6. So Espofrigo didn’t confirm the arrival.

**TASKS 13**

**The Past Simple Question**

**Exercise 1**

1. c 2. d 3. e 4. b 5. a

**Exercise 2**

Joelle: Did you have an interesting visit?
Bill: Yes, I made some useful contacts.
Joelle: Did you see Mr Keitel?
Bill: No, he was in New York.
Joelle: And did you visit our colleagues in Sabah?
Bill: No, I telephoned, but I didn’t have time to visit.
Joelle: Did you have time for any tourism?
Bill: Tourism! No … only work and more work!

Joelle: Don’t you like work?
Bill: Of course I do. I love work!

**Exercise 3**

1. Did the maintenance engineer repair the copier?
2. Did John read the Caracas report?
3. Did you write to the Kongo Club?
4. Did Mr Fish phone?
5. Did you send the VISA application?
6. Did Larish Ltd collect their order?
   Did they pay?

**TASKS 14**

**The Past Continuous**

**Exercise 1**

What was happening a few years ago? Well, the company wasn’t doing very well. During the
1990s we were competing with many suppliers. We had a small turnover. Then everyone was thinking about mergers and takeovers. In the early 2000s we were operating in a very different
market. There were only four large companies. All four were making big profits. We were all doing well...

**Exercise 2**

T: From 8 o’clock until 9 o’clock I was checking the production system. From 9 o’clock until 10 o’clock I was repairing a computer. Then when the fire started I wasn’t working. I was having coffee.
S.F: Were your colleagues drinking coffee too?
T: No, they were installing a new printer.
S.F: Was the factory working normally?
T: Yes, everything was running perfectly.
S.F: Okay. Thanks for your help.

**Exercise 3**

2. At 11.00 Sally was in the duty free shop. She was buying clothes.
3. At 11.30 Sally was at the Gate. She was waiting to get on the plane.
4. At 12.00 she was on the plane. She was reading.
5. At 2.00 she was (still) on the plane. She was having lunch.
6. At 5.00 she was at a meeting. She was giving a presentation.

**TASKS 15**

**The Present Perfect Simple**

**Exercise 1 (M)**

I have been to Belgium.
You haven’t visited Saudi Arabia.
He’s/She’s studied economics.
She’s produced a report. Our department has made a profit. The company has developed new products. The government has increased taxes.

**Exercise 2**

Product B has been profitable since 2008. Product C has done well since 2006. Product D has made a profit since 2007.

**Exercise 3 [M]**

2. I’ve known him/her since I was 16. Since I was 16.
3. No, it hasn’t made any links. No, it hasn’t.
4. Yes, it has owned a printing business since 1965. Yes, it has.
5. I’ve lived in my present house for five years. For five years.
7. Yes, I have (I’ve) studied for an MBA. Yes, I have.

**TASKS 16**

**The Present Simple Continuous**

**Exercise 1**

You’ve been looking for a new job. Our exports have been doing well for the last ten years. The Marketing Department has been studying the performance of our PX range. I’ve been thinking about changing my job. Michael has been working for us since 1995. We’ve been analysing last year’s sales figures.

**Exercise 2**

Since 2006 we’ve been using automated production. Since 2008 we’ve been running training courses. Since January we’ve been processing orders with electronic systems. We’ve been building a new warehouse since February.

**Exercise 3**

EuroTV, 170–174 Rue des Capucins, 2270 Lesigny, FRANCE

Dear Hisashi,

Thank you for your letter. EuroTV has been developing links with companies in other countries. In particular we have been discussing programme making with networks in Belgium and Germany. We have been talking to small, private companies. So far we have not tried to set up links with companies outside Europe. Many American TV stations have been examining ways to work in Europe.

I look forward to meeting you in Paris. We can discuss these developments.

Yours sincerely,

Tom Kitch

**TASKS 17**

**The Present Perfect with For, Since, Ever and Never**

**Exercise 1**

1. c 2. d 3. b 4. a

**Exercise 2**

MC: Have you ever had a big fall in sales before?
PM: No, sales have never fallen so suddenly.
MC: How long have you been marketing this product?
PM: Since the beginning of last year.
MC: So, it’s been on the market for less than two years?
PM: Yes, it has.
MC: Have you compared Shine Plus with competitors’ sales results?
PM: Yes, our drop in sales has happened since January. The market has improved. The graph shows how our three main competitors have all benefited: they’ve all been selling better.

**Exercise 3**

Kate: How long have you worked for Abacus?
Matt: For about four years.
Kate: I see. Have you ever done business in China?
Matt: No, we’ve never tried the Chinese market.
Kate: Well, our business in China has been rising since the beginning of the 2000s.
Matt: And you’ve been making a profit since then?
Kate: Well, not always. For three years, yes.
Matt: Have you ever visited China?
Kate: Oh yes. Many times. In fact, my husband is Chinese.

**TASKS 18**

**The Past Simple vs. The Present Perfect Simple**

**Exercise 1**

1. The company has sold its London offices.
2. The Managing Director resigned three years ago.
3. I have not read the newspaper today.
4. A rival manufacturer has bought the company.
5. The top-selling product made over £3m last year.
6. Many shareholders have sold their shares.
7. Market analysts have estimated company turnover at over £40m.
8. Axam Ltd did not improve its sales.

**Exercise 2**

This shows the turnover for Lander. It declined between 2004 and 2006 but it has risen since 2006. The company has spent more on R&D.
This shows that the value of Lander shares increased between 2004 and 2005. It has maintained the same level since 2005. Competitors’ share values have increased. The increase has not been very large.

**Exercise 3**

Dear Mike,

We have decided to close down the Beta plant for three weeks. On Tuesday maintenance inspectors noticed problems with the machines. I have not read the inspectors’ report. Yesterday we began a detailed study. A few weeks ago we repaired the pump. It is possible that the pump has broken again. We have transferred production to our other plant. Fortunately, we have not lost much production. I will telephone you next week with more information.

Best Regards

**TASKS 19**

**The Past Perfect**

**Exercise 1**

1. After I had shut the door I realised my key was inside.
2. I had finished my sandwich when the phone rang.
3. When I returned I saw that someone had left a package on my desk.
4. Mrs Maw had not finished opening her post when John came in.
5. The work had not been completed before the Vice President arrived.

**Exercise 2**

2. The engineers had visited the plant before the accident happened.
   The engineers hadn’t visited the plant before the accident happened.
   Had the engineers visited the plant before the accident happened?
3. The company had published the sales results before the share price fell.
   The company hadn’t published the sales results before the share price fell.
   Had the company published the sales results before the share price fell?
4. The research team had completed the report before the management cut the investment.
   The research team hadn’t completed the report before the management cut the investment.
   Had the research team completed the report before the management cut the investment?
5. When the deadline came she had finished the report.
   When the deadline came she hadn’t finished the report.
   When the deadline came, had she finished the report?

**Exercise 3**

Tom: What did you do?
Fred: When I had cleared the paper, I pressed the start button.
Tom: Then?
Fred: I thought I had solved the problem. But I hadn’t noticed another problem. Smoke was coming out of the back.
Tom: So then what happened?
Fred: After I’d seen the smoke, I telephoned you.

**TASKS 20**

**The Present Tenses and The Past Tenses**

**Exercise 1**

The world economy is slowing down (PresC). The World Bank has published (PPS) a report. It says (PresS) that the global economy is growing (PresC) at 2% per year. Last year growth was (PastS) 2.8%. The report contrasts (PresS) with a study by the OECD last year. This had suggested (PastP) that prospects were improving (PastC) for developing countries. According to Credit Bank International, the world economy has been slowing down (PPC) for a year.

**Exercise 2**

A: Peter, where do you work?
B: I work for Frobo Ltd.
A: How long have you worked there?
B: I’ve worked there for two years.
A: Where did you work before Frobo?
B: Allen Brothers.
A: Why did you change?
B: Because the markets were falling, and the company was going bankrupt.
A: Why did you choose Frobo?
B: I had worked there before I joined Allen Bros.

**Exercise 3**

1. From January until June last year we were building a new office block.
2. How much did it cost?
3. It cost $250,000.
4. In December we bought new lorries.
5. Unfortunately one has broken down.
6. This delivery is going to Spain.

**TASKS 21**

**The Future with Will and Shall**

**Exercise 1**

1. c 2. d 3. a 4. e 5. b

**Exercise 2**

g. So, now I’ll explain the programme for the day.
c. After this introduction, we’ll have a short tour of the plant.
e. Then before coffee we’ll show you a film about our distribution system.
f. We’ll have coffee at 11 then we’ll have a meeting with Ken Levins, our Product Manager.
a. We’ll have lunch in a local restaurant at about 1 o’clock.
h. After lunch we’ll discuss future plans.
b. We’ll finish at about 4 o’clock.
d. So, shall we begin the tour?

Exercise 3

2. John: I’ll be in my office tomorrow.
   Marie: I’ll call you.
3. Jacob: I need to see the report.
   Hisashi: I’ll get it.
4. Pierre: Who’ll tell us the answer?
   Imogen: Erik won’t.
5. Juan: What about lunch?
   Amy: Shall we go to Gigi’s Restaurant?

TASKS 22

The Future with Going To vs. Present Continuous

Exercise 1

Q: What are you working on for the next few weeks?
A: We’re setting up a new distribution network in Asia. We’re not using our own staff. We’re going to use local agents. We’re going to recruit top quality experts. We’re examining some possible applicants next week. We’re going to run psychometric tests as part of the recruitment procedure. I’m meeting colleagues later today to finalise plans.

Exercise 2

PhoneCo: Fine. How many people are coming/are going to come?
Caller: Well, I’m sending out 50 invitations this week.
PhoneCo: That’s fine. Are you going to hire phones for everyone?
Caller: No, just about half, I think.
PhoneCo: And are you going to need anything else, faxes or modems?
Caller: No, we’re not planning anything complicated.

Exercise 3

Memo
To: HJ
From: KP
Re: KJE/Weisskopf Joint Venture
As you know, we are going to manufacture a new engine with Weisskopf GmbH. We are having a Department meeting next week and I am travelling to Bremen on the 16th. We are going to sign contract then. Are you coming to the meeting? That’s all. Good luck.
P.S. Helen is not joining the design team. She is too busy.

TASKS 23

The Future with Will vs. Going To vs. Present Continuous

Exercise 1

A: What are we going to do (1) about the promotional material for the exhibition?
B: I’m taking (2) it to the printer’s this afternoon. They told me it’ll be done (3) by Monday.
A: Okay. Tell them I’ll pick it up (4) at 10 o’clock.
B: It’s not necessary. They’re coming (5) here about something else.
A: Okay. I’m going to find out (6) who can do some translations for us . . .

Exercise 2 [M]

Byant: Of course we aren’t going to close the factory. 800 people work here. We’re installing a new purification system next summer.
Journalist: People think your new system won’t be enough.
Byant: I’m sure it will be.
Journalist: Are you going to invest more in environmental protection?
Byant: We’re increasing spending on this by 25% this year and next year.
Journalist: Is that too little, too late?
Byant: No, certainly not. We’re spending a lot of money. And now, we can promise you something else. The river will be clean again by the end of this week.

Exercise 3

To: ricardo.benato@eurosales.com
From: jeanclaude.isias@papin.com
Subject: Visit from Harkes Ltd

Dear Ricardo,

Representatives of Harkes Ltd are coming next week. They are going to look round the plant and then we’ll have a meeting at 2 o’clock. We’re going to explain our plans for the next five years. They know we’re moving our Sales Division to Brussels. They don’t know that this will happen in December this year. I’m going to tell them before the meeting.

Best Regards
Jean Claude Isias (Papin S.A.)
(1) 4577 3371

182 | Pre-Intermediate Business Grammar
3. If the market declines (IC) we won’t buy Axam (MC).
4. One of our competitors will buy Axam (MC) if we don’t (IC).
5. We can take our time (MC), unless Chemco makes a sudden offer for Axam (IC).

**Exercise 2**

2. If the computer crashes, we’ll lose the data.
3. If our market share increases, we’ll give (staff) a pay rise.
4. If they send the goods today, they will arrive tomorrow.
5. Sales will fall if we raise prices.
6. Unless we have good weather we won’t make a profit.

**Exercise 3**

Date: 29/03/11
To: jay.taylor@modaplc.com
From: ig.sartori@modaplc.com
Subject: Next season’s forecast

Dear Jay,

If we have another year like last year we will produce excellent results. The Marketing Department thinks that if the new summer collection sells well, we will do better than last year. However, unless the economy recovers, we won’t do as well. We also need good weather. If it rains a lot, our products won’t sell.

**TASKS 26**

**Tense Review 1**

**Exercise 1**

2. Where are you staying at the moment?
   - (I’m staying with a colleague) in London.
3. Where do you work?
   - (I work for) Ford (UK).
4. How long have you worked there?
   - (I’ve been doing it) for about two weeks.
5. What are you doing this evening?
   - (I’m meeting a friend in a bar).
6. If you had a completely free choice, where would you work?
   - (I’d go to the USA).
7. If you learn English perfectly, how will it help you most?
   - (I understand in meetings will be easier).

**Exercise 2**

1. What’s your name?
2. Where do you come from?
3. When were you born?
4. Where do you work?
5. How long have you worked there?
6. Before that, what did you do?
7. At the moment what are you working on?
8. In future, what are you going to do?

**TASKS 27**

**Tense Review 2**

**Exercise 1**

<table>
<thead>
<tr>
<th>Tense</th>
<th>Positive</th>
<th>Negative</th>
<th>Question</th>
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<tbody>
<tr>
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<tr>
<td>Past</td>
<td>5</td>
<td>7</td>
<td>4, 6</td>
</tr>
<tr>
<td>Future</td>
<td>2, 10</td>
<td>13</td>
<td>11</td>
</tr>
</tbody>
</table>

**Exercise 2 (M)**

The two companies had been competitors. In 1965 Ardanza Pascual had 45 shops in Spain. Between 1965 and 1980 the company was growing by 5% every year. Since 1980 the company has been exporting all over Europe. Now the company is planning 20 new products. The company is going to buy into the US market. In 2020 it is opening a new factory in Poland.
**TASKS 28**

**Infinitive + To**

**Exercise 1**

I was pleased to talk to you on the telephone last night. We will be glad to see you in Washington next month, but I am sorry to hear that Sam is not coming. Tell him, of course, we’d like to meet him another time...

**Exercise 2**

1. I was sorry to hear that John was not well.
2. It will be good to see you again.
3. We plan to spend more on advertising next year.
4. We always want to give a good service.
5. We expect to do well next year.

**Exercise 3**

"Friends, I am pleased to have the opportunity to speak again at our Annual General Meeting. I am glad to see so many old friends. It is difficult to know what to say after 20 years as Chairman of the Group. I will be sad to leave the company after so long. The good news is that I plan to play more golf next year! But also, I hope to come to the AGM next year. I expect it will be difficult not to follow the news about the company. Now, of course, I would like to thank the many people who have helped me in 20 years ..."
Exercise 2
1. a. He doesn’t like his job.
   b. We don’t sell computer software.
   c. He doesn’t work for RYG.
2. a. Does he live in the city centre?
   b. Does she speak Arabic?
   c. Did you like California?
3. a. He went to Oslo every week.
   b. He didn’t like the hotel.
   c. I didn’t understand.

Exercise 3
1. Q: Did you fly here yesterday?
   A: No, I didn’t. I came by train.
2. Q: Do you export to the USA?
   A: No, we don’t.
3. Q: Does your company make computers?
   A: Yes, it does.
4. Q: Do you spend a lot on R & D?
   A: Yes, we do.

Exercise 2
Tom: I’d like to discuss our situation.
Bill: If I can, I’ll help you. If it’s a small problem, we’ll agree.
Tom: Will you give me a bigger discount?
Bill: Sorry, Tom, I won’t drop the price any more. We’d lose money.
Tom: No, you wouldn’t. If you sell more, you’ll make a bigger profit.

Exercise 3
AX: Hello, After Sales Department.
PC: Hello, Peter Cord from Leeds. I’d like some help with an AX20. The power isn’t working.
AX: Okay. If you use the emergency switch on the back, the light will come on. [d]
PC: No, it won’t. There’s no power.
AX: Right, I’ll ask an engineer to visit you. [c]
PC: Will you send someone today?
AX: I’m not sure if that will be possible. Will you hold on please? [a]
PC: Certainly.
AX: Hello again. Someone’ll be there at 2 p.m. tomorrow. [e]
PC: Okay, thank you.
AX: Will you give me your address, please? [f]
PC: Yes, it’s Beta Foods Ltd, 350 Otley Road, Leeds.

AX: Okay, we’ll sort it out. [b]
PC: Thank you. Goodbye.

TASKS 32
Will and Would
Exercise 1
1. Will you send me more details? [R]
2. If I’m interested I’ll call tomorrow. [C]
3. I’ll post you our price list. [O]
4. John’ll visit you early next week. [F]
5. The contract will be ready in March. [F]
6. I’ll meet you at the airport. [O]
7. Would you reduce the price if I ordered 20? [C]
8. Will you help with these figures, please? [R]

Exercise 2
1. might not/may not
2. may
3. may not
4. may
5. may not/might not
6. may/might

Exercise 3
2. No, you may not.
3. I’ll probably finish it by Friday but it might be ready by Thursday.
4. Yes, of course you may.

TASKS 33
May and Might
Exercise 1
A: May I ask you something?
B: Of course you may.
A: May I deliver the report next week?
B: You may not. The meeting is tomorrow.
A: Well, I might arrive late.

Exercise 2
1. might not/may not
2. may
3. may not
4. may
5. may not/might not
6. may/might

Exercise 3
2. No, you may not.
3. I’ll probably finish it by Friday but it might be ready by Thursday.
4. Yes, of course you may.

TASKS 34
Can and Could
Exercise 1
1. A: Can you come at 3 o’clock?
   B: I could, but 4 would be better.
2. A: Her appointment is today.
   B: Yes, but she phoned yesterday to say she couldn’t come.
3. A: When you saw the figures, could you understand them?
   B: No, I couldn’t.
4. A: Can you speak German?
   B: No, I can’t.

Exercise 2
1. c 2. a 3. b 4. a

Exercise 3
2. Can I come in? Of course.
3. Sorry, I can’t understand.
4. The plane couldn’t take off. It was too foggy.
5. My car has broken down. I could be very late.

TASKS 35
Must, Have To and Have Got To
Exercise 1
Exercise 2
1. We have got to pay more tax this year.
2. We must not spend too much on special promotions.
3. Last year we had to advertise a lot on television.
4. Our competitors are in trouble. They have got to reduce their prices.
5. We must plan our marketing carefully.

Exercise 3
1. 'We must buy some more trucks.'
2. 'I've no money. I'll have to borrow some from the bank.'
3. 'You have to present a business plan.'
4. 'There's only one problem. We've got to pay to/l'll have to pay the money back.'

TASKS 36
Mustn't, Needn't, Don't Have To and Haven't Got To

Exercise 1
2. Companies do not have to pay a minimum wage.
3. We do not need to meet health and safety regulations.
4. Our competitors did not have to reduce their prices.
5. We haven't got to advertise in national newspapers.

Exercise 2
2. You do not need a visa to go to Poland from Germany.
3. You haven't got to pay by cash.
4. We didn't need to increase production.
5. He doesn't have to learn a new software program.

Exercise 3
Dear Sir,
You reported last week that Larssen S.A. had a strong market position. Then you said that the company does not have to think about its competitors. This is not true. We must not believe that our market share is permanent. We do not need to worry about our jobs today, but we certainly cannot forget about our competitors. A year is a short time in business.

Yours faithfully,
Bo Johannessen
Chairman Larssen S.A.

TASKS 37
Should and Ought To

Exercise 1
A: Ought we to have a meeting?
B: We shouldn't have one today. We ought to wait a few days.
A: Should we?

Exercise 2
Jim: Should we discuss the problem with the bank? [S]
Alice: I don't know. You ought to talk to Jeremy first. [A]
Jim: Well, the bank charges ought to come down next year. [P]
Alice: Maybe we should close the account. [S]
Jim: First, I think I ought to write to the bank. [S]

Exercise 3
1. You ought to/should see a doctor.
2. The truck ought to/should arrive tomorrow.
3. We ought to/should cut our prices.
4. Inflation ought to/should fall soon.

TASKS 38
Question Tags

Exercise 1
1. Business is important, isn't it?
2. Businesses have to make a profit, don't they?
3. Profit creates jobs, doesn't it?
4. People will always have new ideas, won't they?
5. Most companies have improved working conditions, haven't they?
6. Companies haven't always spent much on training, have they?
7. Businesses cannot forget their customers, can they?
8. Government must help businesses, mustn't it?

Exercise 2
2. You can't tell us the price of BKD, can you?
   No, I can't.
3. You're going to London now, aren't you?
   Yes, I am.
4. There will be another meeting in the morning, won't there?
   Yes, there will.
5. So discussions are still continuing, aren't they?
   Yes, they are.
6. But you haven't agreed a price, have you?
   Not yet. Goodbye.

Exercise 3
A: This is a good hotel, isn't it?
B: Yes, it's fine. You haven't stayed here before, have you?
A: No, this is my first time.
B: It's 8 o'clock. We should have dinner, shouldn't we?
A: Yes, I'm hungry. Oh dear! I didn't book a table.
B: We don't need to, do we?
A: I don't know. We'll find out, won't we?

TASKS 39
Active

Exercise 1
2. He flew to Miami last night.
3. He took his laptop with him.
4. He wanted to finish writing the report on the plane.
5. He will give it to Head Office in Miami.
Exercise 2
rent a car
accept an offer
appoint a secretary
design a new product
investigate a problem
write a letter
borrow money
pay an invoice
quote a price

Exercise 3
1. Our prices have **risen** this year.
2. Last year our sales **fell**.
3. We **reduced** our prices.
4. We have also **improved** our products.
5. Our sales have **recovered**.

**TASKS 40**

**Passive**

**Exercise 1**
New products **are/were/will be** tested in our laboratories.
Customers **are/were/will be** sent a company newsletter.
Company policy **is/was/will be** based on quality.
Profits **are/were/will be** invested in new projects.

**Exercise 2**
1. Orders are taken by telephone.
2. The information is sent to the warehouse.
3. The goods are loaded into vans.
4. They are delivered to the shops.

**Exercise 3**
'There are many important activities before take off. The fuel tanks **are filled** and the aircraft systems **are checked**. Food **is brought** on board. All the baggage is **loaded** in the hold. The captain and the co-pilot are informed of runway conditions and other details about take off. When everything is almost ready, passengers are **invited** to board the plane.'

**TASKS 41**

**Active vs. Passive**

**Exercise 1**
Users **should change** [A] their password every week. All confidential information **should be stored** [P] on computer hard disk. Users **should copy** [A] confidential information on to floppy disks. Disks **should be placed** [P] in the safe in the Finance Office. Confidential information **should not be removed** [P] from Chemco PLC without the permission of a Department Manager. **Report** [A] all security incidents to an appropriate manager.

**Exercise 2**
1. Paper should **be recycled**
2. Please **switch off** the lights.
3. Visitors should **leave coats and bags, etc.** here.
4. Eye protection must **be worn**.

**Exercise 3**
First, we'll see a film about Eastern Water. Then the Managing Director will **give** a talk on the history and future for EW. Then we'll **go on** a tour of the factory. We'll see demonstrations of how water **is distributed** and how water **is treated**. Finally, we'll have **dinner**.

**TASKS 42**

**It Is/They Are vs. There Is/There Are**

**Exercise 1 [M]**
Are they French?
There are many tourists here.
They aren't French.
Are there a lot of museums?
Are they expensive?
There is a good restaurant here.
Is it French?
It is expensive.

**Exercise 2**
A: **There are** many good hotels in Tokyo. I like the Tokyo Hilton. **It is** in the centre of the city.
B: **Are there** many small family hotels?
A: **No, there aren't**.
B: I imagine **they are** very expensive.
A: In Tokyo? Yes, **it is** an expensive city.

**Exercise 3**
Clerk: Yes, **there are** many trains. Now it's 11.25. **There was** a train at 11.21. The next one is at 11.41.
Maria: Is it direct?
Clerk: No, it isn't. It goes via Essen. **There is** a train to Münster via Essen every 20 minutes.
Maria: **Are there** direct trains to Münster?
Clerk: Yes, **there is** a direct train at 11.50. **It's** direct to Münster.

**Exercise 4**

**TASKS 43**

**Have and Have Got**

**Exercise 1**
I didn't have [V] a very good job last year. Now I've **got** [HG] a new position in the company. I've **taken control** of export sales. We've [V] many new clients in America and Asia. Have [AUX] you **seen** our product brochure? We've [AUX] had a new one **printed** this week. Mary, have you got [HG] a copy?
Exercise 2
1. d 4. c
2. e 5. f
3. a 6. b

Exercise 3
Fumi: How many employees do you have/have you got?
Mike: We’ve got about 2,000.
Fumi: Do you have/have you got many sales reps?
Mike: About 300. We’ve got 30 in the Far East.
Fumi: Have you worked in Malaysia?
Mike: Yes, I have. And we’ve got three big customers there.
Fumi: What about Indonesia?
Mike: No, we haven’t got any customers there.

Exercise 3
TASKS 44
Get and Have Got
Exercise 1
A: Did you get [G] my letter yesterday?
A: The problem is getting [G] serious, but I haven’t got [HG] time to discuss it now. I’ll call later.
B: Well, I’ve got [HG] a meeting this afternoon.
A: Okay. I’ll call you before lunch.

Exercise 2
1. f 4. b
2. d 5. c
3. a 6. e

Exercise 3
1. Beth: Getting better
2. Mike: What have you got?
3. Peter: We didn’t get the contract.
4. Amy: Did you get the money?
5. Syd: Yes. I got it yesterday. Thank you very much.
6. Alice: I’ve got a new job and it’s really difficult.
7. Billy: It’ll get easier, I’m sure.

Exercise 2
Delta: Tell me again, how much do you want?
Langer: I said $20,000.
Delta: But tell me a lower price.
Langer: I am telling you our lowest price.
Delta: What did you say last week about terms of payment?
Langer: I told you 60 days’ payment.

Exercise 3
TASKS 46
Make vs Do
Exercise 1
1. made 5. did
2. do 6. making
3. making 7. make
4. made 8. Do

Exercise 2
Amy: Was it a good meeting?
Leo: Yes, we made a decision. We are going to increase production of BIGGO.
Amy: What about the costs?
Leo: We made a new budget. We think we will do more business next year. We’ll make a profit of £200,000.
Amy: Good. Do you know that Rospa Ltd. have made a complaint about our BIGGO promotion?
Leo: Yes, they are making a big mistake. We have done nothing wrong. We have done our research. Rospa know that BIGGO is going to make money. With good marketing we will make sure that we do better than Rospa next year.

Exercise 3
1. We do business in France.
2. You are making a mistake.
3. They did a good job.
4. We have made progress.
5. They made an offer, but it was too low.
6. We had to make a choice.
7. They have done the research.
Tasks 47

Used To

Exercise 1

Peter: Do you travel a lot?
Janis: Yes, but I am used to working away. I am away more than I am at home.

Peter: That is hard. What about your husband?
Janis: He's used to it. He looks after our children.

Peter: Have you always worked?
Janis: I used to stay at home when the children were very young. Now they are at school, I am always travelling. The children are used to a 'weekends only' mum.

Peter: I hope you like flying.
Janis: I used to hate it, but it's okay now. My husband hates flying. He used to be a pilot.

Exercise 2

1. He has lived abroad. He used to live in Italy.
2. He is used to making presentations.
3. He likes going for walks. When he was young he used to go for walks with his father.
4. He works long hours. He is used to working late.
5. He likes going out with friends. He is used to eating in restaurants.
6. Michael has a new car. He used to have a motorbike.

Exercise 3

Ann: I don't mind. I'm used to it.
Peter: Have you always driven to work?
Ann: No, I used to go by train.

Peter: Is this your first job?
Ann: No, I used to work for RYG. You ask so many questions!

Peter: I'm used to it. I'm a journalist!

Tasks 48

Rise vs. Raise

Exercise 1

In the first half of the year prices rose by 10%. Wages rose at the same time. The government raised taxes and the banks raised interest rates. Inflation continued to rise.

Exercise 2

1. c. Sales rose by 10%.
2. b. The advertising budget has risen.
3. c. Costs will probably rise.
4. a. The number of unemployed workers rose this year.
5. b. Electricity companies have raised their charges.
6. c. Bank charges will rise next year.

Exercise 3

1. The National Telephone Company has raised the price of making a call.

2. The R + D budget will rise next year.
3. In summer prices rise.
5. The Company will raise agents' commissions.

Tasks 49

Verb + Preposition

Exercise 1

succeed in
ask for
hear about
depend on
consist of
look forward to
agree with

Exercise 2

Dear James,

Thank you for agreeing to attend our meeting on 28 October. We will talk about our marketing strategy for next year. The agenda will consist of just three points: recruitment, training, advertising and promotion. I think we will succeed in reaching our target of a 10% increase. For our Sales Staff obviously we need to invest in training. We cannot depend on our present reputation.

I am looking forward to seeing you on 28 October.

Yours sincerely

P Jones, Chairman

Exercise 3

Sam: The meeting was really good. We got almost all we were asking for.
Paula: Yes, in fact, I was surprised we managed to obtain a very low price.

Sam: Also, we got good terms. We don't have to pay for the goods until January.
Paula: That's true. I think they have lost some business recently. They were relying on getting the contract from us. We got a good deal because they knew we have other suppliers. We were not depending on them. Also, we weren't in a hurry. We can wait for smaller companies to supply us.

Sam: But obviously, we were hoping for a quick deal.

Tasks 50

Verb + Adverb (Phrasal Verb)

Exercise 1

return (goods) = send back
reduce (production) = cut back
abandon (plans) = call off
buy (a company) = take over
go out of business = close down
start (a machine) = switch on
Exercise 2
1. The meeting has been put back two months.
2. AD Industries closed the plant down ten years ago.
3. We’ve called in the suppliers to fix the machine.
4. AGCO has turned down an offer of $800,000 for the company.

Exercise 3
Boris: If we cannot sell all the goods we have, we must cut back production.
Susan: Yes. Our agents want to send back goods they cannot sell. But I also think we should set up an agency network in Asia.
Boris: But we turned down that idea last year.
Susan: I think the Board should find ways to build up our reputation for quality service.
Boris: Certainly. That would be better than putting up prices again.

TASKS 51
Positive Statements

Exercise 1
Sales (S) have been very disappointing (VP) this year. Our costs (S) are rising (VP) every day. Clearly, our marketing team (S) need to market (VP) our products better. But our R & D Department (S) are confident (VP). They (S) are developing (VP) a brilliant new product. It (S) will need (VP) support from the bank. A new business plan (S) is being prepared (VP) at the moment.

Exercise 2
a. Now United Electric exports all over the world.
b. In 2000 Keele Brothers was taken over by United Electric Inc.
c. In those days Keele Brothers made bicycles.
d. Between 1980 and 2000 the main products were pumps and small engines.
e. The name of the company was changed to United Electric [UK] Ltd.
f. Keele Brothers Ltd was started in 1970.
g. Since then the company has developed an international market.

Exercise 3
1. In 2009 Hebden joined an international consortium to develop a new aircraft.
2. Since 2004 the company has realised continual growth.
3. Our products have been exported all over the world for many years.
4. Our production uses highly automated systems.
5. Our market share in our home market is now 12%.
6. 7,000 people are employed by the Hebden group.
7. The annual report contains details for our 21 different product areas.

TASKS 52
Negative Statements

Exercise 1
To: nick.fox@jdloughman.com
From: maria_aubert@jdloughman.com
Subject: Ibro's S.A. negotiation

Dear Nick,
We (S) did not have (NV) a meeting with Ibro's S.A. because we rejected their offer. The offer (S) did not come (NV) by email. We received a fax on Thursday. We understand that the Managing Director of Ibro's, Mr. Kalkos (S) will not sign (NV) the contract. We (S) have not accepted (NV) the present proposals. At the moment we (S) are not planning to continue (NV) production of the Alizia range. Last year we (S) did not reach (NV) agreement immediately. Now, I think it (S) will not be easy (NV) to find a solution.

Exercise 2
1. We won’t finish our business tomorrow afternoon.
2. The meeting wasn’t planned to last three days.
3. We can’t go home tomorrow.
4. We shouldn’t go to the Castle restaurant tonight.
5. It doesn’t open every night.
6. Friday isn’t a good night to go.
7. They don’t cook fish on Fridays.
8. I haven’t eaten a lot of fish recently.
9. The Castle restaurant hasn’t been recommended to us.
10. We didn’t go there last time.

Exercise 3
2. Inflation won’t rise in the near future.
3. Sol’s market share has not increased in ten years.
4. The sales volume did not improve between 2004 and 2006.
5. Actual sales did not reach forecast sales in 2009.
6. Hammond Ltd will not be taken over next year.

TASKS 53
Questions: Yes/No

Exercise 1
A: Do you live near your company?
B: No, it’s about 25 km to the office.
A: How do you travel to work?
B: I go by train or sometimes by car.
A: Is it quicker by train?
B: Yes – and I can work on the train.
A: Isn’t it crowded?
B: No, not usually. It’s okay.

Exercise 2
1. e 3. d 5. a
2. f 4. c 6. b

Exercise 3
2. Will Mandy meet? Is Mandy going to meet Joanne next weekend?
3. Will Alex be back from Nairobi tomorrow?
4. Does Tom usually rent a car for trips abroad?
5. Are you prepared for your presentation next week?
6. Did Rolf go to New York in June last year?
**TASKS 54**

**Questions: Wh-**

**Exercise 1**

1. When did you get here?
   - d. I came on Monday.
2. Where are you staying?
   - e. In the Crescent Hotel.
3. Do you plan to stay long?
   - h. Just two days.
4. What kind of business are you in?
   - f. I work for a bank as a financial advisor.
5. Which bank?
   - g. Credit Bank International.
6. Why are you in New York?
   - a. For a meeting with our partners.
7. Who is the senior Vice-President of CBI?
8. Have you been here before?
   - c. No, this is my first visit.

**Exercise 2**

Which lorry is going to Belgium?
Where is the other one going?
What are they carrying?
Which one is carrying meat?
Who is our client in Greece?
Where are they based?
Who is the driver?

**Exercise 3**

2. What did he decide to increase?
3. Where do we need to advertise?
4. What did you write?
5. Who did they give the report to?
6. Who said the report was excellent?
7. What are the reasons for supporting the idea?
8. When could the project start?
9. Which office will control the project?

**TASKS 55**

**Questions: How**

**Exercise 1**

1. How many people came to the exhibition?
2. How often do you attend exhibitions?
3. How do you organise the promotion of your company?
4. How long did the exhibition last?
5. How much does a stand cost at a fair?
6. How big is the Paris trade fair?

**Task 56**

**Commands – Positive and Negative**

**Exercise 1**

Please arrive at about 8.30 and register with reception. You will be given a key. You may relax until 9.30. At 9.30, please meet at the Main Entrance. Don’t go directly to the Seminar Room. Wait for your group leader. He/she will give you instructions. Please don’t telephone the office except in an emergency. Further information can be obtained by email or letter.

**Exercise 2**

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

**Exercise 3**

Then listen to voicemail. Don’t fix appointments for Friday or Monday. Book tickets to Munich. Write to Kelso and TBM, and finally do not accept Jade & Co’s offer on Monday.
**TASKS 57**

**Sentence Types: Simple vs. Complex**

**Exercise 1**

The Amco 75 went into production in the Spring. Sales were very good (MC) and we quickly established a significant market share (MC). We have begun exporting the Amco 75 (MC) [though] early sales are weak (SC). We will have a satisfactory year (MC) [if] our exports improve (SC). Profit has gone up this year (MC) [because] our domestic sales have increased (SC). Our research has been very productive (MC) [but] costs have risen (MC). Now we have many competitors (MC) [who] are seen as important dangers in some key markets (SC).

**Exercise 2**

B: Yes, we have agreed to recruit another secretary, though we have not decided when.
A: But we need one now. There will be problems if we don’t get one soon.
B: I think there will be resignations because everyone is working too hard.
A: I agree. People will resign or they will simply be less effective at work.
B: I’m going to speak to Patrick, who will accept that the situation is critical.

**Exercise 3**

9 sentences, all S (simple)
I work for Arkop GmbH which makes car components. The company is based in Kirchheim, which is in Southern Germany. This is a good location because many of our customers are very close. We sell our products all over Germany and/though/but we also export a lot, but/though our domestic market is the most important part of our business.

**TASKS 58**

**Subordinate Clauses**

**Exercise 1**


**Exercise 2**

[Blank]

**Exercise 3**

2. The Director who came here yesterday is Italian.
3. Our main clients, who are in Europe, are sports clubs.
4. In 2008, which was a record year, we supplied floors for the Olympic Games.
5. Our R and D institute, which is based at Newtown University, is developing new floor materials.
6. The floors which we sent to Finland last year are specially for outdoor use.
TASKS 60

Clauses Of Cause or Reason with Because

Exercise 1

Our financial position changes during the year because our sales are seasonal. They are seasonal because we have always been specialists in winter clothing. This creates problems because in summer we have a shortage of money. We are planning to enter new markets because if we do not, we will not survive.

Exercise 2

2. We are going to build one next to the sea because our business needs sea transport.
3. This is also a good location because we are near the train station.
4. We need a large development site because we are building a big warehouse.
5. We do not need many staff because the company has an automated process.
6. We will keep costs down because we plan to employ few people.

Exercise 3

Benson Ltd won the National Prize for Industry because the company managed record exports. The company managed record exports because it makes excellent products. The company makes excellent products because Benson has a commitment to research. Benson has a commitment to research because the company has high quality management.

TASKS 61

Singular and Plural Nouns

Exercise 1

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Exercise 2

Every year the company publishes its annual accounts in a report for the shareholders. The main details concern the financial report. This contains information about sales, turnover, costs and profit. It also reports the assets that are held by the company, and the liabilities. These are any debts or cash that the company owes. All this data is presented in the profit and loss account and the balance sheet.

TASKS 62

Countable and Uncountable Nouns

Exercise 1

CHANGES \( [\text{CP}] \) IN RETAILING \( [\text{CP}] \)

The rationalisation \( [\text{C}] \) of retailing \( [\text{UP}] \) has been a major characteristic \( [\text{C}] \) of recent years \( [\text{CP}] \) and many small shops \( [\text{CP}] \) have disappeared. Large chains \( [\text{CP}] \) and supermarkets \( [\text{CP}] \) now dominate the sector \( [\text{C}] \). In the UK \( [\text{U}] \), 70% of food \( [\text{U}] \) is sold by just four retailers \( [\text{CP}] \). Many people \( [\text{UP}] \) have criticised this trend \( [\text{C}] \). They say it leaves the consumer \( [\text{C}] \) with less choice \( [\text{U}] \).
**TASKS 63**

**Noun Compounds**

**Exercise 1**
- weather forecast
- credit card
- hotel room
- alarm clock
- market forces
- satellite dish
- container ship
- identity card

**Exercise 2**
- "product information"
- "price list"
- "customer services"
- "payment terms"

I would like a product demonstration and I want to arrange a meeting with a sales representative. Also, do you have any special sales promotions at present? Please send a fax message to the above number ASAP.

**Exercise 3**

2. If you apply for a job, you complete and send a job application.
3. The result of the test is a test result.
4. When you need to change money to another currency, you ask for the exchange rate.
5. If a company wants to spend money on advertising, it prepares an advertising budget.
6. Before getting on a plane, you have to wait in the departure lounge.
7. People who travel a lot on business make many business trips.
8. We use a lot of computers. We live in an age of information technology.

**TASKS 64**

**Genitive Forms**

**Exercise 1**

'Tambo's results are very good. Last year's figures were also pleasing, but now our turnover has improved by 15%. Our competitors' results are not as good. The work of all our staff has been excellent. Our products have answered the needs of our customers. The company's dedication to quality has been total. The decision of the Board to enter new markets was also very important. The former Chief Executive, Bill Machin, made a very big contribution – Bill's ideas made Tambo the success it is today.'

**Exercise 2**
1. b. Fred's car
2. b. the Chief Executive's car
3. b. KLP's market share is 12%
4. b. yesterday's paper
5. a. the workers' canteen
6. a. the design of the computer

**Exercise 3**

The Research Director's report was very positive. We hope that all Frodo's customers will like the new product. We think it will meet our customers' needs. I agree with John Tudor's opinion. He thinks Frodo's market share will increase. With this new product, next year's performance will be very good. As always, we must focus on the quality of our products and services. The Chairman's speech at the AGM will say that quality and new products are most important.

**TASKS 65**

**Adjectives vs. Adverbs**

**Exercise 1**

Excellent [adj] results have helped MODO. In an unusually [adv] wet [adj] summer, the company did really [adv] well. The fashionable [adj] clothes were popular [adj] with young [adj] consumers. Now the company will definitely [adv] increase its production. Staff are busily [adv] planning an equally [adv] successful [adj] range for next [adj] year, but the market will be very [adv] competitive [adj].

**Exercise 2**

Exercise 2
Exercise 3

Alan: The changes in the market are going to affect the company quite seriously.
Helga: We need to make some quick decisions.
Alan: We urgently need a new marketing strategy.
Helga: Fortunately, the products are excellent.
Alan: I agree absolutely, but we have to get people interested.
Helga: I'm confident that we will do that.
Alan: Good, because our sales have fallen dramatically.

TASKS 66

Comparison of Adjectives

Exercise 1

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<th>Comparative</th>
<th>Superlative</th>
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</tbody>
</table>

Exercise 2

1. Product B is the most successful.
2. Product A has sold more than product B.
3. Product C is the least expensive.
4. Product B is cheaper than product A.
5. Product A is the oldest.
6. Product B is newer than product C.

Exercise 3

It has a smaller market share than Rotobank Ltd. Gold Bank has the most capital reserves. It is the strongest bank. In terms of branches, Credit Bank International is bigger than the other two banks. It has many more branches. It also has more capital reserves than Rotobank Ltd.

TASKS 67

Adverbs

Exercise 1

fast (M) | abroad (P) | never (T)
quietly (M) | soon (T) | on time (T)
currently (T) | late (T) | outside (P)
tomorrow (T) | hard (M) | since Monday (T)

Exercise 2

1. Yesterday Mr Roach got up early.
2. He had a coffee, then calmly began to read the paper.
3. Suddenly he noticed the time.
4. Immediately he ran out of the house.
5. He looked urgently for a taxi.
6. The taxi went very fast to the airport.
7. He was just in time for the plane.
8. Fortunately, he was not too late for the meeting.

Exercise 3

A: When will she be back?
B: Perhaps she'll be back later today.
A: OK. I'll phone tomorrow.
B: Can I take a message?
A: Well, yes please. Tell her the meeting with Blanchard went very well. We have to prepare a contract immediately, but it must be done carefully. The details are very important.
B: OK. Thanks. Goodbye.
A: Bye.

TASKS 68

Expressions of Frequency

Exercise 1

<table>
<thead>
<tr>
<th>often</th>
<th>rarely</th>
<th>occasionally</th>
<th>never</th>
<th>always</th>
<th>frequently</th>
<th>sometimes</th>
</tr>
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<tbody>
<tr>
<td>3</td>
<td>6</td>
<td>5</td>
<td>7</td>
<td>1</td>
<td>2</td>
<td>4</td>
</tr>
</tbody>
</table>

Exercise 2

1. I go to London twice a year.
2. We have meetings every day.
3. Our share price changes every hour/hourly.
4. I write a sales report every Friday/once a week.
5. We report to Head Office three times a week.
6. Our Sales Report is published annually/every year/in December.
7. I never go to America on business.

Exercise 3

Wim: How often do you go to New York?
Maurice: Frequently. We have an office there, so I have to go about once or twice a month.
Wim: Do you always fly with KLM?
Maurice: Well, I usually use KLM because my partner works in Amsterdam. I normally visit him before I go to New York, but I sometimes fly with British Airways from London.
Wim: Are there a lot of flights to New York from London?
Maurice: Oh yes. There's one about six times a day.
Wim: Well, before the flight, I'll get some Duty Free. I usually get something.
Maurice: Really? I never do. I don't smoke and I rarely drink so I don't buy anything from Duty Free.
TASKS 69

Degree with Very, Too and Enough

Exercise 1

enough time  
very/too difficult  
strong enough  
very beautiful  
very/too many people

Exercise 2

1. 'There's too much on the plate.'
2. 'I'm hungry! This isn't enough.'
3. 'The table's too small.'
4. 'I can't eat this! It's too hot!'
5. 'This looks very good.'
6. 'The meal was very expensive.'

Exercise 3

A: There's a lot of traffic on the roads.
B: Yes, I agree. There's too much.

A: The Chien Andalou restaurant is one of the best in town.
B: Yes, and not too expensive. Everything is very fresh.

A: I like jazz music.
B: Yes, if it isn't too modern.
A: A lot of modern jazz is very good.

A: How was your meeting with Kashamuro?
B: Good.
A: How good?
B: Good enough. We agreed to work together.

TASKS 70

Already, Yet, Again and Still

Exercise 1

John is still waiting for a new contract. The company have not agreed the terms yet. John may leave. In fact he's already had an interview with another company. Anyway, tomorrow he's going to talk to his boss again about the contract.

1. John has already agreed a new contract. F
2. He has still not agreed the terms of his contract. T
3. He has already left the company. F
4. He has already discussed the contract with his boss. T
5. He is going to see his boss again. T

Exercise 2

Lee: Are you still selling the Arco 26?
Klaus: Yes, it is still doing well.
Lee: Have you made a replacement yet?
Klaus: Yes, the Arco 28 is already available.
Lee: Are you going to stop making the 26?
Klaus: Yes, but not yet.

Lee: I thought you planned to stop making it.
Klaus: Last year we planned to stop, but we changed our mind. This year we also planned to stop, but again we have continued. The 26 is still very popular.

Exercise 3

Last year our sales overseas were down. This year exports are still poor. We expect low export profits again, but the good news is that in our domestic market we have already reached our targets. Overall, things are not serious yet. The situation will be clearer at the end of the year.

TASKS 71

Articles

Exercise 1

'Mr Fish? I have got 0 details for your trip to Münster today. First, the flight. There's a British Airways flight from London Heathrow to Düsseldorf at 16.05 from Terminal 1. It arrives at 17.35. Then you can take a train to Münster from the central station at 18.45. The train arrives in Münster at 20.15. Coming back there's a flight to Manchester at 16.30, arriving at Manchester Airport at 17.50. There are 0 trains every hour from Manchester to Leeds. You also asked about 0 money and the ticket. You can change 0 money at Heathrow and pick up the flight ticket from the B.A. desk in Terminal 1.'

Exercise 2

Arne: We've got an important safety problem on the production line in the West Building. A machine is not working properly. Have you taken any action?
Steve: Yes, one of the engineers has switched it off. A valve is losing oil.
Arne: What did maintenance say?
Steve: The technician said he thinks the valve needs to be replaced. So, are we losing production?
Arne: Yes. As a result, production is down by 15%.

Exercise 3

On the left is a new office chair, the Comodo 20. Like all 0 Beelo chairs, it is made from 0 materials that are totally fire resistant, but last a very long time. 0 tests allow us to give you a 5 year warranty on this superb chair. Great 0 value at only $149.95.

For rapid service telephone FREEPHONE 800800 now!!
Personal Pronouns

**Exercise 1**

Alice: Good morning, Ascis Ltd. How can I help you?
Don: Hello, Alice. Don Peters here. I'm calling from Bangkok.
Alice: Mr Peters, nice to hear you again. How are things?
Don: Oh fine. We're doing very well. Now, I'd like to talk to Lena. Is she in?
Alice: No, she had to go to Luxembourg to talk to our agents. They're having a meeting today. But Paul's here. Do you want to speak to him?
Don: OK, I'll do that. Thank you.

**Exercise 2**

Joe: So, what can I do for you?
Wim: Well, I wonder if you can help me? My company imports DVDs for schools and colleges. I/we would like a catalogue and a price list. Can you let me/us have these?
Joe: Of course. Tell me, where are you from?
Wim: My company is A-Tech nv. We are based in Rotterdam, in the Netherlands.
Joe: Really? We have two agents in Amsterdam. They usually handle our Dutch business. Would you like to contact them?
Wim: Oh yes. That would be fine.
Joe: One is Willy Leer. He's Dutch. The other is Susan Griffin. She's English. I'll give you all the details.

Dear John

I have sent you by email a report on the above employee. He has been unwell for some weeks. He is unable to do his work. We have suggested a transfer to the kitchen. Unfortunately the kitchen staff are not happy. They have referred to Susan Jenkins. She was made redundant 4 weeks ago to reduce costs. We should meet to discuss a solution. Please contact me as soon as possible.

Best regards
Sam

Possessive and Reflexive Pronouns

**Exercise 1**

As you know we did the market research ourselves [R]. I am sending our [PD] report to all managers. Their [PD] comments can be sent to me before our [PD] next meeting. Michael and Maria will study the comments. Their [PD] job will be to produce a new version of the report. The final conclusion will also be theirs [PP]. Alex Jenner may also add something himself [R]. Everyone should feel that his [PD] or her [PD] views have been fully considered. Naturally, all opinions are important, including yours [PP], so do contact me if you need to.

**Exercise 2**

1. Mary works by herself.
2. She keeps a record of all our accounts.
3. Fred and Alex made this prototype. It's their [FS] design and they made it themselves.
4. Anna works here. This is her [Q] office.
5. Can you tell me about yourself [Q].
6. I work for myself. I'm self employed.
7. I own the company. It's mine.

Demonstratives

**Exercise 1**

1. That's [FS] our Finance Department.
2. 'Those [FP] vans are local deliveries.'
3. 'This [NS] is where we take telephone orders.'
4. 'These [NP] goods are ready for despatch.'
5. 'That [FS] order is for a customer in Dubai.'

**Exercise 2**

1. Carla: What are all these people doing here?
2. Carla: This is a nice bar!
3. Waiter: Good evening. This is your table by the window.
4. Carla: This is a difficult decision.
5. Petra: That meal was really good.
6. Carla: Yes, those langoustines were superb.
7. Carla: That was a very pleasant evening.

**Exercise 3**

1. This picture shows our best seller, ZIGGO. This is very popular with children. A few minutes ago I mentioned PIPPO. That is also mainly for children.
2. Last year we agreed new prices. Now we know those prices were too low.
3. In terms of market share, there are five very small players. At least two of those will disappear, either this year or next.

Some and Any

**Exercise 1**

Ben: How was Kuala Lumpur? Any contracts? [Q]
Steve: Excellent. We made some good contacts. [PS]
Ben: Contacts? I said did you get any contracts? [Q]
Steve: No, we didn't get any contracts. [NS] But I'm sure we'll get some soon. [PS]
Ben: I hope so. We've had some good news this week. [PS]

Steve: What was that?

Ben: Our American agent wants some more PX100s. [PS]

Steve: Good. Have they sold any more PX50s?

Ben: Some, but not many. [PS]

Exercise 2

Paula: We haven't launched any new products this year. Last year we had some. Four, in fact. We need some for next year.

Mohammad: I would like to show you some designs.

Paula: Have you any pictures of the new designs?

Mohammad: No, we haven't any yet, but some will be ready next week.

Presenter: Any questions?

Participant: Yes, I've got some. Do you have any plans to build a new production centre?

Exercise 3

A: Have we got any paper for the printer?
B: Some, but not much. We've got some more on order.
A: Good. I've got to print some reports.
B: If they are urgent, take them to the Sales Office. They usually have paper if we haven't any left.
A: The printer wasn't working yesterday!
B: It was fine. There just wasn't any toner left. I put some in. It's fine now.

TASKS 76

Some, Any and Related Words

Exercise 1

A: Is anything wrong? [Q]
B: Yes, there's something wrong with one of our production machines. [PS] No-one knows what the problem is. [NS] We've looked in the User's Manual but we can't find the solution anywhere. [NS]
A: Have you contacted the manufacturers?
B: Yes, they think it's nothing very complicated. [NS] They're sending someone to visit us. [PS] He'll be here soon. He was already somewhere near here. [PS]

Exercise 2

1. Some people prefer small hotels.
2. A number of people prefer small hotels.
3. I knew no-one at the meeting.
4. There was not one person I knew at the meeting.
5. We sell anything you want.
6. We have everything you want.
7. We can send orders anywhere.
8. We can deliver to any place you choose.
9. There's something wrong with the figures.
10. The figures are partly wrong.

Exercise 3

B: Certainly.
A: How much [U] does this car cost to hire?
B: That one is £120 a day.
A: That's quite a lot of [U] money.
B: Well, we have a lot of [C] other cars that cost a little [U] less. How many [C] days do you need a car?
A: Only a few [C]. Three or four.

Exercise 2

We hire mobile phones. We have all types of phones. We keep a lot of phones in stock. Most are hired for just one day. A few of our customers keep them for a month or two. Not many people hire phones for longer than a few weeks.
Exercise 3
1. Few people understand how to program computers.
2. There is little demand for our products.
3. We made a few contacts at the Singapore Trade Fair.
4. There was little criticism in the report.
5. Many people answered our advertisement.
6. No applicant was good enough for the job.

TASKS 79
Quantifiers (3)

Exercise 1
'Each day we process hundreds of orders. Every order comes by email. All orders are entered into our database. Each request is checked with our current stock. Every order is immediately transferred to the warehouse. All orders are despatched within one hour.'

Exercise 2
each customer
each of us
each week
each department

every customer
every of us
every week
every department

Exercise 3
2. I have never had a bad meal in Paris. Every restaurant I've been in has been excellent.
3. We have a lot of good customers in Malaysia. We need to look after all of them very carefully.
4. Last time I went to Dublin I visited several museums. Every one was free.
5. Quality hotels in Hong Kong are expensive. In fact, all accommodation is expensive.
6. The best thing in London is the parks. All British cities have good parks.

TASKS 80
Numerals

Exercise 1
1. d 4. c
2. a 5. b
3. e

Exercise 2
two thousand (and) ten (or twenty ten)
three hundred and twenty-six point five million pounds
eighteen point three two million pounds
four pounds eighteen (pence)
fifteen per cent
four hundred and seven million pounds
twelve
six thousand seven hundred and fifty
nineteen seventy-four
the fifteenth of April two thousand (and) nine (or twenty oh nine)

Exercise 3
I have some figures for sales in two thousand and ten. In the first quarter we sold three hundred and thirty-six units and had a turnover of seven thousand three hundred and two pounds fifty-two pence. This produced a profit of three thousand four hundred and fifty pounds. The second and third quarter performance was better with profit between three thousand eight hundred and ninety-one pounds fifteen, and three thousand seven hundred pounds fifty. In the fourth quarter, the number of units sold was two hundred and fifteen, or about half the previous two quarters. Profit was also down, to one thousand nine hundred and forty-three pounds twenty one pence.

TASKS 81
Time

Exercise 1
A: When's he coming?
B: In the morning.
A: Before 10 o'clock?
B: Probably. We'll show him the factory for an hour or two, then when Julie arrives at 12 o'clock we'll have our meeting.
A: So, during lunchtime?
B: Yes, from about 12 till around 2.30.
A: We must be finished by 3 because we've an appointment with Axis in the afternoon.
B: That's no problem.

Exercise 2
We researched the XR20 for 12 months, then during 2009 it went into production. On 15th January 2010 the product was launched. Since then we have had good sales and we will break even by March 2011. We expect increasing sales for about two years, until sales peak in the year 2013. After that, the sales will decline.

Exercise 3
1. John left the company in 2006.
2. I'm going on holiday in two weeks.
3. During our research, we made three discoveries.
4. Since 2004 we have made a profit.

TASKS 82
Place (1)

Exercise 1
into, in, out of, on, to, at, from

Exercise 2
1. I went to Egypt last week.
2. Our company has built a factory in Argentina.
3. They want to meet us at the trade fair.
4. I sent the price list to Axis Ltd. [✓]
5. There's nothing about the company in the newspaper.
6. We decided to take some money out of our emergency bank account. [✓]
7. They put a lot of money into research.
8. They have taken business from us.
9. The computer is on the desk.

Exercise 3

The finished tablets are sent from the production area to this machine which puts them into small bottles. Labels are put on the bottles which are then packed in boxes. The boxes are transferred to the warehouse. They are taken from the warehouse to the shops.

TASKS 83

Place (2)

Exercise 1

When you arrive, go out of (M) the airport and along (M) the road to (M) the taxis waiting outside. Ask to go to (M) Jasons, on (P) High street. Our offices are between (P) the Post Office and the Magnus foodstore. We're opposite (P) Credit Bank International. Go through (M) the main entrance and into (M) the lift. Go up to (M) the fourth floor. We're just next to (P) the fire exit.

Exercise 2

1. The factory is next to the river. c
2. There is a restaurant in front of our main office. d
3. The hotel is down/up the road from the station. a
4. You can drive through the city in 20 minutes. e
5. The safe is in a cellar below the Managing Director's office. b

Exercise 3 (M)

1. Next to the main entrance/in front of the main office block.
2. Beside the offices and the main office block.
3. Above the reception area.
4. Next to the reception area.
5. Behind the main office block.
6. Beside the production facilities.
7. Next to the reception area.
8. Between the laboratories and the exhibition area/under the offices.

TASKS 84

Like, As, The Same As and Different From

Exercise 1 (M)

1. Like Argentina, Chile has a lot of mountains. [✓]
2. German cars have an image which is very different from the image of Japanese cars. [✓]
3. As everyone knows, America is the world's leading economy. [✓]
4. Food in Japan is the same as food in China. [✗]
5. People who work as Personal Assistants have an easy life. [✗]
6. One fast food store is often the same as any other fast food store. [✓]
7. Life now is no different from 25 years ago. [✗]
8. Italy is very like California. [✗]

Exercise 2

The GX40 looks the same as the GX50. But the engine of the GX50 is different from the engine in the GX40. It is bigger. Like all Taruba cars, the GX models have a seven-year warranty. As you can see, we build for quality. Like you, we don't want any trouble.

Exercise 3

1. As in previous years, we have done well.
2. People say the producers are all the same as each other.
3. In fact, we are different from our competitors.
4. Like them, we are in business.
5. As always, we have a special commitment to quality.
<table>
<thead>
<tr>
<th>Index</th>
</tr>
</thead>
</table>
| **Index**  
*Numbers indicate pages BF = Business File*  

**A**  
- a few, 154, 156  
- a little, 154, 156  
- a lot of, 154, 156  
  (aln), 142  
- abbreviations, BF3  
- ability, 68  
- above, 166  
- across, 166  
- active, 78, 82  
- adjective, 130, 132  
- adjectives, comparison of, 132  
- adverb, 130, 134, 138  
- advising, 74  
- after, 116, 162  
- again, 140  
- ago, 22  
- agreeing, 186  
- all, 154, 156, 158  
- along, 166  
- already, 140  
- although, 116  
- always, 136  
- am, 2  
- American English, BF4 and, 114  
- annually, 136  
- any, 150, 152  
- anybody, 152  
- anyone, 152  
- anything, 152  
- anywhere, 152  
- apostrophe, 128  
- are, 2  
- around, 166  
- article, 142  
- as, 168  
- at, 162, 164  
- at present, 6  
- at the/this moment, 6  
- auxiliary, 76, 86, 92, 106  

**B**  
- be, 2, 4  
- be used to, 94  
- because, 114, 116, 120  
- before, 162  
- behind, 166  
- below, 166  
- beside, 166  
- between, 162, 166  
- British English, BF4  
- but, 114  
- by, 162  

**C**  
- can, 68  
- can’t, 68  
- cardinal number, 160, BF5  
- cause, 120  
- certainty, 70  
- clause, 114  
- command, 112, 114  
- comparative adjective, 132  
- complex sentence, 114  
- conditional, 48, 50, 64  
- conditional I, 48  
- conditional II, 50  
- confirming, 76  
- conjunction, 114  
- could, 68  
- couldn’t, 68  
- countable noun, 122,  
  124, 154, 156, 158  
- countries, BF2  
- currencies, BF2  
- currently, 6  

**D**  
- date, BF5  
- decimal, 160, BF5  
- defining relative clause, 118  
- definite article, 142  
- definite frequency, 136  
- demonstrative, 148  
- determiner, 146, 148, 150  
- did, 26, 62  
- didn’t, 24  
- different, 168  
- do, 62, 92, 106  
- don’t, 20  
- don’t have to, 72  
- don’t/doesn’t, 14  
- down, 166  
- during, 162  

**E**  
- each, 158  
- enough, 138  
- ever, 34  
- every, 14, 136, 158  

**F**  
- few, 154, 156  
- for, 34, 162  
- fraction, 160, BF5  
- frequency, 136  
- frequency, expressions of, 160, BF5  
- from, 164  
- from ... to ..., 162  
- full verb, 86, 92  
- future, 42, 44, 46  

**G**  
- genitive, 128  
- get, 88  
- going to, 44, 46  
- got, 88  

**H**  
- habit, 94  
- had, 38  
- had to, 70  
- has, 30, 32  
- has been, 4  
- has got, 88  
- has/have got to, 70  
- hasn’t/haven’t got to, 72  
- have, 30, 32, 86  
- have been, 4  
- have got, 86, 88  
- have to, 70  
- hourly, 136  
- how, 110, 116  
- how big/small, 110  
- how far, 110  
- how long, 110  
- how much/many, 110  
- how often, 110  

**I**  
- if, 48, 50, 52, 54, 114, 116  
- imperative, 20, 62, 112  
- impersonal language, 82  
- impossibility, 66, 68  
- in, 162, 164  
- in front of, 166  
- inability, 68  
- indefinite article, 142  
- indefinite frequency, 136  
- industries, BF1  
- infinitive, 12, 14, 16, 18, 20, 24, 26, 36, 40, 42, 44, 56, 60, 64, 66, 68, 72, 74, 94, 112, BF6  
- infinitive ...ing, 6, 8, 10, 18, 28, 32, 40, 58, 60, 94, 98  
- infinitive + to, 56, 60  
- infinitive without to, 64, 66, 68, 70, 72, 74  
- intention, 44, 46  
- into, 164, 166  
- intransitive, 78  
- is, 2  
- it is, 84  

**J**  
- jobs, BF1  

**L**  
- last [week/month/year], 22  
- like, 168  
- little, 154, 156  

**M**  
- main clause, 114, 116, 118, 120  
- make, 92  
- many, 154, 156  
- may, 66  
- might, 66  
- mightn’t, 66  
- modal verb, 64, 66, 68, 70, 76, 102, 104, 106  
- monthly, 136  
- most, 154, 156  
- movement, 166  
- much, 154, 156  
- must, 70  
- mustn’t, 72  

**N**  
- necessary, 72  
- needn’t, 72  
- negative [statements], 8, 14, 24, 28, 30, 36, 38, 104, 112  
- negative imperative, 20, 62, 112  
- never, 34, 136  
- next to, 166  
- no, 152, 154, 156  
- non-defining relative clause, 118  
- no-one, 152  
- normally, 136  
- nothing, 152  
- noun, 127, 124  
- noun compound, 126  
- now, 6  
- nowhere, 152  
- number, 160, BF5  
- numeral, 160  

**O**  
- obligation, 70  
- offer, 64  
- often, 136  
- on, 162, 164  
- on top of, 166  
- onto, 166  
- opposite, 166  
- or, 114  
- ordinal number, 160, BF5  
- ought, 74  
- oughtn’t, 74  
- out of, 164, 166  

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<thead>
<tr>
<th>A2–B1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perfect for self-study or classroom use</td>
</tr>
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</tr>
</tbody>
</table>