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</table>
Glossary of grammatical terms

Here is a short explanation of some of the grammatical terms used in this book.

**Adjective**
A word like *large, cold, white, American*, etc. It helps to describe a noun or pronoun.

*I work in a large, modern office. It's nice and spacious.*

**Adverb**
A word like *carefully, quickly, well, sometimes, yesterday, never*, etc. It is normally used to say how or when something happens.

*My father drives slowly. I'll see you tomorrow.*

**Article**
A word that precedes a noun. *A* and *an* are called 'indefinite articles'; *the* is called the 'definite article'.

**Auxiliary verb**
A verb like *be, do,* or *have* which is used with another (main) verb to form tenses, passives, negatives, and questions.

*I am working. She has gone home.*

**Conditional (or conditional clause)**
A clause or sentence constructed with *if, unless,* etc. It is normally used to discuss an event or situation in the future, present, or past, which may or may not be real.

*If you are late, we’ll start the meeting without you.*

*If I were you, I would pay the bill now.*

*If the roads hadn’t been so busy, we would have arrived on time.*

**Continuous form** (see Simple and continuous forms)

**Infinitive**
The infinitive is the basic form of the verb – *to see, to make, to like,* etc. If you look at the list of irregular verbs on pages 188–89 you will see the infinitive form in the first column. For example:

<table>
<thead>
<tr>
<th>Infinitive</th>
<th>Past tense form</th>
<th>Past participle</th>
</tr>
</thead>
<tbody>
<tr>
<td>to go</td>
<td>went</td>
<td>gone</td>
</tr>
</tbody>
</table>

The infinitive is usually introduced with the word *to.*

*I want to leave, but it’s not so easy to do.*

Sometimes we use the 'bare infinitive' – this is the infinitive without the word *to.*

*You must leave now. You shouldn’t stay any longer.*

**-ing form**
When the -ing form of the verb is used as a verb or an adjective, it is called the 'present participle'.

*I saw Peter leaving.*

*He’s a very annoying person.*

The -ing form is also used as a noun (sometimes called a 'gerund').

*Travelling light can help you get through customs quickly.*

**Modal verb**
A word like *can, could, may, might, must, ought, shall, should, will, would.* A modal verb comes before the bare infinitive of another verb, and adds a certain kind of meaning: for example, ability, permission, obligation, probability, or certainty.

*I can speak Japanese, but I can’t write it.*

*The problem might be to do with the computer system.*

*You should think about taking out a business loan.*

(Modal verbs are also called modal auxiliary verbs.)

**Noun**
A word like *computer, accountant, information, Martin, America.* It is the name of an object, concept, place, or person. ‘Concrete nouns’ are things you can see or touch, like *a car, a table,* or *an office.* ‘Abstract nouns’ are things that you cannot see or touch, like *an idea, a decision,* or *an opinion.* Nouns can be countable: *one book,* *two pages,* *three ideas,* *four days,* etc.; or uncountable: *water,* *advice,* *freedom* (you cannot say *two waters,* *an advice,* etc.).

**Object**
The object of a sentence (a noun or noun phrase) usually comes after the verb. In these sentences, *the report* and *a new telephone system* are the objects. They follow the verbs *wrote* and *installed.*

*Peter wrote the report.*

*We installed a new telephone system* last week.

**Participle**
The -ing or -ed forms of verb endings. The -ing form is called the ‘present participle’; the -ed form is called the ‘past participle’.
Passive and active forms
In an active sentence we say what people or things do, so we use active verb forms like went, explain, is developing, will increase. In this sentence, The police is the subject, arrested is the verb and Alain is the object. This is an active sentence.

The police arrested Alain.

In a passive sentence, we say what happens to people or things. The passive is formed by using the verb to be and a past participle. The object of the active sentence (Alain) becomes the subject. The subject of the active sentence (the police) is called the ‘agent’, and is introduced by the word by. This is a passive sentence.

Alain was arrested by the police.

Preposition
A word like to, in, behind, over, through, into, under, etc. Prepositions are used to give information about things like place, time, direction, and manner.

I telephoned our office in London at 7.00 this morning.
Last week we drove through the Alps into Switzerland.

We sent them the documents by fax.

Pronoun
A word like it, me, you, she, they, him, her, etc. which replaces a noun in a sentence, usually because we do not want to repeat the noun.

I bought a new fax machine yesterday; it was very expensive.

Susan’s car has been stolen, and she is very upset about it.

Relative clause
A clause beginning with a word like who, where, which, whose, or that. It is used to identify someone or something, or to give more information about them.

These lenses, which cost only a few pence to produce, cost over $200 to buy.

Stefan Andersson is the consultant that we employed on our last project.

Short forms
The verbs be and have, and the auxiliary do, can be contracted into a shorter form (e.g., I’m, we’ve, don’t, didn’t). These short forms are commonly used in speech and informal writing.

Simple and continuous forms
Tenses have both a simple and a continuous form. The simple form carries a sense of completion, or regularity of action. The continuous form carries a sense of continuity, or incompleteness of action. The continuous form ends in -ing.

Subject
The subject of a sentence (a noun or noun phrase) normally comes before the verb. It is usually the person or thing who does something, or is the main focus of attention. In the following sentences, the subjects are My brother Peter and The sales conference.

My brother Peter works in London.
The sales conference will be held in September.

Tenses
The forms of a verb which help us to know the time of an action or event (past, present, or future). There are many different tenses. Here are two examples:

I work in the centre of Munich. (present simple tense)
I worked in the centre of Munich. (past simple tense)

Some tenses are formed with the main verb and an extra verb such as be or have. These extra verbs are called ‘auxiliary verbs’.

Antoinette is working late this evening. (present continuous tense)
Jan has finished his report. (present perfect tense)

Transitive and intransitive verbs
Some verbs are followed by an object, and some are not. If a verb is normally followed by an object, it is called a ‘transitive verb’. The verb to buy has an object, so in this sentence, bought is the transitive verb, and a car is the object.

I bought a car.

If a verb is not normally followed by an object, it is called an ‘intransitive verb’. The verb to travel does not have an object, so in this sentence, travels is an intransitive verb and there is no object.

She travels frequently in Asia.

Verb
A word like buy, sell, be, seem, think, break, decide, etc. A verb describes an action, a state, or a process. In the following sentences, competed, lies, buy, and sell are the verbs.

Five companies competed for the engineering contract.
La Défense lies to the west of Paris.

We buy and sell shares on the open market.
1 Present simple

Presentation

a Form
The table below shows how to form the present simple tense of the verb to work. All verbs except to be and the modals (see Units 23–6) follow this pattern.

For negatives and questions we use the auxiliary do and the bare infinitive:

<table>
<thead>
<tr>
<th>I work</th>
<th>I do not/don’t work</th>
<th>Do I work?</th>
</tr>
</thead>
<tbody>
<tr>
<td>You work</td>
<td>You do not/don’t work</td>
<td>Do you work?</td>
</tr>
<tr>
<td>He/she/it works</td>
<td>He/she/it does not/doesn’t work</td>
<td>Does he/she/it work?</td>
</tr>
<tr>
<td>We work</td>
<td>We do not/don’t work</td>
<td>Do we work?</td>
</tr>
<tr>
<td>They work</td>
<td>They do not/don’t work</td>
<td>Do they work?</td>
</tr>
</tbody>
</table>

Note: The short forms of the negative are commonly used in speech and informal writing.

Common mistakes:
1. Forgetting to put the -s ending on the he/she/it forms.
   All verbs except modals must end in -s in the third person singular affirmative:
   wrong: * My new laptop work very well.
   right: My new laptop works very well.
2. Adding the -s to the he/she/it forms of negatives and questions.
   We add the -es form to the auxiliary (do), and not to the main verb (work):
   wrong: * I know Karl doesn’t works in Accounts.
   right: I know Karl doesn’t work in Accounts.

b Permanent situations
The present simple is for actions and situations that are generally or permanently true:
IBM is one of the largest computer companies in the world; it manufactures mainframes and PCs, and sells its products all over the world.

Routines and frequency
We use the present simple to talk about routines and things we do regularly:
I usually get to the showroom at about 8.00 and I have a quick look at my emails. The sales reps arrive at about 8.15 and we open at 8.30.

Facts
We use the present simple to talk about scientific or other facts:
Superconductors are materials that conduct electricity and do not create electrical resistance.

Programmes and timetables
We use the present simple to talk about programmes and timetables. When we use the present simple like this, it can refer to the future:
The fast train to London leaves at 7.39 and gets in to Paddington at 8.45. Then you catch the Heathrow Express to the airport – it goes every fifteen minutes.
**Practice**

**EXERCISE 1**

**Form**

Complete the dialogue using the verbs in brackets. See the example.

A: Where **1** do you **come** (come) from?
B: I **2** (come) from Finland.
A: What **3** (you/do)?
B: I'm a software engineer. I **4** (work) for Nokia.
A: And so where **5** (you/live)? In Helsinki?
B: No, well, I **6** (not/live) there permanently. I **7** (spend) the week there but every weekend I **8** (go) back to a small town called Turku – that's where my wife **9** (come) from.
A: **10** (you/travel) to England often?
B: Yes, I **11** (visit) two or three times a year.

**EXERCISE 2**

**Permanent situations – company activities**

Complete the information about the business activities of the Finnish company Nokia, using the verbs in the boxes. See the example.

---

**Nokia Connecting People**

Originally a paper-making business, the Finnish company Nokia is now one of the world's largest mobile telecommunications companies. There are three main divisions — Nokia networks, Nokia Mobile Phones and Nokia Ventures Organization.

**Nokia Mobile phones**

This division designs and **1** manufactures mobile phones for over 130 countries worldwide; its very wide product range **2** the different needs of different customers; the simplest phones **3** customers to make voice calls, but others **4** video capability, Internet access and other advanced features.

**Nokia Networks**

Of course, phones **5** without a network, and this division **6** systems and infrastructure networks of all kinds. Nokia **7** closely with telecom operators and Internet service providers so that they can serve their customers better.

The networks are modular, so they can start small and then develop as the customer base **8**.

**Nokia Ventures Organization**

The Ventures Organization **9** at new business areas and opportunities for the future – even if there **10** to be a natural connection with the rest of the company.

The organization also **11** in new technology businesses and the US-based Innovent team **12** inventors and entrepreneurs to develop their ideas.

---

8 Present simple
Routines and frequency

Complete the dialogue by putting the verbs in brackets into the correct form. See the example.

Brian: I need to speak to Gina about this new publicity brochure. Do you know (you/know) where she is?
Diana: She 2 __________________ (not/work) on Fridays. She gave up her full-time job and now she 3 __________________ (work) part-time.
Brian: Right. When 4 __________________ (she/come) to the office?
Diana: Well, she 5 __________________ (come) in from Monday to Thursday, but she 6 __________________ (not/stay) all day. She usually 7 __________________ (start) at 9.00 and 8 __________________ (go) home at about 2.15.

Scientific facts

Complete the passage using the verbs in the boxes. See the example.

Hydrogen is the simplest and most common element in the universe, and 1 has a very high energy content per gram. As it is so lightweight, rockets and space shuttles 2 __________ hydrogen as a power source. Hydrogen rarely 3 __________ alone as a gas because it is chemically active and usually 4 __________ with other elements to form different compounds.

When an electric current 5 __________ through water, the water 6 __________ up into two gases – hydrogen and oxygen. When hydrogen 7 __________, it 8 __________ back into water.

This process 9 __________ pollution, and this 10 __________ that hydrogen could be a useful fuel for the cars of the future. At the moment, it 11 __________ a lot of electricity to produce hydrogen from water, but some researchers 12 __________ that new production methods will be found.

Programmes and timetables

Complete the dialogue by putting the verbs in brackets into the correct form. See the example.

Laura: Have you got the details of the Easyjet flight? What time 1 __________ it arrive (it/arrive) at Nice?
Claire: It 2 __________ (get) in at 10.05. Now there’s also a later one that 3 __________ (go) from Luton at 19.00 but it 4 __________ (not/get) in until 22.05.
Laura: That’s a bit late. Did you check Eurostar?
Claire: Yes, there’s a train that 5 __________ (leave) Waterloo at 8.27 and that 6 __________ (reach) Lille at 11.29. Then you have to change trains, but there’s no problem because the Nice train 7 __________ (not/leave) until 12.17, so you have 45 minutes. Then it 8 __________ (stop) at a few stations on the way and 9 __________ (arrive) at Nice at 20.06.
Production

TASK 1

Choose a job title from box A and a verb from box B. Describe what people with these jobs do, making any necessary changes to the verbs. See the example.

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel officers</td>
<td>Management consultants</td>
</tr>
<tr>
<td>An architect</td>
<td>A stockbroker</td>
</tr>
<tr>
<td>A journalist</td>
<td>An air steward</td>
</tr>
<tr>
<td>Venture capitalists</td>
<td>Auditors</td>
</tr>
<tr>
<td>invest</td>
<td>advise</td>
</tr>
<tr>
<td>design</td>
<td>look after</td>
</tr>
<tr>
<td>write</td>
<td>arrange</td>
</tr>
<tr>
<td>check</td>
<td>buy and sell</td>
</tr>
</tbody>
</table>

1. An air steward looks after passengers on a plane.
2. ...................................................................................... stocks and shares.
3. ...................................................................................... houses.
4. ...................................................................................... in small, high-risk companies.
5. ...................................................................................... the accounts of a company.
6. ...................................................................................... companies on how they should be run.
7. ...................................................................................... articles for a newspaper.
8. ...................................................................................... interviews.

TASK 2

Look at the information about Nokia on page 8. Write down some similar information about the different divisions and business activities of your company.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

TASK 3

Answer the following questions about your daily routine.

1. How do you get to work in the morning?
2. How long does it take to get to work?
3. What sort of things do you do in the mornings?
4. What do you do for lunch?
5. What do you do in the afternoons?
6. What time do you usually finish?
7. What do you do at the weekends?
Present continuous

**Presentation**

**a  Form**

The present continuous is formed by using the present tense of the auxiliary *be* and the -*ing* form of the verb. For negatives and questions we also use the auxiliary *be* and the -*ing* form of the verb:

<table>
<thead>
<tr>
<th>I am/m working</th>
<th>I am not/m not working</th>
<th>Am I working?</th>
</tr>
</thead>
<tbody>
<tr>
<td>You are/re working</td>
<td>You are not/aren’t working</td>
<td>Are you working?</td>
</tr>
<tr>
<td>He/she/it is/s working</td>
<td>He/she/it is not/isn’t working</td>
<td>Is he/she/it working?</td>
</tr>
<tr>
<td>We are/re working</td>
<td>We are not/aren’t working</td>
<td>Are we working?</td>
</tr>
<tr>
<td>They are/re working</td>
<td>They are not/aren’t working</td>
<td>Are they working?</td>
</tr>
</tbody>
</table>

Note: The short forms of the positive and negative are commonly used in speech and informal writing. An alternative short form of the negative is also sometimes used: you’re not, he/she/it’s not, we’re not, they’re not.

For spelling rules, see Appendix 1, page 187.

**b  Moment of speaking**

The present continuous is used to talk about an activity taking place at the moment of speaking:

*I’m afraid Herr Seifert isn’t available at the moment. He is talking to a customer on the other phone.*

**c  Current projects**

The present continuous is used to talk about actions or activities and current projects that are taking place over a period of time (even if they are not taking place precisely at the moment of speaking):

*Barton’s is one of the largest local construction companies. At the moment we are building a new estate with 200 houses and we are negotiating with the council for the sale of development land in Boxley Wood.*

**d  Temporary situations**

The present continuous is used to indicate that an action or activity is temporary rather than permanent. Compare:

*Janet organizes our conferences and book launches.*

(The present simple is used because this is generally true.)

*Janet is away on maternity leave, so I am organizing the conferences and book launches.*

(The present continuous is used because this is only true for a limited time.)

**e  Slow changes**

The present continuous is used to describe current trends and slow changes that are taking place:

*The latest economic statistics from the European Central Bank show that both unemployment and inflation are falling in the Eurozone countries, and that the economy is growing at an annual rate of 2.6%.*

For information about how the present continuous is used to refer to the future, see Unit 13.
Practice

EXERCISE 1

Moment of speaking

Put the verbs in brackets into the present continuous. See the example.

1 Could I ring you back in a few minutes? I am talking (talk) to someone on the other line.

2 Jamila is upstairs with Alexei and Roy. They have (have) a meeting about the products website.

3 What have (do) you/he/she (do) here? I thought you had gone to the airport.

4 Could you tell Mr Gaspaldi that Miss Lee is here? He is expecting (expect) me.

5 Oh no, the printer not working (not work). I'll call the IT Department.

6 This is a very bad line. Are you calling (you/call) from your mobile?

7 I am (phone) to say that I'll be home late this evening.

EXERCISE 2

Current projects

Read these newspaper extracts about various projects that different companies are currently involved in. Match the extracts in column A with the extracts in column B. See the example.

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. China's Central Semiconductor Manufacturing Corporation is planning a big increase in output.</td>
<td>a. At the moment it is carrying out research into drugs to cure the common cold.</td>
</tr>
<tr>
<td>2. The Hotel Sorrento in Seattle is upgrading its rooms and facilities.</td>
<td>b. It is upgrading its manufacturing plants to produce state-of-the-art silicon.</td>
</tr>
<tr>
<td>3. Biota is a leading Australian biotechnology company.</td>
<td>c. It is planning to introduce the cartoon character to children's TV shows in the US.</td>
</tr>
<tr>
<td>4. Microsoft is anticipating a downturn in PC sales.</td>
<td>d. It is selling songs on-line through MusicNet and Pressplay.</td>
</tr>
<tr>
<td>5. Airbus is confident about the long-term future of the airline industry.</td>
<td>e. It is developing a new double-decker jumbo jet which will come into production in a few years.</td>
</tr>
<tr>
<td>6. EMI is looking at new ways of distributing music.</td>
<td>f. It is converting its 154 rooms into 76 luxury suites for business travellers, each equipped with fax machines and data ports.</td>
</tr>
<tr>
<td>7. Bloomsbury publishes fiction and reference books.</td>
<td>g. It is currently nearing completion of a new dictionary project.</td>
</tr>
<tr>
<td>8. HIT Entertainment has bought the rights to Pingu.</td>
<td>h. It is developing new games consoles and other products for the home to compensate for this decline.</td>
</tr>
</tbody>
</table>
EXERCISE 3

Temporary situations
Two colleagues meet in Paris. Read the dialogue and put the verbs into the present continuous. See the example.

Pierre: Hello, Jason. What are you doing over here?
Jason: Hello, Pierre. I’m just here for a few days. I’m attending the conference at the Pompidou Centre.

Pierre: Where are you staying?
Jason: At the Charles V.

Pierre: Very nice. And how’s business?
Jason: Not that good. The recession is affecting us. People are not spending very much and we are not getting many new orders, but it could be worse. How about you?

Pierre: It’s much the same over here. Companies just are not buying new equipment, so our Training Division is not doing very well. Still, our Financial Services Division is managing to get some new customers, because there are still plenty of people who are looking for good financial advice.

EXERCISE 4

Slow changes
Read the following passages about changes that are taking place in the travel industry. Fill in the blanks with the verbs in the boxes, using the present continuous. See the example.

Many major airlines are beginning to realize that the lucrative business class market is starting to decline. This is partly because some of the low-cost airlines are transforming an increasing share of the market, and partly because companies are cutting down on travel costs.

There is, however, another factor that is begining to change the market even more radically – video-conferencing. The technology is improving so fast that video-conference meetings are starting to feel almost as real as face-to-face contacts. As a result, more and more executives are beginning international meetings in high tech video-conferencing studios and are not taking them at all.
Production

TASK 1

Continue these sentences using a verb in the present continuous. See the example.
1. I'm afraid the MD is busy. He's having a meeting with the auditors.
2. Could you call the maintenance people? ...................................................................................
3. The meeting room isn't free. ...................................................................................
4. I've just seen Jane in the cafeteria. ...................................................................................
5. Shh! Listen! ...................................................................................

TASK 2

Answer these questions about yourself and your company's current projects. See the example.

1. What new product or service is your company currently working on?
   We're developing a new vaccine for the common cold.
2. What are you doing at work these days?
3. What training courses are you doing?
4. What examinations or professional qualifications are you studying for?
5. What other aims and objectives are you trying to achieve outside work?

TASK 3

Write short paragraphs about some temporary problems. Explain what the cause is. See the example.

A problem with the underground: At the moment they're repairing the escalator at Sloane Square, and the station is shut, so I'm having to get off at the station before and walk. Still, it should be better next week.

A problem with public transport:

A problem at work:

A problem in the news:

TASK 4

Write about changes currently taking place with the car market, using the prompts. See the example.

1. size
   On the whole, cars are getting smaller.
2. safety
   Nowadays ................................................................................................................
3. efficiency
   ....................................................................................................................................
4. reliability
   ....................................................................................................................................
5. electric cars
   ....................................................................................................................................
6. pollution
   ....................................................................................................................................
Present simple vs present continuous

Presentation

The following are examples comparing the present simple and present continuous:

a Routine vs moment of speaking
1 Henry works for PDQ, a business delivery company. Every day he collects and delivers packages for local companies.
2 The man in the post room is packing some parcels. Henry is waiting in reception.
In 1, we are talking about something that Henry does as a routine.
In 2, we are talking about something that they are doing at the moment of speaking.

b General activities vs current projects
1 I work for a firm of recruitment consultants. We design psychometric tests.
2 At the moment we’re working on new tests for the personnel department of a large oil company.
In 1, we are talking about a general activity.
In 2, we are talking about a specific current project.

c Permanent vs temporary situations
1 Peter deals with enquiries about our car fleet sales.
2 I am dealing with enquiries about fleet sales while Peter is away on holiday.
In 1, this is permanently true.
In 2, this is a temporary situation.

d Facts vs slow changes
1 As a rule, cheap imports lead to greater competition.
2 Cheap imports are leading to the closure of a number of inefficient factories.
In 1, we are making a statement about a general fact that is always true.
In 2, we are talking about a change that is taking place at the moment.

e Stative verbs
There are a number of verbs which describe states rather than actions. They are not normally used in the continuous form. Common examples are:

<table>
<thead>
<tr>
<th>Verbs of thinking:</th>
<th>believe, doubt, guess, imagine, know, realize, suppose, understand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Verbs of the senses:</td>
<td>hear, smell, sound, taste, see</td>
</tr>
<tr>
<td>Verbs of possession:</td>
<td>belong to, have (meaning: possess), own, possess</td>
</tr>
<tr>
<td>Verbs of emotion:</td>
<td>dislike, hate, like, love, prefer, regret, want, wish</td>
</tr>
<tr>
<td>Verbs of appearance:</td>
<td>appear, seem</td>
</tr>
<tr>
<td>Others:</td>
<td>contain, depend on, include, involve, mean, measure, weigh, weigh</td>
</tr>
</tbody>
</table>

These are usually found in the simple form because they do not refer to actions:
I'm sorry, I don't understand what you mean.
We do not say: * I'm not understanding what you mean.
**Routine vs moment of speaking**

Decide if the speaker is talking about routine activities or activities going on at the moment of speaking. Put the verbs into the present simple or the present continuous. See the example.

**An interview with Bill Cogges in the dairy business**

**Interviewer:** Do you usually organize (you/usually organize) the delivery of milk to the factory? (the farmers/bring) it here themselves?

**Bill:** No, (we/always collect) the milk ourselves, and the tankers (deliver) it to the pasteurization plant twice a day.

**Interviewer:** What sort of quality control procedures (you/have)?

**Bill:** As a rule we (test) samples of every consignment, and then the milk (pass) down insulated pipes to the bottling plant, which (operate) 24 hours a day. I'll show you round a bit later, but the production line (not work) at the moment because the employees (change) shifts.

**General activities vs current projects**

Decide whether the verbs refer to general activities or current projects. Put the verbs into the present simple or present continuous. See the example.

We set up the company in 2002 with a grant from the local government. We provide (provide) IT backup and support for a number of small and medium-sized businesses in the area. We also (design) web sites for local companies, and we (look) after them by doing regular maintenance, and so on. When we (get) a new customer, we always (spend) a long time talking to them to find out their needs. At the moment we (set up) a website for a large local travel agency, and in fact our chief programmer is in charge of that project. She (have) discussions with them to find out what sort of features they (require).
### EXERCISE 3

#### Permanent vs temporary situations

In the following exercise, decide whether these situations are permanent or temporary. Put the verbs into the present simple or present continuous. See the example.

1. He joined the company 25 years ago and he still works for us.
2. We _______________ (not/send) out any orders this week because we’re waiting for the new lists.
3. I _______________ (deal) with Mr Matsumi’s clients this week because he’s away.
4. Go down this road, turn right, and the road _______________ (lead) straight to the industrial estate.
5. Because of the Euro/Dollar exchange rate, EU exports _______________ (not/do) very well at the moment.
6. The stock market is risky because the price of shares _______________ (vary) according to economic conditions.
7. I _______________ (learn) French because I’m going to be based in the Paris office next year.
8. Hello. I’m Heinrich Brandt, I’m German, and I _______________ (come) from a small town near Munich.

---

### EXERCISE 4

#### Facts vs slow changes

In the following newspaper article, decide whether the verbs refer to general statements about change, or to changes that are currently taking place. Put the verbs into the present simple or present continuous. See the example.

Governments cannot last for ever. Normally political parties enjoy a period of great popularity in their early years, then they _______________ (go) through a period of stability and _______________ (put) their ideas into practice. After that, they _______________ (run) out of ideas, and the opposition _______________ (take) power. Now it _______________ (seem) that the present government _______________ (begin) to run into difficulties, and people _______________ (start) to criticize the Prime Minister. The newspapers _______________ (attack) other ministers because of the state of schools, public transport and hospitals, and the government _______________ (lose) popularity.

---

### EXERCISE 5

#### Stative verbs

In each of the following sentences, put one of the verbs into the present simple and the other into the present continuous. See the example.

1. We are interviewing people from outside the company for the new post in the export department, but I think we ought to give the job to Mr Janousek.
2. At the moment we _______________ (carry) out a survey to find out what sort of after-sales service our customers _______________ (want).
3. We’ve got a competition on at work to find a name for our new range of cosmetics. The marketing people _______________ (try) to find a brand name that _______________ (sound) natural and sophisticated.
4. _______________ (you/know) what Mrs Ericson _______________ (do)? She’s not in her office and nobody has seen her since lunch.
5. Could you help me? I _______________ (try) to translate this letter from a Spanish client and I don’t know what this word _______________ (mean).
6. I _______________ (apply) for a transfer to our London office, but I don’t know if I’ll be successful. It all _______________ (depend) on whether or not they have any vacancies.
7. Their new ‘own brand’ instant coffee _______________ (taste) very good, so it isn’t surprising that it _______________ (become) more and more popular.

---

**Present simple vs present continuous**
Write sentences using the following prompts. The first verb should be in the present simple, and the second verb in the present continuous. See the example.

1. come from / but / live
   I come from Austria, but at the moment I'm living in Switzerland.

2. speak / and / learn

3. normally / like my work / but / not enjoy

4. want to be a consultant / so / do an MBA

5. work from 9 to 5 / but / stay late

6. travel a lot / and / visit Australia

7. have several subsidiaries in Europe / and / set up another one in Brussels

8. normally / export a lot to Greece / but / not get many orders

Write questions to go with the answers. Use either the present simple or present continuous. See the example.

1. Where do you come from?
   I come from a little town called Zug, near Zurich.

2. ........................................................................................................................................................

3. I'm writing to Markson's to ask for an up-to-date catalogue.

4. ........................................................................................................................................................

5. I think he's a consultant.

6. ........................................................................................................................................................

7. I usually cycle in, but sometimes I bring the car.

8. ........................................................................................................................................................

9. Our Sales Director goes abroad about three or four times a year.

10. ......................................................................................................................................................

11. No, not at all well. In fact, the factory is doing a three-day week.

12. ........................................................................................................................................................

13. Yes, very well. We met in 1980.

14. ........................................................................................................................................................

15. No, not at the moment. But we'll start taking on new staff again in May.
Past simple

Presentation

**Form**
The past simple (positive) is formed by using the past tense form. Regular verbs add -d or -ed to the bare infinitive to form the past tense. For negatives and questions we use the auxiliary did and the bare infinitive:

<table>
<thead>
<tr>
<th>I worked</th>
<th>I did not/didn't work</th>
<th>Did I work?</th>
</tr>
</thead>
<tbody>
<tr>
<td>You worked</td>
<td>You did not/didn't work</td>
<td>Did you work?</td>
</tr>
<tr>
<td>He/she/it worked</td>
<td>He/she/it did not/didn't work</td>
<td>Did he/she/it work?</td>
</tr>
<tr>
<td>We worked</td>
<td>We did not/didn't work</td>
<td>Did we work?</td>
</tr>
<tr>
<td>They worked</td>
<td>They did not/didn't work</td>
<td>Did they work?</td>
</tr>
</tbody>
</table>

Note: The short form of the negative is commonly used in speech and informal writing.

Common mistakes:
Using the past tense form in negatives and in questions.
Wrong: *Did you checked the figures? No, I didn't checked them.*
Right: *Did you check the figures? No, I didn't check them.*

The verb to be follows a different pattern: I/he/she/it was and you/we/they were.

**Irregular verbs**
Some verbs do not add -ed to the bare infinitive to form the past simple, but change in other ways. Look at the example of the verb to go:

<table>
<thead>
<tr>
<th>I went</th>
<th>I didn’t go</th>
<th>Did I go?</th>
</tr>
</thead>
<tbody>
<tr>
<td>You went</td>
<td>You didn’t go</td>
<td>Did you go?</td>
</tr>
<tr>
<td>He/she/it went</td>
<td>He/she/it didn’t go</td>
<td>Did he/she/it go?</td>
</tr>
<tr>
<td>We went</td>
<td>We didn’t go</td>
<td>Did we go?</td>
</tr>
<tr>
<td>They went</td>
<td>They didn’t go</td>
<td>Did they go?</td>
</tr>
</tbody>
</table>

There is a list of other common irregular verbs in Appendix 2, page 188.

**Completed actions**
The past simple is used to talk about completed actions in the past:
Baring’s, the oldest merchant bank in England, collapsed in 1995 when a rogue trader in the Singapore branch lost £800 million on currency deals. Later that year, the Dutch group ING bought the entire bank for the sum of £1.

**Time expressions with prepositions**
As in the example above, the past simple is often used with past time expressions:
*at* 6 o'clock/1.15/the end of the year/Christmas
*on* Tuesday/15th May/the 21st/New Year's Day
*in* January/1987/the 1980s/summer

no preposition: yesterday/yesterday morning/last Monday/next April/a few days ago/the day before yesterday/when I was young
EXERCISE 1

Form

Use the verbs in the box to complete the sentences. Some of the sentences are positive statements, some are negative, and some are questions. See the example.

accept complain hire place
realize study visit

1 Oh, I'm sorry to disturb you. I didn't realize you had a visitor.
2 ........................................ you ........................................ economics when you were at university?
3 She ........................................ the job because the salary was too low.
4 Last week a number of customers ........................................ about slow service.
5 ........................................ you ........................................ the Acropolis when you were in Greece?
6 I am writing with reference to the order I ........................................ with you last week.
7 At last year's launch party, who ........................................ you ........................................ to do the catering?

EXERCISE 2

Irregular verbs

A Write in the missing form of each of the irregular verbs below. Each verb can be used with the expressions on the right.

<table>
<thead>
<tr>
<th>bare infinitive</th>
<th>past tense</th>
<th>expressions</th>
</tr>
</thead>
<tbody>
<tr>
<td>run</td>
<td>ran</td>
<td>... a business, ... out of something, ... up a bill</td>
</tr>
<tr>
<td>do</td>
<td>1 ___________</td>
<td>... a job well, ... your best, ... business (with)</td>
</tr>
<tr>
<td>make</td>
<td>2 ___________</td>
<td>... a profit, ... a mistake, ... a complaint</td>
</tr>
<tr>
<td>write</td>
<td>went</td>
<td>... abroad, ... out for a meal, ... bankrupt</td>
</tr>
<tr>
<td>3 ___________</td>
<td>4 ___________</td>
<td>... a letter, ... a report, ... out a cheque</td>
</tr>
<tr>
<td>5 ___________</td>
<td>had</td>
<td>... lunch, ... a meeting, ... problems</td>
</tr>
<tr>
<td>pay</td>
<td>6 ___________</td>
<td>... by credit card, ... cash, ... in advance</td>
</tr>
<tr>
<td>7 ___________</td>
<td>sold</td>
<td>... something at a profit, ... at a loss, ... out</td>
</tr>
</tbody>
</table>

B Choose a past tense form and one of the expressions above to complete the following sentences. See the example.

1 He made some calls from his hotel room and ran up a large phone bill.
2 We ........................................ with that company a few years ago, but then we stopped dealing with them.
3 After losing billions of dollars for years, Amazon.com finally ........................................ in the last quarter of 2001.
4 He couldn't find a suitable job in his own country, so he ........................................ to look for work.
5 When the consultants had finished their study they ........................................ for the directors, giving a list of recommendations.
6 The engineers ........................................ with the gearbox, so they made some modifications to it.
7 They didn't want cash or a cheque, so I ........................................ .
8 The product was very popular. We ........................................ on the first day and ordered more stock.
Completed actions

Complete the following passage by putting the verbs into the past simple. See the example.

**T H E  E S T E E  L A U D E R  S T O R Y**

Estée Lauder was born Ester Mentzer in New York in 1908.

Her parents were both immigrants, and she got her first experience of business by helping her father Max in his hardware shop.

But it was her uncle, John Schotz, who introduced Ester to the world of cosmetics. He was a chemist and set up a small laboratory behind the family home where he made face creams. Ester sold these creams door-to-door, at parties, clubs and lunches and carried on developing her business during the depression of the 1920s and 1930s. She married Joseph Lauter on January 15, 1930, and they had their first child, Leonard, in March 1933.

At the end of World War II, she founded the company Estée Lauder Inc. and her big break came in 1948, when the famous department store Saks in Fifth Avenue New York gave her some counter space. She developed a whole new style of selling, with in-store demonstrations and free samples, and new outlets soon opened. As her company grew, Estée kept a close eye on the business, went to every new store and often trained the salesgirls herself. Over the next few decades, the company brought out a huge range of perfumes, make-up and toiletries. By the time her son Leonard took over as CEO in 1982, the company was one of the biggest cosmetics companies in the world - and even today, it still accounts for almost 50% of cosmetics sales in American department stores.

---

**EXERCISE 3**

**Completed actions**

Complete the following passage by putting the verbs into the past simple. See the example.

**EXERCISE 4**

**Time expressions with prepositions**

Make questions from the prompts and complete each answer by using in, on, or at. See the example.

1. When/Estée Lauder/born? When was Estée Lauder born?
   She was born in 1908.

2. When/she/marry Joseph Lauter?
   She married him on January 15, 1930.

3. When/they/have/first child?
   They had their first child in March 1933.

4. When/she/set up/company?
   She set up the company at the end of World War II.

5. When/she/get/first big break?
   She got her first big break in 1948.

6. When/Leonard/take over/CEO?
   He took over as CEO in 1982.
In 2001, a small shoe company lost a great deal of money. Then a group of younger managers took the company over and made it profitable. Say what they did, using the past tense. See the example.

1. There were three very old directors on the board.
   They made the directors redundant.
2. Their offices were too small.
3. The factory where they made shoes used very old machinery.
4. The workers in the factory disliked their working conditions.
5. The company had two loss-making subsidiaries.
6. The company only had two salesmen.
7. All the company’s customers came from the local area.
8. The company’s products were very old-fashioned.
9. The company had no presence on the Internet.
10. The Accounts Department did all the book-keeping by hand.

Write a short paragraph about your career history, giving the dates where possible. See the example.

Dominique Mallarmé went to the Ecole Polytechnique in Paris, where she studied mathematics. She graduated in 1999 and then worked as a trainee at the European Space Agency. In 2001 she moved to Aerospatiale, where she worked with a team designing propulsion systems for the Ariane rocket.
The present perfect tense is formed by using the present tense of the auxiliary *have* and the past participle. For negatives and questions we also use the present tense of the auxiliary *have* and the past participle:

<table>
<thead>
<tr>
<th>I have/’ve taken</th>
<th>I have not/haven’t taken</th>
<th>Have I taken?</th>
</tr>
</thead>
<tbody>
<tr>
<td>You have/’ve taken</td>
<td>You have not/haven’t taken</td>
<td>Have you taken?</td>
</tr>
<tr>
<td>He/she/it has/’s taken</td>
<td>He/she/it has not/hasn’t taken</td>
<td>Has he/she/it taken?</td>
</tr>
<tr>
<td>We have/’ve taken</td>
<td>We have not/haven’t taken</td>
<td>Have we taken?</td>
</tr>
<tr>
<td>They have/’ve taken</td>
<td>They have not/haven’t taken</td>
<td>Have they taken?</td>
</tr>
</tbody>
</table>

The past participles of regular verbs end in *-d or -ed*, and have the same form as the past simple. For a list of irregular verbs, see Appendix 2, page 188.

**Note:** The short forms of the positive and negative are commonly used in speech and informal writing.

### Present result of the past

The present perfect often links a present situation with something that happened at an unspecified time in the past. Therefore we do not use specific time expressions such as *yesterday, last week, in 1998, two days ago,* etc.:

- *I have given* your report to the MD.  
  (Past action: *I gave* her your report *yesterday.* Present result: *She has* the report *now.*)
- *I have sent* them the samples they wanted.  
  (Past action: *I sent* the samples *this morning.* Present result: *They are* in the post *now.*)

### Specific and non-specific time

If we say when something happened, we use the past simple, not the present perfect:

**Wrong:** *I have spoken* to her yesterday.  
**Right:** *I spoke* to her yesterday.

Similarly, with expressions such as *on Monday, in 1987, at 3.30,* etc. (see Unit 4), or with questions beginning *When ...?* and *How long ago ...?*, we use the past simple and not the present perfect.

### Just

The present perfect is often used with the word *just* to talk about very recent news or actions that have taken place very recently. Again, the exact time is not mentioned:

*I’m sorry, Mrs Smith is not here. She has just left.*

### Been and gone

Notice the difference between *has been* and *has gone*:

*I’m afraid Mr Smith is not here at the moment. He has gone* to a meeting in London.  
(He is still at the meeting.)

*Amanda has been* to the travel agent. *She has your tickets for Hong Kong.*  
(She went to the travel agent and has returned.)
**EXERCISE 1**

Complete the following sentences by putting the irregular verbs into the present perfect. See the example.

1. I'm going to send them a reminder. They **haven't paid** (not pay) us for their last order.
2. Some of these tech shares **have fallen** (fall) by over 80%, and they still look very risky.
3. **Have you written** (you/write) to them about that shipment, or do you want me to phone them?
4. We **have spent** (spend) a lot on modernizing the factory, and it is now very well equipped.
5. Unemployment is very high here because all of the coal mines **have closed** (shut) down.
6. The lawyers **have drawn** (draw) up the contracts, so we are now ready to go ahead with the deal.
7. I **haven't spoken** (not speak) to the MD about your proposal, but I will soon.
8. **Have you found** (you/find) a suitable replacement for Ivan Sloboda, or is the post still vacant?
9. Carmen **has just got** (just/get) back from lunch. Why don't you call her now?
10. Peter, **have you met** (you/meet) Alistair MacFarlane? He's our new Finance Director.

**EXERCISE 2**

Look at the notes below the pictures. Write sentences in the present perfect which link the past events with the present results. See the example.

**Past event**

1. ![Plane](image1.png)
2. ![Foreign Exchange](image2.png)
3. ![Office](image3.png)
4. ![Letter](image4.png)

**Present result**

1. He has missed the flight.
2. Euro has fallen against Dollar.
3. They have redecorated the office.
4. We have re-located to Korea.

**Present perfect (1)**
Specific and non-specific time

Complete the following newspaper extracts with the correct form of the verb in brackets. Then say when these actions took place. If you do not have the information, write no information. See the examples.

Virgin Mobile 1 said (say) yesterday that it was in talks with 3G license holders in Hong Kong about a possible joint venture. The company 2 has grown (grow) rapidly and now has over 1.5 million customers, making it the UK's fifth largest mobile phone service.

Toys R Us 3 announce (announce) a programme of cutbacks last week, when it 4 give (gave) details of the 64 stores that are going to close with the loss of 1,900 jobs. The shares are currently trading slightly higher. Most analysts 5 welcome (welcomed) the news, particularly as the company 6 state (stated) that it is confident of reaching its targets in spite of 'difficult trading conditions.'

EGYPT yesterday 7 carry out (carry) a limited devaluation of the Egyptian pound as a way of reassuring international lenders who are concerned about the state of the economy. The country 8 suffer (suffered) a great deal from the loss of revenue from tourism, and the unofficial rate for the Egyptian pound 9 fall (fell) to below E£5 to the dollar. Egypt is looking for about $2bn in support, and the US 10 agree (already agreed) to speed up the annual payment of aid.

Just – recent actions

Complete the sentences with one of the verbs in the box, using just and the present perfect. See the example.

announce arrive buy give
leave read speak

1 I'm afraid Ms Japtha isn't here. She has just left.
2 A: There's an article in the paper about BMW.
   B: Yes, I know. I read it.
3 He's feeling very pleased. They gave him a pay rise.
4 I have just arrived a new car. Would you like to come and have a look at it?
5 A parcel for you has just arrived in reception. Shall I send it up to you?
6 The company has just told the MD about your proposals, and he wants to discuss them.
7 The company has just announced it is going to close the Glasgow factory next month.

Been and gone

Fill in the blanks with have/has been or have/has gone. See the example.

1 I'm afraid Mr Davis has gone to Bali and won't be back for two weeks.
2 Jane will know a good place to stay in New York. She has just arrived.
3 I have just left the printers to collect the brochures. They're in my car.
4 Mr Lund has just left to Oslo. Would you like the phone number of his hotel?
5 I don't know where their new offices are. I have just not been there.
Complete these sentences. Use a verb in the present perfect to explain why the present situation has occurred. See the example.

1. Our sales are improving because ...
   we have introduced some new product lines.
2. Our agent wants the brochures delivered urgently because ...
3. Maria is off work for three months because ...
4. We are having a very successful year because ...
5. At the moment the government is very unpopular because ...
6. This year's coffee crop in Colombia will be very small because ...
7. I think it would be a good time to buy shares now because ...

Write short paragraphs about the changes that have taken place. See the example.

1. The new supermarket is attracting a lot of new customers.
   The new managers have refurbished the building completely and they have put in a new delicatessen section. They have improved their range of fresh foods and have added a cafeteria.
2. The office isn't the same as it was when you were here.
3. The company has spent a great deal on new technology.

Complete or continue these sentences using the present perfect. See the example.

1. Indira's definitely here today. I've just spoken to her on the phone.
2. He isn't coming in to work today.
3. Yes, the report is ready.
4. Boeing's financial future now looks very secure.
5. Why don't we have lunch in that new restaurant that...
6. I think she must be out.
7. No, I won't have a coffee, thank you.
Present perfect (2): ever, never, already, yet

Presentation

a Ever and never + present perfect or past simple
The present perfect is often used with the words ever and never to talk about general life experience:

Have you ever worked abroad? (i.e., In all your life up to now?)
I have never been to South America. (i.e., Not in all my life up to now.)

The present perfect with ever is often followed by the past simple. We use the past simple to give more information about a completed action, when referring to a specific time or context:
Have you ever been to Hong Kong?
Yes, I have. I worked there when I was with Coopers and Lybrand.

b Already and yet
The present perfect is often used with already and yet:

They are getting on well with the new building. They have already modernized the warehouse, but they haven't decorated the reception area yet.

Already is used in positive sentences. It often indicates that something has taken place slightly earlier than expected. Notice its position in the sentence (between the auxiliary and the verb):

She has already shown me the figures. (not: *She has shown me already ...)

Yet is used in questions and negatives. It shows that we expect that an action will take place if it has not happened up to now. Notice the position of yet, and not yet:

Wrong:  *Have you talked yet to Peter?
Right:  Have you talked to Peter yet?
Wrong:  *I haven't talked yet to him.
Right:  I haven't talked to him yet.

c Finished and unfinished periods of time
The present perfect is often used with words or phrases indicating periods of time that have not finished yet. Common examples are: today, this morning, this month, this year, so far, to date, over the last few weeks, up to now, recently, etc.:

This month we have received a lot of complaints about late deliveries.
(The month has not finished, and there may be more complaints.)

If we are speaking after one of these time periods, we use the past simple because we are referring to a period of time that has finished. Compare:

Have you seen John this morning?
(It is now 11.15 in the morning; the morning has not finished.)
Did you see John this morning?
(It is now 2.30 in the afternoon; the morning has finished.)
Practice

**EXERCISE 1**

*Ever and never + present perfect*

Delegates at an international sales conference in Tokyo are getting to know each other. Write questions using the prompts. See the example.

1. **you/ever/be/one of these conferences?**
   - Have you ever been to one of these conferences?

2. **you/ever/be/Japan before?**

3. **you/ever/learn a foreign language?**

4. **you/ever/organize a conference like this?**

5. **you/ever/work for a Japanese company?**

6. **you/ever/eat/sushi?**

**EXERCISE 2**

*Ever + present perfect and past simple*

Read the following dialogues. Put the verbs into the present perfect or the past simple. See the example.

1. **A:** Have you ever been (you/ever/be) to Kyoto?
   **B:** Yes, I have. I went (go) there last year.
   **A:** How long did you stay (you/stay)?
   **B:** I was (be) only there for a couple of days for a meeting.

2. **A:** ....(you/ever/be) to Europe?
   **B:** Yes, I have. We ......................................(have) a skiing holiday in the Alps last year.
   **A:** Which resort .....................................(you/go) to?
   **B:** We ......................................(go) to Wengen.

3. **A:** ....(you/ever/be) to one of Karl Mason's seminars?
   **B:** Yes, I have. I .....................................(go) to one a couple of months ago.
   **A:** What .....................................(it/be) like ?
   **B:** I .....................................(think) it ........................................(be) very interesting.

4. **A** .....................................(you/ever/visit) the Frankfurt office?
   **B:** No, I .....................................(never/visit) Germany, but I ........................................ (be) to France.
   **A:** Really. When .....................................(you/do) that?
   **B:** I .....................................(give) some talks there a couple of years ago.
**EXERCISE 3**

*Already and yet*

Complete the dialogue by putting the verbs into the present perfect. See the example.

A: Good afternoon, Mr Heinriksen here. How are you getting on with the car I brought in this morning?  
B: Nearly. We 2.................................. (already/do) most of the work on it. We 3.................................. (not/find any major problems/yet), but we 4.................................. (already/fix) the things you mentioned.  
A: 5.................................. (you/check) the headlights? I think they need adjusting.  
B: Yes, we 6.................................. (already/alter) them. The only other thing is that you need two new tyres, but I 7.................................. (not/order them/yet), because they're €140 each.  
A: That's fine, go ahead with that. Do you know what the bill will be?  
B: No, I 8.................................. (not/work it out/yet), but it'll be about €380. Are you coming to get the car now?  
A: No, I 9.................................. (not/finish work/yet). I'll be there in about an hour.

**EXERCISE 4**

*Unfinished periods of time*

Read this passage about the performance of a manufacturer of DVDs and digital TVs. Fill in the blanks with the verbs in the box, using the present perfect. See the example.

<table>
<thead>
<tr>
<th>be</th>
<th>go</th>
<th>grow</th>
<th>have</th>
</tr>
</thead>
<tbody>
<tr>
<td>manage</td>
<td>already/reach</td>
<td>open</td>
<td></td>
</tr>
</tbody>
</table>

**EXERCISE 5**

*Finished and unfinished periods of time*

Match each of the sentences from column A with a suitable context from column B.

A
1 I hope you enjoyed the launch party.
2 I hope you have enjoyed the launch party.
3 Has the post come this morning?
4 Did the post come this morning?
5 Has Max rung this week?
6 Did Max ring this week?
7 Has Mary finished that report?
8 Did Mary finish that report?

B
a Mary has gone home. It is 6.00 p.m.
b The launch party is about to finish.
c Max rings on Monday or Tuesday. It’s Friday at 6.00 p.m.
d Mary is still at the office. It is 2.30.
e It is 10.00 in the morning.
f Max rings on Monday or Tuesday. It’s Tuesday.
g It is 3.00 in the afternoon.
h The launch party was last week.
Production

TASK 1
Complete these sentences using never and the present perfect. See the example.

1 I'm feeling rather nervous.
   I have never given a presentation to so many people.

2 I don't like taking unnecessary risks with money, so ...

3 but I would like to go there for a holiday one day.

4 What are Nigel Seymour's books on management like?
   I don't know.

5 I can definitely recommend Hewlett Packard printers. I've had one for years, and ...

6 Their record of industrial relations is excellent.

TASK 2
Write a short paragraph saying what you have already done and what you haven't done yet. See the example.

1 The new model is almost ready for production.
   We have done a lot of research and we have finalized the design. We have solved the problems we had with the prototype and we have already set up a production unit in Cambridge. We haven't decided who will lead the project yet, but we are interviewing three possible candidates.

2 I am nearly ready to start my own business.

TASK 3
Complete the sentences, using the present perfect to make it clear that the periods of time have not finished yet. See the example.

1 I must get a new alarm clock. I have been late three times this week.

2 Our new website is getting a lot of hits. So far this month ...

3 The clothing company fizz.com is cutting its workforce dramatically. So far this year ...

4 I think they must have put the wrong phone number on the advertisement because up to now we ...
Present perfect (3): for and since

Presentation

4 Stative verbs + for and since
The present perfect is often used with for and since and stative verbs (see Unit 3e) to talk about things that began in the past and have continued up to now:

I have known about the takeover bid for several weeks. (And I know now.)
She has owned shares in GM since she started work there. (She owns them now.)

5 For or since?
We use for to talk about the duration of periods of time and since to talk about when a period started. Look at the time line and the examples:

for ten minutes/five days/three months/two years/a long time/ages/etc.
since 10.15/Monday/the 18th/last week/June/1989/I left school/etc.

I have been with this company for six years.
I have been in advertising since the beginning of 2001.

6 How long ...?, for and since
To ask questions about periods of time up to the present, we can use How long ...? + the present perfect:

How long have you been in England? I have been here since August/for six months.

Common mistakes:
We do not use the present simple tense with for and since to talk about something that began in the past and has gone on up to the present:
wrong: *I am here since December.
right: I have been here since December.

7 Negatives
We can use the present perfect negative to talk about the amount of time that has passed between now and the last time something happened:

We haven't had any large orders from them for several months.
I'm not sure if his trip is going well. I haven't heard from him since Monday.

8 Completed actions over a period of time
If we talk about a completed action, (particularly if we give details about how much, how many, etc), we can use the present perfect and since (but not for). We can also use other phrases of duration such as to date, recently, over the past five years, etc. The action itself is finished, but the period of time extends right up to the present:

We have opened six new branches since July. (From July until now.)
**Practice**

**EXERCISE 1**

*For and since with stative verbs*

Some of these sentences are right and some are not. Put a tick [✓] next to the ones that are right, and correct the ones that are wrong. See the example.

1. I am here since last week. I have been here ...

2. I’ve had the same company car for two years. ................................................

3. I know Mia since we were at INSEAD together. ...........................................

4. How long are you with Microsoft? .................................................................

5. We have had an office in Adelaide for several years. ...................................

6. She has an account with HSBC bank since 1998. .........................................

7. CPT is in financial difficulties for several months. ....................................

8. How long has the office been vacant? .........................................................

---

**EXERCISE 2**

*For or since?*

Fill in the blanks with *for* or *since*. See the example.

1. They have operated as joint directors since the company started.

2. Orders have risen .......... the start of the new TV ad campaign in June.

3. Our sales executives have used the same hotel .......... over 20 years.

4. I can't get hold of Erik. He has been in a meeting .......... 8.30.

5. When I joined the company, I worked in the LA branch .......... six months.

6. Car prices have fallen .......... the introduction of the new EU directive.

7. We have done all our business in Euros .......... 2002.

8. It isn't a new Mercedes. He has had it .......... several years.

---

**EXERCISE 3**

*How long ...?, for and since*

Make questions and answers, using the prompts. See the example.

1. How long have you been in charge of the Finance Department?
   A: How long have you been in charge of the Finance Department?
   B: (I/six months) I have been in charge of it for six months.

2. How long have you had a website for investors?
   A: ....................................................................................................................
   B: (We/three months) ....................................................................................

3. How long has the property been on the market?
   A: ....................................................................................................................
   B: (It/six months) .........................................................................................

4. How long have you had an office in Spain?
   A: ....................................................................................................................
   B: (We/2000) .................................................................................................

5. How long has Jason been in the States?
   A: ....................................................................................................................
   B: (He/the 18th) .............................................................................................
Negatives

Rewrite the sentences using the negative form of the present perfect, with for or since. See the example.

1. The last time I saw Mr Ng was in September.
   I haven't seen Mr Ng since September.
2. The last time the company made a profit was three years ago.
3. The last time I had a pay rise was two years ago.
4. The last time we looked at their proposal was in July.
5. The last time we raised our prices in real terms was in 2002.
6. The last time we played golf together was three months ago.
7. The last time there was a fall in unemployment here was in 2001.
8. The last time I went on a sales trip abroad was in January.

Completed actions over a period of time

Read the following article about recent developments in China. Put the verbs in brackets into the present perfect tense. See the example.

CHIPS IN CHINA

Since 1997, there has been a high-tech revolution in China. The once struggling state-owned factories become mass producers of made-to-order chips. Enthusiasm for the new industry spread across the country, and the government help investors with special tax deals.

Some analysts are worried about investing so much in a single industry. Back in 2001, when there was a big slowdown in demand, many chip factories from Malaysia to South Korea sat unused and thousands of workers lost their jobs.

In spite of these fears, companies make huge investments in China's new plants in the last year or two. Semiconductor Manufacturing International spend $1.5 billion on a factory in Shanghai, and Huaxia announce a $1.3 billion project in Beijing. Western companies join in as well – Motorola (build) a plant in the north-eastern city of Tianjin, and Intel and Fairchild add new facilities to their existing plants.

Over the last few decades, China transform all sorts of global industries, from clothing to electrical goods and drive prices down around the world. Now, it looks like chips are going to follow this trend.

1. Which paragraphs use mainly the present perfect tense? ____________, ____________, and ____________.
2. What time periods are mentioned in these paragraphs? ____________, ____________, and ____________.
3. What finished time period is mentioned in paragraph two? ____________.
**Production**

### TASK 1

Read the following notes. In each pair, decide which sentence should be in the simple past and which should be in the present perfect. See the example.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1 a</td>
<td>I/meet/Mr Christiansen/1998</td>
</tr>
<tr>
<td></td>
<td>I met Mr Christiansen in 1998.</td>
</tr>
<tr>
<td>1 b</td>
<td>I/know/Mr Christiansen/1998</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>2 a</td>
<td>Dyson/build/a factory in Malaysia/2002</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>2 b</td>
<td>Dyson/have/a factory in Malaysia/2002</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>3 a</td>
<td>Austria, Finland and Sweden/join/the European Union/1995</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>3 b</td>
<td>Austria, Finland and Sweden/be/members of the European Union/1995</td>
</tr>
</tbody>
</table>

### TASK 2

Continue these sentences, using a verb in the present perfect negative (e.g. *I haven't done ...*) and a time expression with *for* or *since*. See the example.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I'm not sure what my bank balance is.</td>
</tr>
<tr>
<td></td>
<td>I haven't had a statement for several weeks.</td>
</tr>
<tr>
<td>2</td>
<td>I don’t know how my investments are doing.</td>
</tr>
<tr>
<td>3</td>
<td>I am not sure how the negotiations are going.</td>
</tr>
<tr>
<td>4</td>
<td>They used to be one of our major clients, but ...</td>
</tr>
<tr>
<td>5</td>
<td>I used to be quite good at Japanese, but ...</td>
</tr>
</tbody>
</table>

### TASK 3

Write a short paragraph about the recent trends or general changes that have taken place in your company or industry over the last few years. See the example.

Over the last two or three years there has been a big increase in demand for our catalogue clothing, and this has affected our business a great deal. We have developed several new lines and taken on more than 50 new employees. We have opened two new call centres in the North East. Sales have risen by 40% over the past two years, and demand for children’s clothing in particular has gone up sharply.

Over the last two or three years
Present perfect (4): continuous and simple

Presentation

a Form
The present perfect continuous is formed with the present perfect of be (have been) and the -ing form of the verb.

<table>
<thead>
<tr>
<th>I have/’ve been working</th>
<th>I have not/haven’t been working</th>
<th>Have I been working?</th>
</tr>
</thead>
<tbody>
<tr>
<td>You have/’ve been working</td>
<td>You have not/haven’t been working</td>
<td>Have you been working?</td>
</tr>
<tr>
<td>He/she/it has/’s been working</td>
<td>He/she/it has not/hasn’t been working</td>
<td>Has he/she/it been working?</td>
</tr>
<tr>
<td>We have/’ve been working</td>
<td>We have not/haven’t been working</td>
<td>Have we been working?</td>
</tr>
<tr>
<td>They have/’ve been working</td>
<td>They have not/haven’t been working</td>
<td>Have they been working?</td>
</tr>
</tbody>
</table>

Note: The short forms of the positive and negative are commonly used in speech and informal writing.

b Ongoing activities
The present perfect continuous is used with for, since, How long ...? and other expressions of duration (e.g., all day), to talk about activities starting in the past and still happening now. The activity may have been going on continuously or repeated several times:

They have been producing cars here for ten years.
(They started producing cars ten years ago. They are still producing cars.)

I have been trying to ring them all day.
(I started trying to ring them this morning. I am still trying to ring them.)

However, we normally use the present perfect simple with stative verbs or for situations we consider permanent (see Unit 3):

Ken has been in London since 9 o’clock this morning. (not: *has been being ...)
I have lived in London all my life. (not: *have been living ...)

c Finished and unfinished activities
We use the present perfect simple if we are talking about an action completed recently, particularly if we give details of how much or how many. We use the present perfect continuous when something is still going on:

I’ve written a report for the Director. (It is finished.)
I’ve been writing a report for the Director. (I am still writing it.)

d Negatives
In the negative, the present perfect simple focuses on the amount of time that has passed since something happened. The present perfect continuous focuses on the verb itself:

I haven’t had a holiday for two years. (The last time was two years ago.)
I haven’t been feeling well recently. (This has been continuing for days.)

e Recently finished activities
We can use the present perfect continuous to talk about an activity that has just finished. Often there is something you can see that shows the activity has just finished.

Look – the ground is very wet. It has been raining.
EXERCISE 1

Form

Complete the sentences by putting the verbs into the present perfect continuous. See the example.

1. I didn’t realize you had moved to Novartis. How long have you been working (you/work) for them?
2. We ___________________________ (export) a lot of high technology equipment to China since the government relaxed export regulations.
3. The price of new cars fell when the EU introduced new laws, and it ___________________________ (fall) ever since.
4. Because of the recession, many businesses ___________________________ (not/invest) in capital equipment over the last couple of years.
5. We ___________________________ (not/fly) in Business Class because we are trying to keep our costs down.
6. They ___________________________ (try) to sell their dotcom business, but so far there has been very little interest in it.
7. I ___________________________ (make) contributions to my pension for the last five years.
8. How long ___________________________ (you/use) psychometric tests in interviews?

EXERCISE 2

Ongoing activities

Phoenix Media Inc. publishes books, makes educational software and produces TV programmes. Using the notes, continue the interview with Alex Brander, the CEO of the company. See the example.

1996 - Alex Brander starts running Phoenix Media
1997 - Phoenix Media starts selling children’s books
1999 - Phoenix moves into education and starts producing books for schools
3 years ago - Phoenix starts making educational software
2 years ago - Phoenix starts joint venture with InterSat TV to produce children’s TV programmes
6 months ago - Phoenix launches new children’s online book club

1. you/run/company
2. you/sell children’s books
3. you/produce/books for schools
4. you/make educational software
5. you/work with InterSat TV
6. you/run/online book club

Q: How long have you been running the company?  
A: I have been running the company since 1996.

Q: How long have you been running the company since 1996.
A: ___________________________
Finished and unfinished activities

Put the verbs in brackets into the present perfect simple or the present perfect continuous. See the examples.

1 We are thinking about opening an office in Warsaw, so I have been learning (learn) Polish at evening classes for the last two months.
2 By the way, I have worked (work) out those figures. They are on your desk now.
3 So that’s where the order form is! Peter (look) for it all morning.
4 I’m sorry, I didn’t know that you were here. (you/wait) long?
5 Since January, our turnover (increase) by 18%.
6 The film company is a reasonable investment. They (make) four very successful films.
7 The lawyers (look) through the contract, but they say they need another day to read it all.
8 We (visit) potential sites for the new workshops, but we haven’t found anything suitable yet.

Negatives

Rewrite these sentences, using the present perfect simple or the present perfect continuous. See the example.

1 I didn’t feel well on Monday, Wednesday, Thursday, and Saturday.
   (not feel/recently) I haven’t been feeling well recently.
2 The last time I had a meeting with them was two weeks ago.
   (not have/two weeks) .........................................................................................................................
3 My computer crashed on Monday, Tuesday and yesterday.
   (not work/properly/recently) ...........................................................................................................
4 The last time they gave their workers a pay rise was three years ago.
   (not give/three years) .........................................................................................................................

Recently-finished activities

Match the questions in column A with the replies or explanations in column B. See the example.

A
1 Why is your office in such a mess?
2 Why has the wages bill been so high recently?
3 Why have you got three new store detectives?
4 Why are they so behind with their work?
5 What’s your car doing at the garage?
6 You look tired, Annick. Are you OK?

B
a They’ve been travelling so much that they never have time to do any.
b We’ve been losing a lot of stock because of shoplifting.
c I’ve been having a lot of problems with it recently.
d I’ve been looking for that letter from Graylings, but I can’t find it.
e Yes, but I’ve been interviewing people all day.
f Because everyone’s been doing a lot of overtime.
Production

TASK 1

Write short paragraphs answering the questions, giving details about the activities that have been going on. See the example.

1. Why do you think Peter should be dismissed?
   He has been coming in late and he hasn't been doing any work. He's been spending hours every day talking to his friends on the phone and he's been upsetting the customers.

2. Why do you think you deserve a pay rise?

3. What have you been doing to improve your English?

4. What have you been doing at work recently?

TASK 2

Reply to the following questions using a verb in the present perfect continuous. See the example.

1. Is it wet outside?
   Yes, it's been raining.

2. You look terrible. What have you been doing?

3. Look at your hands - what is that? Ink or oil?

4. How come your golf has improved so much?

5. Why do you think she's been having so many days off?

6. Why are you under so much stress at the moment?

7. Why is your expenses claim so high this month?
Past simple, present perfect and present perfect continuous

Presentation

Past simple
We normally use the past simple to talk about actions that took place at a time in the past that is separated from the present. It is used with expressions like yesterday, on Monday, last week, in 1997, at 6.30, How long ago ...?, etc.:

Hans Behrmann did an MBA at Harvard in 2000.
He joined IBM in 2001.

We can use the past simple and for to talk about something that happened during a period that has now finished:

I lived in Ecuador for three years, then I came back to England.

Present perfect
The present perfect is used to talk about the present result of past actions and recent events. It is often used with words like ever, never, just, already, yet, and phrases of unfinished time such as so far:

NTL has just announced that it is cutting the price of broadband Internet access by 20%.
Have you ever tried Chilean wine?
We have exchanged emails, but we have never met.
Don’t worry about the order form. I have already dealt with it.
I’m afraid I haven’t written that report yet. I’ll do it tomorrow.
The CD was released two weeks ago and so far it has taken $1.5m.

Present perfect simple with for and since
The present perfect can be used with for and since and stative verbs, or to refer to actions that are seen as long term or permanent. We use for to talk about the duration of a period of time and since to talk about the starting point of an action or state:

I have been with the company since 1996.
I have lived here for 15 years.

It is also used in the negative with for and since to talk about the last time something took place:

I haven’t seen her since Monday.
I haven’t seen her for three days.

It is used with since to talk about completed actions:

Property prices have risen by 8% since the beginning of the year.

Present perfect continuous
The present perfect continuous can be used with for and since to talk about:

a) actions or activities that have gone on repeatedly or continuously for a period of time, and are still going on:

I’ve been trying to get through to Technical Support, but the line’s always engaged.

b) actions or activities that are ongoing but temporary:

I’ve been working from home because they’re re-decorating my office.
Matrix Media

Matrix Media is a small film company that has produced (produce) a number of profitable films in the last few years. Their last success 2 (be) in 2002 with Blue Moon over the Water, which made (make) over $40m in its first six months. The latest news is that Oscar-winning director Ben Loach (join) the company as a director and (agree) to make three films. At $1.88 the shares look undervalued. Recommendation: BUY

TRL Engineering

TRL Engineering (perform) steadily over recent years, but in the last few months, the share price (be) very volatile. In May the company (announce) that it had lost a major motorway maintenance contract and in July it (issue) a profits warning. Recently the shares (recover) from a two-year low, but prospects do not look good. Recommendation: SELL

Complete the dialogue by putting the verbs into the past simple or the present perfect. See the example.

A: Can I have a word about your trip to Dubai?
B: Yes, of course. Is everything OK?
A: Yes. Your tickets have arrived (arrive) and they're in my office now. And I just/had) an email from the hotel confirming your reservation.
B: Which hotel you/book) me into?
A: The Burj Al Arab.
B: Thank you. What about money?
A: I already/order) some Dirhams for you. I ring) the bank yesterday, and they'll have them tomorrow. And I can get some traveller's cheques as well if you like.
B: No don't worry, I never/need) traveller's cheques before. I normally use a credit card and cash machines.
A: Really? Are you sure you can use your card in Dubai as well?
B: Yes, I think so. I be/to) quite a lot of countries in the Middle East and I never/have) a problem.
A: OK, but have a word with Alison Morgan in Production. I know she go) to Dubai a couple of months ago, so I expect she would know.
**Exercise 3**

**Present perfect simple or present perfect continuous**

Underline the correct form of the verb in *italics*. See the example.

1. I’ve *stayed/been staying* in a hotel for the last ten days, but I hope to find an apartment of my own soon.
2. I wonder how Hussein is getting on. I haven’t *heard/been hearing* from him for nearly a week.
3. Roberto is a natural salesman. He has *sold/been selling* eight cars since the beginning of the week.
4. I didn’t realize that you and Ismail were friends. How long have you *known/been knowing* him?
5. This report is a nightmare. I have *written/been writing* it for two weeks, and it still isn’t finished.

**Exercise 4**

**Review**

Read the following email. Put the verbs in brackets into the past simple, present perfect, or present perfect continuous. See the example.

To: ken.smith@agreen.co.uk
Subject: Marketing trip

Dear Ken,

I’m just writing to let you know how I’m getting on with the marketing trip. Sorry I *haven’t been* in touch for so long, but I *have* been very busy since I *arrive* here on the 18th.

There is lots of interest in the new organic fertilizer. Last week I *went* to Sydney, where I *met* a number of farmers and *saw* a couple of agents. I *left* Sydney last Sunday and *am* here in Darwin since then, making a few useful contacts.

So far the feedback at all my meetings *is* very positive and I can say that I *have never* had such an enthusiastic response to a new product. I keep hearing the same thing – that interest in organic farming *is growing* for the last few years; more and more consumers *are buying* organic food, and it looks as if this will continue.

Last night I *had* dinner with Barry Thomas – you may remember him – he *worked* for Agrichem London for a couple of years in the 90s, and then *came* over here to set up on his own. For the last year or so he *acted* as a distributor for some of our agricultural machinery, and he is interested in becoming a distributor for the fertilizer. I *haven’t given* him an answer yet, but I think he could be a good choice.

I’d better send this off to you now – I *just had* a phone call from another farmer who *heard* about the fertilizer on a radio programme that *went* out this morning.

I’ll be in touch soon.

Best wishes

Jim
Production

TASK 1
Write a short paragraph about one of your or your company's current projects. Talk about what is happening now, what you have already done, and what you haven't done yet. See the example.

We’re going to the Frankfurt Book Fair next week. We’ve reserved a 20-metre stand, so the display will be quite impressive. We have sent most of the stock on ahead, but there are one or two books that haven’t come out yet, and we’re going to take them with us. We have already arranged a lot of meetings, but there are still a few people that we haven’t contacted yet.

TASK 2
Write a paragraph from a covering letter applying for a job. You should give details of your general experience, and mention some specific dates when you did something. See the example.

As you will see from the enclosed CV, I have worked in the financial services sector for several years. I spent two years with Allied Dunbar as a pensions salesman, and then moved to Sun Alliance, where I have been working in the Life Assurance division. I have had considerable managerial experience, and I recently became Area Manager.

TASK 3
Complete each of the following sentences in two ways. In one sentence, use the present perfect to say what these people have done, and in the other use the present perfect continuous to say what they have been doing. See the example.

1 I got into trouble for not working hard enough last week. Since then ...
   I have stayed late three times.
   I have been working very hard.
2 I handed in my resignation a month ago. Since then ...
3 We got a new manager a few weeks ago. Since he arrived ...
4 The new product is going to be a big success. Since its launch ...

42 Past simple, present perfect and present perfect continuous
Past continuous

Presentation

a) Form

The past continuous is formed with **was/were + the -ing form of the verb**:

<table>
<thead>
<tr>
<th>I was working</th>
<th>I was not/wasn’t working</th>
<th>Was I working?</th>
</tr>
</thead>
<tbody>
<tr>
<td>You were working</td>
<td>You were not/weren’t working</td>
<td>Were you working?</td>
</tr>
<tr>
<td>He/she/it was working</td>
<td>He/she/it was not/wasn’t working</td>
<td>Was he/she/it working?</td>
</tr>
<tr>
<td>We were working</td>
<td>We were not/weren’t working</td>
<td>Were we working?</td>
</tr>
<tr>
<td>They were working</td>
<td>They were not/weren’t working</td>
<td>Were they working?</td>
</tr>
</tbody>
</table>

Note: The short forms of the negative are commonly used in speech and informal writing.

b) Points of time in the past

We use the past continuous to talk about an action or activity that was in progress at a particular moment of time in the past:

*At 3.15 yesterday afternoon, Signor Antinori was travelling to Florence.*

c) Interrupted past action

We can use the past continuous to talk about an action or activity that was already in progress, and which was interrupted by another action:

*He was checking the accounts when he spotted the error.*

We can rephrase this sentence using **while + the past continuous**:

*While he was checking the accounts he spotted the error.*

The activity may or may not continue after the interruption:

*Amélie was writing a report when her boss asked her to fetch an invoice.*

(Amélie fetched the invoice and then probably carried on writing the report.)

*Amélie was writing a report when the fire broke out.*

(Amélie stopped writing the report and left the office.)

d) Sequence of tenses

With a time clause like *when the phone rang*, we can use either the past continuous or the past simple.

The past continuous tells us what was happening up to the point when the phone rang:

*When the phone rang, I was talking to a client.*

The past simple tells us what happened afterwards:

*When the phone rang, I answered it.*
**Practice**

**EXERCISE 1**

**Points of time in the past**

David’s colleague Jack (who doesn’t have enough work to do) has tried to phone him several times without success. Complete their conversation by putting the verbs in brackets into the correct form of the past continuous. See the example.

**Example:**

Jack: I rang at 9.15 and again at 9.30 but the phone was engaged. Who were you talking to?

David: Oh, I (call) some clients.

Jack: And I tried again at 10.15, but there was no reply.

David: At 10.15? I think I (discuss) the new catalogue with Sue Tims.

Jack: And then I rang back again at 11.10.

David: Yes, I was out. I (have) a coffee in the canteen.

Jack: I thought so, so I rang again at 11.30.

David: I was out again. The new designer and I (organize) the artwork for some adverts.

Jack: What (you/do) at 1.30, then? I called again, and tried to leave a message but even the answering machine (not/work)!

David: I’d better have a look at it, but the designer and I (have) lunch. Anyway, what did you want to talk about?

Jack: Oh, nothing special. I just wanted to try out my new mobile phone.

**EXERCISE 2**

**Interrupted past action**

Complete the text with the past simple or past continuous form of the verbs in brackets. See the example.

**Example:**

Although companies spend billions of dollars on research and development, new products sometimes come about just by chance.

SAFETY GLASS – The idea of safety glass came to a French scientist, Edouard Benedictus, in 1903. He was working in his laboratory one night when he suddenly (knock) over a glass jar containing celluloid. The glass broke, but did not shatter because it stuck to the celluloid, and this led to the idea of safety glass – two sheets of glass with a central sheet of celluloid.

TEFLON – Roy Plunkett (make) the first batch of Teflon while he (work) for Du Pont. He carried out research into coolant gases when he (leave) one batch in a container overnight. He came back the next day to find that the gas had turned into Teflon, the slipperiest substance in the world.

PFIZER’S LUCKY BREAK – Scientists at Pfizer’s laboratory in England (test) a new heart drug called Viagra when they (realize) that, although it was of little use in treating heart problems, it had some unexpected side-effects. The result was a hugely successful new product that has probably done more to save the rhinoceros than anything else in history.
**EXERCISE 3**

**Sequence of tenses**

Read each set of information. Decide the order in which things happened. Then write two new sentences based on the information. Begin each one with the same words. See the example.

1. His car broke down. He went the rest of the way by taxi. He was driving to Bonn for a conference.
   a. When his car broke down, he was driving to Bonn for a conference.
   b. When his car broke down, he went the rest of the way by taxi.

2. We left the building. We were having a meeting. The fire alarm went off.
   a. When .................................................................................................................................................
   b. When .................................................................................................................................................

3. They took our company over. We were losing a lot of money. They made a lot of people redundant.
   a. When .................................................................................................................................................
   b. When .................................................................................................................................................

4. My secretary went to meet him. I was having lunch in the canteen. Mr Takashi arrived.
   a. When .................................................................................................................................................
   b. When .................................................................................................................................................

5. Herr Streibel arrived at the airport. He came straight to the office. The chauffeur was waiting.
   a. When .................................................................................................................................................
   b. When .................................................................................................................................................

**EXERCISE 4**

**Review**

In the following sentences, put one of the verbs in brackets into the past continuous, and the other into the past simple. See the example.

1. (walk, notice) The security guard noticed the broken window while he was walking round the warehouse.
2. (go, meet) I first met Mr Rodriguez when I rounded Mexico on a marketing trip.
3. (interrupt, give) When she gave her presentation, someone at the back of the room interrupted to ask a question.
4. (finalize, ring) While my PA finalized arrangements for my trip to Brazil, the clients rang up to cancel the visit.
5. (notice, look) The auditors noticed a large unauthorized withdrawal while they looked through the accounts.
6. (happen, clean) The accident happened when one of the workers cleaned the chemical tank.
7. (drop, bring) One of the removals men dropped my computer while he brought it into my office.
8. (approach, work) A headhunter approached her while she worked for ICI.
Production

TASK 1

Complete each sentence in two ways. In a, use the past continuous to say what was happening at the time. In b, use the past simple to say what happened next. See the example.

1 When I got to the airport ...
   a the company driver was waiting for me.
   b I went straight to the meeting.

2 When I got to work this morning ...
   a ...........................................................................................................................................................
   b ...........................................................................................................................................................

3 When the accident happened ...
   a ...........................................................................................................................................................
   b ...........................................................................................................................................................

4 When they decided to close down the factory ...
   a ...........................................................................................................................................................
   b ...........................................................................................................................................................

TASK 2

Explain what was happening up to the point when the following events took place. Use because + past continuous. See the example.

1 He decided to see a doctor because he wasn't feeling well.

2 Peter handed in his resignation

3 They gave Miss Ling a new company car

4 We offered our agents an extra 5% discount

5 Hélène phoned the service engineer

TASK 3

Write a short paragraph about one of the following events. Say what you were doing when it happened, and what you did next.

You won some money.
You got your present job.
You were stopped by the police.
You first met your partner.

........................................................................................................................................................................
........................................................................................................................................................................
........................................................................................................................................................................
........................................................................................................................................................................
Past perfect

Presentation

Form
The past perfect is formed with **had** + the past participle of the verb:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Verb Form</th>
<th>Pronoun Form</th>
<th>Question Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>had/‘d worked</td>
<td>I had not/hadn’t worked</td>
<td>Had I worked?</td>
</tr>
<tr>
<td>You</td>
<td>had/‘d worked</td>
<td>You had not/hadn’t worked</td>
<td>Had you worked?</td>
</tr>
<tr>
<td>He/she/it</td>
<td>had/‘d worked</td>
<td>He/she/it had not/hadn’t worked</td>
<td>Had he/she/it worked?</td>
</tr>
<tr>
<td>We</td>
<td>had/‘d worked</td>
<td>We had not/hadn’t worked</td>
<td>Had we worked?</td>
</tr>
<tr>
<td>They</td>
<td>had/‘d worked</td>
<td>They had not/hadn’t worked</td>
<td>Had they worked?</td>
</tr>
</tbody>
</table>

Note: The short forms of the positive and negative are commonly used in speech and informal writing.

Previous and subsequent events
The past perfect is used to refer back to completed actions that happened before other events in the past. Compare:

1 Past simple: *When I got to the hall, the presentation started.*
   (I arrived at the hall, and then the presentation started.)
2 Past perfect: *When I got to the hall, the presentation had started.*
   (The presentation started before I got to the hall. I was late.)

In 1, it is also possible to use *As soon as* and *After* in place of *When.*
In 2, it is also possible to use *By the time* in place of *When.*

Present perfect and past perfect
The past perfect acts as the past form of the present perfect (see Units 5–9). It is often used with adverbs like *just, already, never.* Compare:

*I am nervous because I have never had an interview.* (I am about to have an interview.)
*I was nervous because I had never had an interview.* (I was about to have an interview.)

The past perfect is often used in reported speech structures (see Units 31–32) and in 3rd conditionals (see Unit 22).

Past perfect continuous
The past perfect continuous is formed by using the auxiliary **had been** + the *-ing* form of the verb (*I/he/you/etc. had (not) been working*).

We use the present perfect continuous to talk about how long an activity has been going on up to the present (see Unit 8). We use the past perfect continuous to talk about the duration of an activity up to a point in the past. Compare:

*I have been working here for nine months.*
(I am still working here now.)

*When I left my last job, I had been working there for six years.*
(I started in 1995 and I left in 2001.)

We do not use the past perfect continuous with stative verbs like *know, like,* etc. (see Unit 3). Instead, we use the past perfect:

*I recognized my old boss at once even though I hadn’t seen him for over 20 years.*
**Practice**

**EXERCISE 1**

**Form**

Compare these two pictures of a small town as it was 20 years ago and as it was last year. Then complete the sentences using the past perfect form of the verbs in brackets. See the example.

**Twenty years ago**

![Image of a small town 20 years ago]

**Last year**

![Image of a small town last year]

1. When I returned to Waverton after 20 years, the High Street looked very different.
   - They **had** built (build) a lot of new offices near the river.
2. The old sweet shop **had closed**.
3. They **had turned** (turn) the street into a pedestrian area.
4. The traffic lights and zebra crossing **had disappeared**.
5. The butcher **had not changed** at all.
6. A large new supermarket **had opened** next to the bank.
7. The trees by the bank **had grown** taller.
8. I was pleased to see that they **had not cut** (not/cut) the trees down.

**EXERCISE 2**

**Previous and subsequent events**

Complete each of the following sentences in two ways, using *because* + past perfect and *so* + past simple. See the example.

1. When I left the office, the building was empty ...
   - (everyone/go home) **because everyone had gone home.**
   - (I/lock the doors) **so I locked the doors.**
2. When I arrived at the office the next morning, the place was in a terrible mess ...
   - (I/phone the police) **because someone had broken in.**
   - (someone/break in) **so I phoned the police.**
3. The chairman was in a very good mood ...
   - (we/win/a major contract) **because we had opened a bottle of champagne.**
   - (we/open/a bottle of champagne) **so the chairman was in a very good mood.**
4. The negotiators realized another meeting would be necessary ...
   - (they/not reach an agreement) **because they had got out their diaries.**
   - (they/get out/their diaries) **so the negotiators realized another meeting would be necessary.**
5. I didn’t know their phone number ...
   - (I/call/Directory Enquiries) **because they had moved to new premises.**
   - (they/move/to new premises) **so I didn’t know their phone number.**
6. The Marketing Manager’s flight from Japan arrived late ...
   - (she/go/straight home from the airport) **because there had been a security alert in Tokyo.**
   - (there/be/a security alert in Tokyo) **so the Marketing Manager’s flight from Japan arrived late.**

48 Past perfect
**Present perfect and past perfect**

Change the following sentences into the past perfect. See the example.

1. ‘I don’t want lunch because I’ve already eaten.’
   I didn’t want lunch because I had already eaten.

2. ‘We can’t give him the job because he hasn’t had enough experience.’
   We couldn’t give him the job because he hadn’t had enough experience.

3. ‘I’m phoning Jocelyne to say a fax has just arrived for her.’
   I phoned Jocelyne to say that a fax had just arrived for her.

4. ‘I can’t give Armando a lift because I haven’t finished work.’
   I couldn’t give Armando a lift because I hadn’t finished work.

5. ‘I’m looking forward to my trip because I’ve never been to Russia.’
   I was looking forward to my trip because I had never been to Russia.

6. ‘He is calling a press conference because we’ve just closed a major deal.’
   He called a press conference because we had just closed a major deal.

**Past perfect continuous**

Look through the notes about the history of Pharmogen, a genetic engineering company that specializes in producing medical products. Write sentences about the company’s activities until it went public in 2003. See the example.

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1997</td>
<td>Company starts making auto-injectors for people with peanut allergies.</td>
</tr>
<tr>
<td>1998</td>
<td>Dr Warner, new Medical Director, joins.</td>
</tr>
<tr>
<td>1999</td>
<td>Dr Pierce is appointed CEO.</td>
</tr>
<tr>
<td>2000</td>
<td>Company starts manufacturing cholesterol test kits.</td>
</tr>
<tr>
<td>2001</td>
<td>Company opens a new production unit in Spain.</td>
</tr>
<tr>
<td>2002</td>
<td></td>
</tr>
</tbody>
</table>

1. When the company went public, (they/produce/auto-injectors/six years) they had been producing auto-injectors for six years.
2. When the company went public, (they MARKET/USA/five years) they had been marketing in the USA for five years.
3. When the company went public, (Dr Pierce/run it/four years) Dr Pierce had been running Pharmogen for four years.
4. When the company went public, (Dr Warner/be the Medical Director/three years) Dr Warner had been the Medical Director for three years.
5. When the company went public, (they/manufacture cholesterol test kits/two years) they had been manufacturing cholesterol test kits for two years.
6. When the company went public, (they/operate/a production unit in Spain/a year) they had been operating a production unit in Spain for a year.
TASK 1

Complete the following sentences using the past perfect. See the example.

1. She found working from 9.00 to 5.00 very difficult because ...
   she had never had a full-time job before.

2. The company decided to take legal action because ...

3. The company was forced to pay a fine to the tax authorities because ...

4. My trip to the airport to collect Mr Olivera was a waste of time. When I got there I
   found that ...................................................................................................................

5. She was not worried when the stock market fell because ...

TASK 2

Continue the paragraph below. Use the past perfect to describe the changes, and the
past simple to describe the results of the change. See the example.

1. When BMW’s new Mini Cooper S was launched at the Tokyo Motor Show, it was an
   instant success. The exterior had been re-designed to give it an eye-catching
   look, and the interior had been upgraded with high-quality materials. The
   engineers had added a supercharger to the four-cylinder engine, and had added
   a new six-speed gearbox.

2. When the management consultant went back to see the company, she found that it
   had followed her advice.

TASK 3

Continue the sentences. Say what activities had been going on. See the example.

1. He felt very tired at 4.30 because he had been working at the VDU all day.

2. They realized that none of their confidential information was safe because ...

3. She felt that a change of job would be good for her because ...

4. The accountant finally discovered why the phone bill was so high. One of the night
   security guards ...

5. There was a very long delay at the airport. When we finally left, we ...
The future (1): will

Presentation

a Spontaneous decisions
We can use will (or the short form 'll) + bare infinitive to refer to the future when we make an instant or spontaneous decision to do something:
A: I haven't seen the minutes of the last meeting yet.
B: Sorry – I'll email them to you now.

We often use the will future after I think and I don't think:
A: I don't think I'll stay on in Geneva after the conference.
B: Nor will I. I think I'll get a flight back home straight afterwards too.

The negative of will is won't (will not):
I won't stay long. I've got a meeting at 2.15.

Common mistakes: We don't use won't after I think.
wrong: *I think I won't come to the conference.
right: I don't think I'll come to the conference.

b Predictions
We can use will to make predictions and to state facts that will be true in the future:
Over the next few years, there will be a massive increase in TV channels because of the growth in cable, broadband and satellite services.

c Future time words
We use a present tense (not: *will) to refer to the future with time words like: if, when, before, as soon as, after, etc:
I will contact you as soon as I get the information. (not: *will get)

(See also Unit 19, Conditionals)

d Offers, promises, requests
Will can also be used to ask if someone is willing to do something, to make requests, promises, and threats, and to offer help:
I'm afraid the line is busy. Will you hold? (asking if they are willing)
A: Will you give me a hand with these boxes? (making a request)
B: Of course – I'll take the big one. (offering help)

Don't worry about the meeting. I will support you. (making a promise)

The word won't can mean is not willing to or is refusing to:
There's something wrong with the printer. It won't print copies in reverse order.
Practice

EXERCISE 1

Spontaneous decisions
Match the responses in the box to the comments in the speech bubbles.

1  b
There's another 24 hour tube strike from 8 tonight.

2  
I'm afraid the line is busy.

3  
I insist on seeing the manager.

4  
Another glass of wine?

5  
Here are the plans for the new building.

6  
I'm afraid the lamb is finished.

a  Very well madam, I'll go and call her.
1  b  Is there? I think I'll work from home tomorrow then.
2  c  No thanks, I'm driving. I'll have an orange juice.
3  d  OK, I'll have the lasagne.
4  e  Thanks, I'll have a look at them later.
5  f  Don't worry – I'll call back later.

EXERCISE 2

Predictions
A government committee is looking at various experts' predictions for the economy next year. Match the notes to the graphs and forecast the changes using will.

Industrial production will rise sharply.
Consumer prices/remain stable
Inflation/rise slowly
Interest rates/rise sharply
Unemployment/fall sharply

52  The future (1): will
EXERCISE 3

Future time words

Put the verbs in brackets into the will future or the present simple.

1. Sally's working on the sales forecast at the moment. I will give you the figures as soon as I get them.

2. Most people expect that there will be trouble when the G7 meeting takes place next month.

3. The shipment isn't in yet, but the agent will phone us as soon as it arrives.

4. Give me the report and I will show it to the lawyers before they leave.

5. Because of the bad publicity, I expect our share price will fall when the Stock Market opens again on Monday.

6. When the company moves production to Malaysia, most of the workers here will lose their jobs.

7. I will give you a ring next time I come to Helsinki and maybe we can arrange dinner.

8. When the strike is over, everyone will feel happier.

9. We can't avoid a rise, but our sales will fall when we put our prices up next year.

10. Don't worry about the office. I will tidy it up before Mr Kosser gets back.

EXERCISE 4

Offers, promises, requests

Rewrite the following sentences using will or won't.

1. Has anyone offered to collect you from the airport? Will anyone collect you from the airport?

2. I promise not to be late again.

3. The finance group 3i has agreed to loan us $18m for the project.

4. The company has offered a 5% pay rise in return for a no-strike deal.

5. I promise not to discuss this information with anyone.

6. They have refused to increase our discount.

7. The company has offered to pay my relocation expenses.

8. The cash machine is refusing to take my card.

9. Let me give you a hand with those boxes.
Make spontaneous decisions using *I'll...* based on the comments below.

1. You won’t be able to get to Paris. The air traffic controllers are on strike. 
   \[ \text{Really? Then I’ll take Eurostar.} \]

2. I’m sorry. The wine waiter says we have no more Chateau-Lafite ’64.

3. I’m afraid Mr Howard’s line is busy.

4. The BA flight is fully booked, but there is still availability with Lufthansa.

5. One of your clients – Mrs Mason – just rang. She sounded very upset about something.

Look at the topics below. Write three short paragraphs predicting what the world will be like in 20 years’ time. See the example.

1. Medical developments
   \[ \text{In 20 years’ time, there will be new ways of curing disease. People will live longer, and transplants will be very simple and effective. On the other hand, there will also be new diseases, and some common bacteria will become resistant to drugs.} \]

2. The Internet and e-commerce

3. The world of work in 2100

4. My life and career

Complete the sentences using a verb in the present tense.

1. Don’t worry, I’ll go and see the lawyer before I sign the contract.

2. I think our Sales Director will leave as soon as ...........................................

3. You needn’t wait for Mr Takashi. I’ll stay here until ............................................

4. My boss will be delighted if .................................................................

5. Everyone is very stressed, but things will get better when ..................................

6. I am fairly sure that I will get promoted as soon as ........................................
The future (2): present continuous and going to

Presentation

**a Present continuous – arrangements**
The present continuous (see Unit 2) is often used to talk about appointments or things we have arranged to do in the future. We generally use it with a future time phrase:

*Are you doing anything this weekend?*
(Have you arranged to do anything?)

*Yes, I’m playing golf with Barry on Saturday.*
(I have arranged to play golf with him.)

We do not use the present continuous with stative verbs (see Unit 3).

**b Going to – decisions**
We use the auxiliary *be + going to* + bare infinitive to talk about something we intend to do, or have already decided to do:

*According to the papers, Richard Branson is going to buy a second island in the Caribbean.*

**c Going to – predictions**
We can also use *going to* for making firm predictions when there is some physical evidence that an event will take place:

*Can you get some more paper for the printer? It’s going to run out any minute.*

In many cases, however, it is possible to predict future events using either *going to* or *will*. There is little difference in meaning, but *going to* usually suggests that the event will happen soon. Compare:

*The present government will win the election (next year).*

*The present government is going to win the election (next week).*

**d Will, present continuous, or going to?**
The most important differences between the present continuous, *going to*, and *will* are as follows:

We use the present continuous for arrangements (except with stative verbs):

*I’m having a meeting with the Export Manager on Thursday at 2.15.*

We use *going to* for decisions and intentions:

*I’ve made up my mind. I’m going to buy a BMW 730i.*

We use *going to* for firm predictions:

*It’s already 28°C. It’s going to be very hot today.*

We use *will* for spontaneous decisions:

*I wonder if Peter is back from his marketing trip? I’ll give him a ring.*

We use *will* for promises, offers, and requests:

*I’ll give you a hand with those boxes if you like.*

We use *will* for general predictions:

*In the twenty first century computers will play a vital role in everyone’s life.*

(For details of when the present simple is used to refer to the future, see Unit 1.)
Practice

EXERCISE 1

Arrangements

Two managers of an engineering company are trying to arrange a meeting. Put the verbs in brackets into the present continuous.

Peter: Amelie, Peter here. Could we arrange a time tomorrow to talk about the new freight schedules? Say, er ... 9.15?

Amelie: I’m a bit busy first thing because I’m having (have) a meeting with one of the new drivers. But would 10 o’clock suit you?

Peter: I’m afraid not. I’m going (go) over to the factory, and after that I’m seeing (see) Mr Henderson for lunch.

Amelie: What time are you coming (come) back?

Peter: At about 2.30 I suppose, but I’m not doing (not do) anything special after that. Would you be free then?

Amelie: No, I don’t think so. I’m seeing (see) a sales rep from Mercedes from 2.00 until about 3.30. So shall we say 3.45?

Peter: Fine. I think Janet ought to be there too. She’s coming (come) along to lunch with me and Henderson tomorrow, so I can tell her about it then.

EXERCISE 2

Decisions and intentions

Re-write these sentences using going to.

1 I have decided to accept the job.
   I’m going to accept the job.

2 You have heard my complaint. What do you intend to do about it?

3 We have decided to go ahead with clinical trials of the new drug.

4 They have decided not to go abroad this year.

5 This is where we are planning to build the new offices.

EXERCISE 3

Predictions

Use the words in brackets to make predictions with going to.

1 These dotcom stocks are ridiculously over-valued.
   (they/crash) They’re going to crash.

2 Demand for tin is rising, but supply is falling.
   (price/rise)........................................................................................

3 The company is in serious financial difficulty.
   (it/go bankrupt) ..............................................................................

4 My boss is looking for another job.
   (she/leave the company) ................................................................

5 We should have left much earlier.
   (we/be late)...................................................................................
**EXERCISE 4**

**Will or present continuous?**

The export manager of an agricultural machinery company is talking to his PA about a sales trip. Put the verbs into the will future or the present continuous.

Kati: I've booked your flight and hotels for your trip to Ethiopia. You're leaving (leave) on the 18th at 6.30 a.m., and that means you be (be) in Addis Ababa late afternoon.

 Marcus: What about hotels?

Kati: You stay (stay) at the Addis Ababa Hilton, and you have (have) to get a taxi there from the airport. Your first meeting is on Monday, and you see (see) Mr Haile Mariam from the Ministry of Agriculture at 10.30.

 Marcus: (I/need) any vaccinations?

Kati: I'm not sure, but leave it with me. I phone (phone) the travel agent right away, and I let (let) you know what she says.

**EXERCISE 5**

**Fill in the blanks with the correct form of the future, using will or going to.**

1 A: I'm afraid the fax machine isn't working.
   B: Don't worry, it's not a very urgent letter. I'll post (post) it.

2 A: We've chosen a brand name for the new biscuits.
   B: Really? What (you/call) them?

3 A: Why are you taking the day off on Friday?
   B: (look) at a new house.

4 A: I'm afraid there's no sugar. Do you want a coffee without any?
   B: No, I (not have) one, thanks.

5 A: Have you decided what to do about improving the circulation of the magazine?
   B: Yes, we (cut) the cover price by 10% as from October.

6 A: I'm afraid I can't take you to the airport. Something important has just come up.
   B: Never mind. I (take) a taxi.

7 A: Do you need any help?
   B: Oh, yes please. (you/carry) the display stand for me?

8 A: Could you make sure Mr Wilson gets my message?
   B: Yes, I (tell) him myself when he gets in.
TASK 1

Write a short paragraph about the arrangements that have been made for the CEO of a major American bank to open the new European HQ in London.

The CEO is arriving at Heathrow at 9.00, and
.................................................................................................................................................................................................
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.................................................................................................................................................................................................
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18 June
9.00 Arrive at Heathrow
10.15 Meeting with Executive Vice-Presidents
1.00 Lunch with officials from Department of Trade and Industry
3.00 Official opening of new office in Threadneedle Street
7.00 Speech: 'Financial Deregulation in the EU'
8.00 Dinner at the Guildhall

19 June
11.30 Return flight to New York

TASK 2

Look at the following subjects. Write sentences about any definite plans you or your company have. Use going to and/or not going to.

1 training and courses 3 new equipment 5 holidays
2 new products and services 4 staffing changes 6 marketing campaigns

1 I'm going to do a course in business Japanese in September, but I'm not going to take any exams.
2 ..........................................................................................................................................................................................
3 ..........................................................................................................................................................................................
4 ..........................................................................................................................................................................................
5 ..........................................................................................................................................................................................
6 ..........................................................................................................................................................................................

TASK 3

Add comments to the sentences. Use the present continuous, going to, or will.

1 I'm afraid that I can't meet you for lunch on the 30th. I'm seeing Mr Karlsen in Oslo.
2 The management have announced how they intend to reduce costs.
3 I'm sorry, I didn't realize you were busy.
4 Our Sales Manager has finally chosen the new company car he wants.
5 I need some time to think about this proposal.
6 Our Export Manager is in Peru at the moment looking at new offices.
The future (3): other future tenses

Presentation

1. **Was going to**
   We can use *was going to/were going to* when we talk about plans or intentions that have changed. Look at the following example:

   *We intended to launch the model in July, but because of technical problems there was a three-month delay.*

   We can re-phrase this as:
   *We were going to launch the model in July, but because of technical problems there was a three-month delay.*

2. **Was doing /were doing**
   When we talk about an arrangement that has been changed, we can use the past continuous (*was/were doing*):

   *I was flying to Amsterdam last Friday, but I was needed at the office this weekend, so I'm travelling next Wednesday instead.*

   This is similar to *was going to*, but the past continuous is normally used to report changed arrangements rather than changed plans or intentions.

3. **Will be doing**
   The future continuous (*will be doing*) is used to talk about an activity that will be in progress at a particular moment in the future:

   *I'm afraid I can't see you on the 22nd because I will be attending a training course in England.*

4. **Will have done**
   We use the future perfect (*will have done*), and a time phrase with *by*, to talk about something that will be completed before a particular time in the future:

   *We won't have repaid the loan by the end of May.*
EXERCISE 1

**Was going to – changed plans**

Look at the information. Using the notes, write sentences about the changed plans.

1. **CELEBRITY HOTEL**
   - **Opening November**
   - March

   They were going to open the hotel in November, but now they’re going to open it in March.

2. **ADVERTISING BUDGET**
   - **Original proposal** – $240,000
   - **Amended proposal** – $180,000

   We have $240,000 for the advertising budget, now we only have $180,000.

3. **IMPROVING SALES TECHNIQUES**
   - **Presentation by Jill Lawson**
   - Tuesday 4.30 pm
   - Friday 10.00 am

   Jill will give the presentation on Tuesday instead of Friday.

EXERCISE 2

**Changed arrangements – problem solving**

Look at schedule A for a programmer’s visit to a client. All these appointments must be rearranged because of certain problems – see the notes in the box. Work out a new schedule B and write sentences about the changes.

1. Nelson’s is closed on Wednesdays.
2. Gee’s restaurant is only shut on Mondays.
3. The IT Department is busy all morning.
4. Mr Barber is not free at 2.00.
5. The Finance Director is busy all afternoon.
6. The warehouse shuts at 3.30.
7. The programmer must see Mr Barber before he sees the Finance Director.

He was having lunch at Nelson’s, but now he’s having lunch at Gee’s.

1. 
2. 
3. 
4. 
5. 

60 The future (3): other future tenses
Will be doing and will have done

Look through the notes about the building of a new hotel and leisure complex. Say what will be happening and what will have happened at each of the times below.

<table>
<thead>
<tr>
<th>Time</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>April - June</td>
<td>clear site and lay foundations</td>
</tr>
<tr>
<td>July - Sept</td>
<td>build central hotel</td>
</tr>
<tr>
<td>Oct - Dec</td>
<td>put up the 20 guest cottages in grounds</td>
</tr>
<tr>
<td>Jan - Mar</td>
<td>finish golf course and other sporting facilities</td>
</tr>
<tr>
<td>April 5</td>
<td>first guests arrive</td>
</tr>
</tbody>
</table>

1. In May, we will be clearing the site and laying the foundations.
2. By the end of June, we will have cleared the site and laid the foundations.
3. In August, we will have finished golf course and other sporting facilities.
4. By the end of September, we will have put up the 20 guest cottages in grounds.
5. In November, we will have built the central hotel.
6. By the end of December, we will have finished the site and laid the foundations.
7. In February, we will have finished golf course and other sporting facilities.
8. By the end of March, we will have put up the 20 guest cottages in grounds.
9. By the middle of April, we will have cleared the site and laid the foundations.

Will do, will be doing and will have done

Look at the information. Then put the verbs into the right tense.

1a The talk (start) will start at 10.00.
b Mr Wright (give) will be giving his seminar at 10.23.
c The talk (finish) will have finished by 11.15.

2a The plane (take off) will take off at 18.00.
b At 19.35, Miss Wilson (travel) will travel to Athens.
c Miss Wilson (arrive) will arrive in Athens by 22.30.

3a The first exam (start) will start at 10.00.
b We (have) will have a break at 1.30.
c We (finish) will have finished by 6.00.

ITINERARY FOR MISS WILSON:
Dep. London Heathrow 18.00
Arr. Athens 22.00

BUSINESS SEMINAR
How to be a High Flier
10.00–11.00
Speaker: Mr O Wright

LAW FINALS
Paper I
10.00–1.00
Paper II
2.00–5.00
Production

TASK 1

Complete these sentences using was/were going to or was/were doing.

1. I was going to accept a job in Qatar
   ... but in the end I decided that I probably wouldn’t enjoy it.

2. ..........................................................
   ... but I couldn’t get a flight until the 18th.

3. ..........................................................
   ... but in the end we felt it was too expensive.

4. ..........................................................
   ... but she was ill, so we had to cancel.

5. ..........................................................
   ... but in the end we decided that three was enough.

6. ..........................................................
   ... but it was fully booked.

TASK 2

Answer the following questions about yourself in 20 years’ time.

1. Who will you be working for, 20 years from now?

2. What position will you have in the company?

3. What sort of things will you be doing as part of your job?

4. What will you have achieved by then?

5. What changes will have taken place in your family life?

TASK 3

Continue these sentences using will be doing or will have done.

1. I hope that, by the time I am your age, ...

2. This time next week, ...

3. There’s no point trying to get to the meeting now. By the time you do, ...

4. By the way, they’ve changed the venue for the sales conference. ...

5. This time tomorrow, ...
The future (4): possibility and probability

Presentation

a. Definitely, probably, etc.

Definitely, probably, and perhaps/maybe show how probable we think a future event is. Notice that won’t normally comes after probably and definitely:

<table>
<thead>
<tr>
<th>Degree of chance</th>
<th>In the next 10 years…</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>computers will definitely become faster and more powerful.</td>
</tr>
<tr>
<td>75%</td>
<td>computers will probably get much smaller.</td>
</tr>
<tr>
<td>50%</td>
<td>maybe/perhaps computers will be able to recognize speech better.</td>
</tr>
<tr>
<td>25%</td>
<td>computers probably won’t be able to translate perfectly.</td>
</tr>
<tr>
<td>0%</td>
<td>computers definitely won’t start having feelings or emotions.</td>
</tr>
</tbody>
</table>

b. Likely to, certain to

We can also use the verb be + (un)likely/certain + infinitive to refer to the future. We use the present tense of the verb be (is certain to) and we do not say: * will be certain to. We use certain to to refer to things that we think are certain, likely to/expected to to refer to things that are probable, and unlikely to to refer to things that are improbable:

You'll meet Jane at the Sales Conference next week. She is certain to be there. (definite)
The final cost of the project is likely to be higher than the current estimates. (probable)
The European Central Bank is unlikely to lower interest rates again this year. (improbable)

c. I think, I doubt, etc.

Various verbs and expressions show how probable we think a future event is. For example:

<table>
<thead>
<tr>
<th>High probability</th>
<th>I'm quite sure that…</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I'm confident that…</td>
</tr>
<tr>
<td></td>
<td>I expect that…</td>
</tr>
<tr>
<td></td>
<td>The chances are that…</td>
</tr>
<tr>
<td></td>
<td>I should think that…</td>
</tr>
<tr>
<td></td>
<td>I shouldn't think that…</td>
</tr>
<tr>
<td></td>
<td>I doubt if…</td>
</tr>
<tr>
<td></td>
<td>I doubt very much whether…</td>
</tr>
<tr>
<td>Low probability</td>
<td>I'm quite sure that + (won't)…</td>
</tr>
</tbody>
</table>

Modal verbs

We can use may, might, and could + bare infinitive to refer to the future:

The latest statistics suggest that house prices may/might/could fall over the coming year.

(For further information on modal verbs, see Units 23–26.)
**EXERCISE 1**

*Definitely, maybe, probably*

A leading newspaper interviewed a selection of financial experts and business people and asked them to predict what would happen to the economy in the coming 12 months. Look at the results below and write sentences about the predictions using *definitely, probably,* or *maybe + will/won't."

1. *Maybe* interest rates will fall in the Eurozone countries.
2. ....................................................................................................................................................
3. ....................................................................................................................................................
4. ....................................................................................................................................................
5. ....................................................................................................................................................
6. ....................................................................................................................................................
7. ....................................................................................................................................................
8. ....................................................................................................................................................

---

**EXERCISE 2**

*Certain to, likely to, unlikely to*

Complete the sentences with the correct form of *be certain to, be likely to,* or *be unlikely to."

1. I will offer them a 10% discount, but they are likely to ask for more because they are sometimes very tough negotiators.
2. She get the job. She has the experience and the qualifications, and none of the other applicants are any good.
3. They have very little experience of the entertainment industry, so they get finance for their broadband video-on-demand network.
4. Of course the stock market goes up and down, but you lose all your money in such a safe investment.
5. I can give Harriet the message. She be here at some stage tomorrow, because she usually comes in to the office on Thursdays.
6. The consortium need some extra finance for the bridge; they have spent all of their money and the project is only half-finished.
7. We are relocating to a site that is quite close, so most of the staff stay with the company.
8. I have booked a hotel room in London for the 18th, because the dinner finish before 11 p.m., and then it will be too late to get a train back to Liverpool.
9. The new manager make a number of changes in the department; the only question is exactly what those changes will be.
**EXERCISE 3**

*I think, I doubt, etc.*

A Arrange the expressions in the box in the appropriate columns.

<table>
<thead>
<tr>
<th>Definitely</th>
<th>Probably</th>
<th>Probably not</th>
<th>Definitely not</th>
</tr>
</thead>
<tbody>
<tr>
<td>I'm quite sure + (won't) ...</td>
<td>I'm confident that ...</td>
<td>I doubt if ...</td>
<td></td>
</tr>
<tr>
<td>I should think that ...</td>
<td>The chances are that ...</td>
<td>I'm quite sure that ...</td>
<td></td>
</tr>
<tr>
<td>I expect that ...</td>
<td>I shouldn't think that ...</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

B Match the sentences in column A with sentences in column B that have a similar meaning.

A
1. I'm quite sure they will sign the deal.
2. The chances are that we'll win the contract.
3. I doubt if they will sign the deal.
4. We will definitely win the contract.
5. I should think they will sign the deal.
6. I'm quite sure they won't sign the deal.
7. I doubt if we'll win the contract.
8. I doubt very much whether we'll win the contract.

B

a. They are unlikely to sign the deal.
b. They definitely won't sign the deal.
c. We probably won't win the contract.
d. We're very unlikely to win the contract.
e. We'll probably win the contract.
f. We are certain to win the contract.
g. They are likely to sign the deal.
h. They are certain to sign the deal.

**EXERCISE 4**

Review

Rewrite the sentences, using the words in brackets.

1. He says we are certain to get the contract.
   (confident) He is confident that we will get the contract.
2. I shouldn't think that their new store will attract many customers.
   (unlikely) 
3. I don't imagine they will give us better terms.
   (probably) 
4. I'm likely to be very busy early next week.
   (probably) 
5. They are unlikely to deliver the equipment this month.
   (think)
Production

TASK 1

Reply to the following questions about your future in two different ways.
In the next few years, what are your chances of ...

1 ... working abroad?
   a I should think I'll work abroad in the next few years.
   b Perhaps I'll work abroad in the next few years.

2 ... changing jobs?
   a ..........................................................................................................................................................
   b ..........................................................................................................................................................

3 ... getting rich?
   a ..........................................................................................................................................................
   b ..........................................................................................................................................................

4 ... getting promoted?
   a ..........................................................................................................................................................
   b ..........................................................................................................................................................

5 ... marrying someone English?
   a ..........................................................................................................................................................
   b ..........................................................................................................................................................

6 ... taking over control of your company?
   a ..........................................................................................................................................................
   b ..........................................................................................................................................................

7 ... having to spend some time doing military service?
   a ..........................................................................................................................................................
   b ..........................................................................................................................................................

Make predictions about what changes will happen in the next few years.

1 New technologies I should think we will see a great deal of research into nanotechnology (technology on an atomic or molecular scale). It probably won't lead to any instant results, but I am confident we will find out much more about its potential.

2 Your company ...................................................................................................................................

3 New Internet services ..............................................................................................................................

4 The countries of the Pacific Rim ............................................................................................................

5 Scientific developments ............................................................................................................................
The passive (1): actions, systems and processes

Presentation

a) Form

The passive is formed by using the verb be and the past participle (e.g., broken, driven, used). For example, the present tense passive is formed with am/is/are + past participle:

<table>
<thead>
<tr>
<th>I am driven</th>
<th>I am not driven</th>
<th>Am I driven?</th>
</tr>
</thead>
<tbody>
<tr>
<td>You are driven</td>
<td>You are not driven</td>
<td>Are you driven?</td>
</tr>
<tr>
<td>He/she/it is driven</td>
<td>He/she/it is not driven</td>
<td>Is he/she/it driven?</td>
</tr>
<tr>
<td>We are driven</td>
<td>We are not driven</td>
<td>Are we driven?</td>
</tr>
<tr>
<td>They are driven</td>
<td>They are not driven</td>
<td>Are they driven?</td>
</tr>
</tbody>
</table>

b) Focus on actions

We often use the passive to focus on something that happens to someone, when we do not want to focus on the person who does the action:

About 85% of the world's rubber is produced in the Far East.
(We use the passive here because we do not know, or need to say, who produces it.)

c) Systems and processes

The passive is often used to talk about systems and processes:

On most rubber plantations, the latex is collected from the rubber trees every day. It is mixed with water and then formic acid is added. This process creates crude rubber, which is then rolled into sheets.

d) Active or passive?

If it is important to say who performs an action, we can use the active or we can use the passive and the word by:

active: Peter Franks runs the Marketing Department.
passive: The Marketing Department is run by Peter Franks.

Both of these sentences are correct. If we were already talking about Peter Franks, we would probably use the active:

Peter Franks is an old colleague of mine. He works for Butterfield International, and he runs the Marketing Department.

If we were talking about the Marketing Department, and don’t want to change the subject in the second sentence, we would probably use the passive:

The Marketing Department is a large and very successful division that employs over 100 people. It is run by Peter Franks.
Practice

EXERCISE 1

Form

Read this interview with a taxi driver. Put the verbs in brackets into the present simple passive.

A: 1 Are you employed (you/employ) by a taxi company or is Pet Taxi your own business?

B: Pet Taxi is all mine – and I started it because there are lots of drivers who don’t like it when 2 ...................................................... (they/ask) to drive cats and dogs in their cars.

A: Is that a problem?

B: Yes, it can be, because every time you have a cat or a dog, dust and hairs 3 ........................................(leave) behind. And these days there are lots of passengers who 4 ........................................ (not/allow) to go anywhere near animals because of allergies.

A: So what does your taxi look like?

B: It’s a bit like a van, but it 5 .........................................(fit) with a big cage where the animals 6 .....................................(keep), and in the roof there are vents so that the air 7 .........................................(let) in – which is important for long journeys.

A: So what sort of animals 8 ........................................(you/ask) to carry round?

B: Well, mostly, 9 ........................................ (I/contact) by people who want me to take their cats and dogs to the hairdresser’s or vet’s. But I do some work for a film studio too, so sometimes 10 ........................................ (I/give) more unusual creatures – I once had a huge snake – a python!

EXERCISE 2

Focus on actions

Many of the following sentences sound unnatural because they are in the active. Rewrite them in the present simple passive, but do not mention the agent (e.g., by workers, by people).

1 Workers in China make these telephones.
   These telephones are made in China.

2 Employers pay many manual workers weekly.
   Many manual workers are paid weekly.

3 They keep a large amount of gold at Fort Knox.
   A large amount of gold is kept at Fort Knox.

4 Workers build a lot of the world’s supertankers in South Korea.
   A lot of the world’s supertankers are built in South Korea.

5 Farmers grow a third of the world’s cocoa on the Ivory Coast.
   A third of the world’s cocoa is grown on the Ivory Coast.

6 Countries store most nuclear waste underground.
   Most nuclear waste is stored underground.

7 Scientists test most new drugs extensively before they go on sale.
   Before they go on sale, most new drugs are tested extensively.

8 Printers print a lot of our books in Hong Kong.
   A lot of our books are printed in Hong Kong.
Chassis erection shop — Here is where the engine 10 (assemble) to the chassis — most of the engines that 11 (use) come from Rover, Ford or BMW. This is also where the gear boxes and other parts 12 (add) to the car. This part of the process takes a day.

Finishing shop — Here the final operations 13 (carry) out. The leather seats, electrical wiring, dashboard and windscreens 14 (fit) to the cars. Afterwards the cars 15 (take) for a road test.

Despatch department — It is here that the cars 16 (check) against a quality list. Then they 17 (clean and polish) and 18 (despatch) to the customers.

Body shop — The first stage of production involves the construction of the frames. The frames 3 (make) of wood, and they 4 (put) together carefully by expert craftsmen.

Sheet metal shop — This is where the panels of steel or aluminium 5 (cut) out. The sheet metal shop is the main supplier for the assembly shop.

New Assembly shop — This is where the wooden frame 6 (bolt) to the steel chassis. Afterwards the aluminium panels 7 (attach) to the frame. Then the wings, bonnets and wheels 8 (fit) and the car 9 (prepare) for painting.
A person who works in the Personnel Department is explaining how they select candidates in her company.

1. If there’s a vacancy, I usually advertise it in-house first of all.
2. If I don’t find any suitable candidates, then we advertise the job in the papers.
3. We ask applicants to send in their CVs.
4. We invite some of the candidates to an interview.
5. After that, we draw up a shortlist.
6. We ask some of the applicants back for a second interview.
7. We choose the best candidate.
8. Then I check his or her references.
9. If everything’s OK, we offer the applicant the job.

Complete the sentences below to give a general description of the recruitment process. Use the passive in your answer.

1. The vacancy is advertised in-house.
2. If there are no suitable in-house candidates, the job is advertised in the papers.
3. Applicants send in their CVs.
4. Some candidates are invited to an interview.
5. A shortlist is drawn up.
6. Some applicants are asked back for another interview.
7. The best candidate is chosen.
8. The references are checked.
9. The successful applicant is offered the job.

Write a short paragraph describing a system or process you know well, using the present simple passive. You may find the following linking words helpful:

First of all, ... Then, ... Next, ... After that, ... Finally, ...

The passive (1): actions, systems and processes
Presentation

Other tenses

The examples below show how to form the passive with other tenses.

Present continuous passive: \textit{am being}, \textit{is being}, or \textit{are being} + past participle:

\begin{itemize}
  \item Our website is being re-designed at the moment.
  \item Apparently some quite major changes are being made.
\end{itemize}

Past simple passive: \textit{was} or \textit{were} + the past participle:

\begin{itemize}
  \item Our company was founded in 1848 in London.
  \item In 1849, three other branches were set up in Oxford, Cambridge and Edinburgh.
\end{itemize}

Note the passive form \textit{be born}:

\begin{itemize}
  \item A: When \textit{were} you \textit{born}?
  \item B: I \textit{was born} in 1968.
\end{itemize}

Past continuous passive: \textit{was being} or \textit{were being} + the past participle:

\begin{itemize}
  \item I couldn’t use the company car yesterday because it \textit{was being serviced}.
  \item We only noticed the mistakes when the brochures \textit{were being printed}.
\end{itemize}

Present perfect passive: \textit{has been} or \textit{have been} + the past participle:

\begin{itemize}
  \item A small design fault \textit{has been found} on our latest chip.
  \item All of the chips \textit{have been recalled}.
\end{itemize}

Past perfect passive: \textit{had been} + the past participle:

\begin{itemize}
  \item They emailed us to say that the shipment \textit{had been delayed}.
  \item None of their orders \textit{had been fulfilled}.
\end{itemize}

Future passive: \textit{will be} or \textit{going to be} + the past participle:

\begin{itemize}
  \item The shipment \textit{is going to be delayed}.
  \item It \textit{will be delivered} next Tuesday.
\end{itemize}

Personal or impersonal?

The passive is also often used in business correspondence, because it is less personal than the active. Compare:

\begin{itemize}
  \item Amanda Mason, who opens our post at this branch, \textit{received} your letter yesterday. She \textit{has forwarded} it to Head Office. (active)
  \item Thank you for your letter, which \textit{was received} at this branch yesterday. It \textit{has been forwarded} to Head Office. (passive)
\end{itemize}

The present perfect passive is often used when we are describing changes that have taken place, and we are more interested in the changes than who has made them:

\begin{itemize}
  \item The factory is completely different. The whole place \textit{has been modernized} and \textit{computerized}, and most of the shop floor workers \textit{have been made} redundant.
\end{itemize}
Practice

EXERCISE 1

Tenses in the passive

A Put the verbs in brackets into the present continuous active or passive.

The environmental group Friends of the Earth is encouraging members of the public to take action and protest about the testing of genetically modified (GM) crops. At the moment there are about 30 sites where large scale trials (carry out). Many environmentalists fear that plants and animals near the sites (affect) because proper safety measures (not / take). The government, however, insists that researchers (do) everything possible to make the trials safe.

B Put the verbs in brackets into the past continuous active or passive (was/were doing or was/were being done).

At the Old Bailey yesterday, five men were found guilty of planning the most ambitious jewel robbery in history. The gang had tried to steal the De Beers Millennium diamonds (worth over $200 million) which (display) at the Millennium Dome. Four of the men smashed into the Dome early one morning with a JCB digger, but over 200 policemen (wait) for them because they knew about their plans. They first arrested the two men who (stand) outside, and then arrested the others who (smash) the glass case where the jewels (keep). While the men (take) away, the police picked up the driver of the getaway boat who (wait) on the river next to the Dome.

C Put the verbs in brackets into the past perfect active or passive (had done/had been done).

Elvis Presley was one of last year's highest earners, thanks mainly to his widow Priscilla and the CEO of Elvis Presley Enterprises, Jack Soden. When he died in 1977, Elvis's financial affairs were in a mess. The rights to all his records (sell) to RCA Records in 1973 in a deal in which Elvis (pay) about $5 million and his manager (receive) $7 million. Priscilla decided to keep their home, and to open it as a tourist attraction, even though she (advise) to sell it. It was a good move, and within a year, more than 300,000 visitors (visit) Graceland, and today it generates $15 million annually in admission fees alone.
**EXERCISE 2**

**Future passive**

Put the verbs in brackets into the will future active or passive.

Janet: I’ve booked you on the 8.30 Olympic Airways flight, so you’ll arrive (arrive) at 2.30 Athens time. You meet (meet) at the airport by one of their chauffeurs, and you drive (drive) straight to their Head Office.

Helen: Fine. Have you organized a hotel?
Janet: Yes, you be (be) at the Inter-Continental.
Helen: OK. Do they know how long the meeting last (last)?
Janet: They expect that you be able (be able) to finish at about 7.30 in the evening, and then you take (take) to the hotel. I’ve told the hotel you probably not arrive (not arrive) until 8.30. They say that’s fine – the room keep (keep) for you, and it not give (not give) to anyone else.

**EXERCISE 3**

**Present perfect: change**

Some staff changes have taken place at a small UK engineering company. Complete the dialogue between a company employee and a friend who used to work there. Put the verbs in brackets into the present perfect active or passive (has/have done or has/have been done).

John: Are things different now?
Sara: Yes. What has happened is that the Sales and Marketing Department has been turned (turn) into three separate divisions – there is now an International Division, a UK Division, and a new office that just/set up) in the US.
John: Is Peter still in charge?
Sara: No, they make (make) him Senior Director, so he doesn’t have much to do with the department now. Laura promote (promote) to Sales Director, so they all report directly to her. Ben Warner and Katie Lang put (put) in charge of the International Division and the UK Division.
John: Is Ken still there or they send (they/send) him to the US?
Sara: No he’s still there – but he doesn’t get on with Laura, basically, so he demote (demote) to UK Sales Assistant, and now he works for Katie. Obviously he’s not very happy about it and he doesn’t think that the company treat (treat) him fairly. I don’t expect he’ll stay long.

**Previous organization**

**Current organization**

- **DIRECTOR**
  - Peter Arnold
  - Laura Nelson

- **SALES AND MARKETING**
  - Manager: Laura Nelson
  - Ken Hyam and Benedict Warner

- **SALES**
  - Benedict Warner

- **PUBLICITY**
  - Katie Lang

- **INTERNATIONAL S&M**
  - Benedict Warner
  - Sales assistant: Petra Shaw

- **UK S&M**
  - Katie Lang
  - Sales assistant: Ken Hyam

- **USA OFFICE**
  - Chris Boothby
  - Publicity manager: Claire Manson

The passive (2): other tenses 73
Production

**TASK 1**
Write sentences from the prompts using one of the verbs from the box.

<table>
<thead>
<tr>
<th>build</th>
<th>discover</th>
<th>elect</th>
<th>found</th>
</tr>
</thead>
<tbody>
<tr>
<td>invent</td>
<td>destroy</td>
<td>open</td>
<td></td>
</tr>
</tbody>
</table>

1. The Berlin Wall/1961
   *The Berlin Wall was built in 1961.*
2. The Channel Tunnel/1994

3. Radium/Marie and Pierre Curie

4. The wireless/Marconi

5. Fiat SPA/1899

6. The World Trade Center/11 September 2001


**TASK 2**
Add a response to each of the following questions.
Have you heard what ...

1. ... has happened to their Spanish subsidiary? *It has been sold.*
2. ... is happening to the department?
3. ... happened to the chairman at the meeting?
4. ... has happened to the strikers?
5. ... is happening to the price of petrol?
6. ... happened to our office in Singapore?
7. ... has happened to the Euro?

**TASK 3**
Read the information about Nintendo. Then write a similar short paragraph about the history of your company.

When Nintendo was founded by Fusajiro Yamauchi in 1889, it manufactured Japanese playing cards. The company started making other games in 1963. The first video games were introduced in the 1970s, and the first Game Boy was introduced in 1989. The products were constantly upgraded and improved, and the Nintendo GameCube of 2001 became the fastest-selling hardware system in the world.
The passive (3): passive verbs and infinitives, have something done

Presentation

a Have something done
We can use the structure have something done to talk about things we pay or employ other people to do for us. We use the verb have + object + past participle:

<table>
<thead>
<tr>
<th>have + object + past participle</th>
</tr>
</thead>
<tbody>
<tr>
<td>We have our books printed in Singapore.</td>
</tr>
</tbody>
</table>

Common mistakes:
We put the object before the past participle, not after it:
wrong: *We have serviced our cars by a local garage.
right: We have our cars serviced by a local garage.

b Get something done
In most cases we can also use get instead of have. This is slightly less formal:
We get our brochures printed in Hong Kong.

c Different tenses
We can use have something done or get something done in different tenses. To do this, we use the correct tense of the verb have (or the verb get). Look at the following examples:

| present simple: We have the machines cleaned regularly. |
| present continuous: He is having the letter typed out. |
| past simple: They got the order sent by courier. |
| present perfect: Have you had your accounts checked? |
| going to: We're going to have an ADSL line installed. |
| modals: You must have your office repainted. |
| infinitive: I want to get the air conditioning repaired. |
| -ing forms: Would you be interested in having your house valued? |

d Managing people
When we talk about what we ask other people to do, we can use have + object + bare infinitive:
I'll have my secretary book a meeting room.
We can also use get + object + to infinitive:
I'll get my secretary to book a meeting room.
**Practice**

**EXERCISE 1**

*Have something done*

Read the magazine article about mass customization. Using the structure *have something done*, fill in the blanks with the missing information.

**MASS CUSTOMIZATION**

Thanks to the Internet and new technology, mass customization is becoming more common.

1. Some computer companies don’t sell their computers in stores – they only start assembling the computer after they get your order; which means you can **1** something done. For example, if you are going to use it a lot for artwork or video, you can **2** something done to the computer. If you need special software, you can **3** something done before the computer is sent to you. If you need a lot of storage, you can **4** something done, and anyone who needs to use big programs can **5** something done. (a bigger hard disk/fit) in.

2. After choosing your system, you can think about accessories. If you want internal devices like modems or extra drives, you can **6** something done in the machine. If you need external devices such as scanners or printers, you can **7** something done (them/deliver) with your order.

3. Finally, you may choose the kind of after-sales service you want. If the machine goes wrong, you may want to send it back to the factory to **8** something done, or you may prefer to **9** something done (it/fix) on-site by a technician.

This is just a very early example of mass customization, but there’s no doubt that even bigger changes in manufacturing and services are on the horizon, and soon we will be able to **10** something done (other things/customize) to suit our needs. We have come a long way since Henry Ford’s famous words about the Model T: ‘You can have any colour you want, as long as it’s black.’

**EXERCISE 2**

*Get something done*

Read what the manager of a maintenance department says about her work. Re-write the sentences using the structure *get something done*. See the example.

1. People come and clean the office every evening.
   - We get the office cleaned every evening.
2. Someone sweeps the floors every night.
3. Someone services the air conditioners twice a year.
4. Someone changes the indoor plants once a month.
5. Someone cleans the windows every six weeks.
6. Someone checks the central heating system once a year.
7. In the winter, someone delivers oil every week or so.
Tenses

Rewrite the following sentences using the structure *have something done*.

1. Someone makes my suits in London.
   I have my suits made in London.

2. Someone is going to print 5,000 new catalogues for us.
   We have something done.

3. When is someone going to redecorate my office?
   When something done.

4. Someone is designing a new office for them.
   They have something done.

5. Someone has checked these figures for me.
   I have something done.

6. Has someone done your hair?
   Have something done.

7. Someone should mend the photocopier for you.
   You have something done.

8. Someone delivered the new furniture for us yesterday.
   We have something done.

9. Nobody has repaired my car yet.
   I have something done.

10. Where did someone make those t-shirts for you?
    Where something done.

Managing people

Read through the problems or situations below. Using the words in brackets, suggest solutions. See the example.

1. ‘Casco have phoned again to complain that we still haven’t paid that invoice.’
   (get/accounts department/send them/cheque immediately)
   I’ll get the accounts department to send them a cheque immediately.

2. ‘We really need to discuss this face to face.’
   (have/my PA/set up/meeting)

3. ‘My plane won’t be getting back until 3 a.m.’
   (get/driver/come and collect you)

4. ‘We won’t have time to stop for lunch.’
   (get/canteen/send up/sandwiches)

5. ‘The printer doesn’t seem to be working.’
   (get/Barry/come and have a look)

6. ‘I’d be very interested in working for you.’
   (have/personnel manager/arrange an interview)

7. ‘I’d like details of your full range of products.’
   (have/my secretary/send you/catalogue)

8. ‘I’m worried about one or two bits of this contract.’
   (get/lawyer/check/carefully)
Production

TASK 1

Look at these advertisements from a local business directory. For each advertisement, write down three things that you can have done or get done by these companies.

1. **BUSBY AND WALLACE**
   - Office Decoration and Maintenance
   - interior and exterior painting
   - wallpaper hanging service
   - regular office maintenance contracts available

2. **HARRINGTON PHOTOGRAPHIC**
   - instant passport and driving licence photographs
   - colour or black and white portraits
   - photo restoration

TASK 2

Think about how mass customization is affecting, or will affect these areas, and what you can have done for you now or what you will be able to have done in the future.

1. Photography: If you've got a digital camera but no printer, you will soon be able to go to a photo booth at the airport and have all your holiday photos printed out before you pick up your baggage.

2. Music and CDs: ..................................................................................................................................

3. Clothes: ................................................................................................................................................

4. Home shopping: ................................................................................................................................

5. Cars: .....................................................................................................................................................

6. The passive (3): passive verbs and infinitives, have something done

   What do you do if ....
   1 ... there is something wrong with the central heating?
      1 get the maintenance department to have a look at it.
   2 ... you want to travel abroad?
   3 ... your computer breaks down?
   4 ... your car breaks down on the motorway?
   5 ... you are unsure about something in your tax bill?
   6 ... your office needs redecorating?
Conditionals (1): if you go ...

Presentation

Zero conditional
We can talk about general facts or things that are always true using an if sentence. This kind of sentence has the present tense in both parts:

<table>
<thead>
<tr>
<th>If + present tense</th>
<th>Present tense</th>
</tr>
</thead>
<tbody>
<tr>
<td>If the price of a product falls,</td>
<td>demand for it usually rises.</td>
</tr>
</tbody>
</table>

In statements like this, if means the same as when or every time. This is sometimes called the ‘zero conditional’.

First conditional
When we talk about the results of future events that are reasonably likely, we can use an if sentence. The if clause states the condition, and the other clause states the result.

<table>
<thead>
<tr>
<th>Condition</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>If + present tenses</td>
<td>will + bare infinitive</td>
</tr>
<tr>
<td>If you give me an extra day’s holiday,</td>
<td>I’ll work this weekend.</td>
</tr>
</tbody>
</table>

The if clause can come in the first part of the sentence or the second:
If the government raises taxes in the next budget, consumer spending will fall.
Consumer spending will fall if the government raises taxes in the next budget.

Common mistakes: We do not use will in the if part of the sentence:
wrong: *If the shipment will arrive tomorrow, I will collect it.
right: If the shipment arrives tomorrow, I will collect it.

If or when?
When we talk about events that will take place in the future, we can use if or when, but there is an important difference in meaning.
I’m flying to the States today. I’ll give you a ring if I get in at a reasonable time.
(The speaker is not sure if he will get in at a reasonable time or not.)
I’m flying to the States tonight. I’ll give you a ring when I get there.
(The speaker has no doubt that the plane will arrive safely.)

Variations
We can use the imperative, or a modal verb (see Units 23–6), instead of will + infinitive:

Imperative: If you hear from Susan today, tell her to ring me.
           If Mr Duval comes in, get him to sign that contract.

Modal: If the traffic is bad, I may get home late.
       If we sign the contract today, we can start production at the end of next month.

We can use the present continuous or the present perfect in the if clause:
Present continuous: If they are still considering Peru, I shall suggest Lima.
Present perfect: If you have placed the order, the goods will arrive in ten days.
EXERCISE 1
Zero conditional

Complete the first part of the sentences in column A with the right endings in column B.

A
1 Governments expect something in return.
2 Every time Peter chairs a meeting
3 People are usually more productive
4 If you send someone an email,
5 If inflation rises,
6 When you have a high staff turnover,
7 If anyone from our Hamburg office visits,
8 We spend a great deal on promotion
9 I always fly Club Class

B
a when I go on a long haul flight.
b it normally arrives in seconds.
c I usually look after them.
d if they give aid.
e whenever we launch a new model.
f it always goes on for a long time.
g if they work in pleasant surroundings.
h the value of people’s savings goes down.
i something is wrong with the management.

EXERCISE 2
First conditional

Look at the notes about each situation. Then write if sentences using the present simple and will + infinitive.

1a motorway may be very busy – we/miss the flight
   If the motorway is very busy we’ll miss the flight.
b traffic may be OK – we/get to the airport on time

2a weather may be good – they/have the party in the garden
   b it may rain – they/hold the reception in the marquee

3a the play may do well – it/open on Broadway
   b the play may do badly – it/close after a week
EXERCISE 3

If or when?

Fill in the blanks with if or when.

1. I don’t think you’ll have any problems, but call me ___________ you do.
2. Mrs Barton is coming this afternoon. Could you send her up ___________ she arrives?
3. We won’t be able to compete ___________ we don’t adopt a better Internet strategy.
4. Put that on my bill please, and I’ll pay ___________ I check out.
5. I’ll be disappointed ___________ I’m not promoted this year.
6. Sales are low this spring, but they will improve ___________ summer starts.

EXERCISE 4

Variations

Read the following dialogue, and choose the best option from the words in italics.

Hans: I’ll be at a meeting this afternoon, so if Pierre 1 will/calls, 2 tell/you’ll tell him
I’ll give him a ring later.
Claudia: OK, but there’s one other thing. You’ve got a meeting with Mr Sachs at 5.00.
Will you be back by then?
Hans: It depends, really, but I’ll call you. If the meeting 3 will go on/goes on after 4.30,
you 4 will/can cancel my appointment with Mr Sachs. But if it has already
finished by then, 5 may/am able to get back in time.
Claudia: Anything else?
Hans: Yes, if you 6 will manage/manage to get hold of Kevin, you 7 must/will get the
October sales figures from him. I need them today. The Chairman 8 may/can
come to the sales meeting tomorrow, and if he does, he 9 will want/must want
to see them.

EXERCISE 5

Right or wrong?

Some of the following sentences are right and some are wrong. Put a tick (√) next to the
ones that are right and correct the ones that are wrong.

1. If you finish everything that needs to be done before five, you are able to go home.
   If you finish everything that needs to be done before five, you can go home.

2. Mr Lo probably won’t want to go out for dinner if he has had a meal on the plane.

3. If it will be their first visit to England, I expect they might want to do some sightseeing.

4. I may go and visit their headquarters if I will go to London next week.

5. Please don’t hesitate to contact me if you require any further information.

6. What should I do if everyone will be still talking when I want to start my presentation?

7. If you will go to Paris next week, I can give you the name of a good hotel I know.
Production

**TASK 1** Explain the meaning of these sentences using a first conditional sentence with *if*.

1. For further information call us on 0800 726354.
   
   **If** you ring 0800 726354, we'll give you some more information.

2. We've got these products on a ‘sale or return’ basis.

3. Subscribe to *Business Age* before 30 September and save up to 33%.

4. The Ford Ka comes with a money-back guarantee.

**TASK 2** Complete these sentences.

1. If I have time this weekend, ............................................................................................................

2. If I go on holiday this year, ............................................................................................................

3. If I can afford it, ................................................................................................................................

4. If I carry on learning English, ........................................................................................................

5. If I stay in my present job, ..............................................................................................................

6. If I feel tired this evening, ...............................................................................................................

7. If I finish work early, .........................................................................................................................

8. If I move house at some stage in the future, ..............................................................................

**TASK 3** You have been asked to speak on these topics at a meeting. Write short paragraphs about what you think will happen during the next two or three years, and what you or your company will do.

1. **Interest rates**

   I think that interest rates will rise again during the next two or three years.

   **If** they do, we will have to try to reduce our costs and the amount we borrow as much as possible, and we will not be able to expand.

2. **Your market share**

   ......................................................................................................................................................

3. **New competitors**

   ......................................................................................................................................................

4. **Technological changes**

   ......................................................................................................................................................
Presentation

If and unless

Unless means the same as if ... not. It always refers to the conditional part of the sentence and not the result part of the sentence:

- If sales don't improve soon, we'll have to cut production.
  (condition)   (result)
- Unless sales improve soon, we'll have to cut production.
  (condition)   (result)

We often use not + unless, which means only ... if, when we want to emphasize a condition:

- The bank will only lend me the money if I can give them some kind of security.
- The bank won't lend me the money unless I can give them some kind of security.

In case and so that

We use in case to talk about precautions and safety measures we will take before a problem happens. These precautions, however, will not prevent the problem from happening.

- I'll reserve the meeting room from 3.00-9.00 in case the meeting goes on a long time.
  (I'll reserve the room for 6 hours to be on the safe side – the meeting may or may not go on for a long time.)

We use so that to talk about the purpose of a decision or a safety measure. Usually these safety measures are designed to achieve a benefit of some kind or to prevent a problem from happening in the first place.

- I'll reserve the room from 3.00-5.00 so that the meeting doesn't go on for a long time.
  (We will only have the room for 2 hours. That will prevent the meeting from going on for a long time – we will have to stop at 5.00.)

Provided that, as long as, etc.

We can use provided that/providing, as long as, and so long as when we want to emphasize a condition. These mean if and only if.

- I will sign this contract provided that you guarantee me a commission rate of 15%.
  (I will not sign it if you do not give me this guarantee).
- The strike will be successful as long as we all stay together.
  (It will only succeed if we all stay together.)

Providing and so long as mean the same as provided that and as long as, but they are a little less formal. Note that we use the same sentence pattern as with other if sentences.
**If and unless**

Match the first part of each sentence in column A with the right ending in column B.

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 There's going to be a train strike tomorrow</td>
<td>a unless we give her the salary she wants.</td>
</tr>
<tr>
<td>2 The union won't go on strike</td>
<td>b we will not make a loss this year.</td>
</tr>
<tr>
<td>3 She will accept the job</td>
<td>c we will make a loss this year.</td>
</tr>
<tr>
<td>4 She won't accept the job</td>
<td>d they will not take legal action.</td>
</tr>
<tr>
<td>5 Unless sales improve dramatically</td>
<td>e unless we agree to their demands.</td>
</tr>
<tr>
<td>6 If sales improve dramatically</td>
<td>f if we agree to their demands.</td>
</tr>
<tr>
<td>7 Unless we pay them immediately</td>
<td>g they will take legal action.</td>
</tr>
<tr>
<td>8 If we pay them immediately</td>
<td>h if we give her the salary she wants.</td>
</tr>
</tbody>
</table>

**Unless**

Rewrite the following sentences using unless.

1 If nothing goes wrong, we will sign the deal tomorrow.
   We will sign the deal tomorrow unless something goes wrong.

2 We're not going to get that contract if we don't improve our offer.
   We're not going to get that contract unless we improve our offer.

3 Only phone me if it is an emergency.
   Please don't phone me unless it is an emergency.

4 If demand doesn't increase soon, we're going to have a bad year.
   We're going to have a bad year unless demand increases soon.

5 This project will only be viable if you can cut your overheads.
   This project will not be viable unless you can cut your overheads.

6 I'll accept an overseas posting if I can have my job back when I return.
   I won't accept an overseas posting unless I can have my job back when I return.

**In case**

A manager is going to Frankfurt to attend a book fair. Complete the sentences about what he is going to do using in case + present tense.

Possible problems that may or may not happen:

- The hotels may be busy.
- It might be cold.
- He might want to hire a car.
- The office might need to phone him.
- He might have to see a doctor.
- He may lose his passport.

1 He's going to book a room in advance in case the hotels are busy.
2 He's going to photocopy his passport in case he needs his passport.
3 He's going to take his driving licence in case he needs it for a car.
4 He's going to take his mobile in case he needs to make a call.
5 He's going to take out medical insurance in case he needs it.
6 He's going to take some warm clothes in case it's cold.
So that

A colleague is also going to the same book fair. Look at her decisions and at the list of the benefits she will achieve or the problems she will avoid. Write sentences about these using so that.

Benefits/Problems she will avoid:
1. She won't have to spend hours looking for a hotel.
2. She won't have to find a bank.
3. She will be able to change her flight times if necessary.
4. People will be able to phone her.
5. She won't end up with a large hospital bill.
6. She will be able to do some work on the plane.

1. She'll book a room well in advance so that she doesn't have to spend hours looking for a hotel.
2. She'll take plenty of euros in cash.
3. She'll buy a full business class fare.
4. She'll take her mobile.
5. She'll take out medical insurance.
6. She'll take her laptop.

In case or so that?

In each of the following sentences, fill in the blanks with in case or so that.

1. The building has smoke alarms so that we can detect fires immediately.
2. Keep the insurance documents safe so that we need to make a claim.
3. I'll send you a fax so that you get all the information you need today.
4. I’m going to hold a meeting so that everyone can say what they think.
5. I’ll phone you later so that you have any problems with the program.
6. I’ve left the answering machine on so that anyone calls.

Provided that, as long as, etc.

Underline the best option from the words in italics.

1. We'll sign the contract today provided that/unless there aren't any last minute problems.
2. The banks will support us unless/as long as the company is profitable.
3. I won't call you unless/providing I have a problem I can't deal with.
4. So long as/Unless we continue to order in bulk, they will go on giving us free delivery.
5. Unless/Provided that we solve the problem now, the situation is going to get worse.
6. We will be able to start this project in two months as long as/unless the board think it is a good idea.
Complete the following sentences.

1. I'll probably stay in my present job unless ...

2. The economic situation will continue to improve as long as ...

3. I won't be able to go to the interview on Thursday unless ...

4. Provided that Boeing get the safety certificate for their new aeroplane, ...

5. Unless I have to change the time of the meeting for some reason, ...

6. We will allow you to become the sole distributor of our product providing ...

Finish each of the sentences in three ways, using if, in case, and so that.

1. I'm going to leave early ...
   a. ... if my boss lets me.
   b. ... in case the traffic is bad.
   c. ... so that I get to the airport on time.

2. I'll take some local currency with me ...
   a. ... if ........................................................................................................................
   b. ... in case .............................................................................................................
   c. ... so that .............................................................................................................

3. I'll take my address book with me ...
   a. ... if ........................................................................................................................
   b. ... in case .............................................................................................................
   c. ... so that .............................................................................................................

4. They haven't paid the invoice yet. I'll send them a reminder ...
   a. ... if ........................................................................................................................
   b. ... in case .............................................................................................................
   c. ... so that .............................................................................................................

5. You'd better take your driving licence with you ...
   a. ... if ........................................................................................................................
   b. ... in case .............................................................................................................
   c. ... so that .............................................................................................................
Conditionals (3): *if you went ...*

**Presentation**

**a Form**

The second conditional is formed by using *if* + past tense and *would* (*'d*) + bare infinitive:

<table>
<thead>
<tr>
<th>If + past tense</th>
<th>would/’d + infinitive</th>
</tr>
</thead>
<tbody>
<tr>
<td>If I <em>had</em> his mobile number, I’d phone him.</td>
<td></td>
</tr>
</tbody>
</table>

Common mistakes:
We do not use *would* in the *if* part of the sentence:

wrong:  
*If trains would be more reliable, more people would use them.*

right:  
*If trains were more reliable, more people would use them.*

The *if* clause can come in the first part of the sentence, or the second:

**Presentation**

If *I had* his mobile number, I’d phone him.

I’d phone him *if I had* his mobile number.

**b Imaginary situations**

We can use the second conditional to refer to an imaginary situation now or in the future.

1. *If Anna was here, she’d know what to do.*
   (But she is not here at the moment, so she cannot help).

2. *If I lost my job tomorrow, I’d move to London to find another one.*
   (I don’t think I will lose my job, but I understand the possible consequences.)

In 1 we are talking about the present, and imagining a situation that is different from reality. In 2 we are talking about a possible event in the future; however, by using the second conditional we make it clear that we do not really think it will happen.

**c Variations**

It is also possible to use *might* and *could* instead of *would*:

*If we had the finance, we *could* expand much more rapidly.*

*If the terms of the contract were different, we *might* accept it.*

In the *if* clause, we can use *were* instead of *was* for the verb *to be*. This is very common when we give advice using the expression *If I were you ...*

*If I were you, I would call the technical support helpline.*

**d First or second?**

If we think that a future event is reasonably likely, we use the first conditional:

*If my investments grow at 6% a year, they will be worth £20,000 in ten years.*
(This is reasonably likely and realistic.)

If we are talking about something that is unlikely or impossible, we use the second conditional:

*If the stock market grew by 500% over the next two years, I’d be able to retire.*
(But this is extremely unlikely.)
### Practice

**Form**

Change the verbs in brackets using *would* + infinitive or the past tense.

A: My session with the Human Resources department didn't go too well.
B: Really? Why not?
A: Well, firstly, they said there was almost no chance of promotion in this country. There is an opportunity in the Spanish office, but that's impossible. If I accepted the job in Madrid, I wouldn't spend any time with the family.

B: Couldn't you all move there?
A: No, because if we all moved to Spain, the children need to change schools, and we don't want them to do that. And if we all went, Laura has to give up her job, and I can't ask her to do that.

B: Did they have any other ideas?
A: They said there were more opportunities in the IT department, but that's not a solution either. Even if I start next week, I won't get a senior position for at least three years, and that is too long. So I don't really know what I'm going to do.

### Imaginary present situations

Rewrite the following sentences with *if* and the second conditional.

1. The reason we don't use them is that they are so expensive.
   But if they weren't so expensive, we'd use them.

2. The reason I can't contact them is that I haven't got their address.
   But if I had their address, I'd contact them.

3. The reason I work so hard is that I enjoy my job.
   But if I enjoyed my job, I'd work less.

4. The reason we are the market leaders is that we spend so much on R&D.
   But if we spent less on R&D, we wouldn't be market leaders.

5. The reason I can't give you an answer is that I haven't got the authority.
   But if I had the authority, I'd give you an answer.

### Variations

Complete the sentences with the correct form of verbs in the box.

<table>
<thead>
<tr>
<th>change</th>
<th>be</th>
<th>think</th>
<th>speak</th>
<th>apply</th>
<th>be</th>
<th>earn</th>
<th>get</th>
<th>produce</th>
</tr>
</thead>
</table>

1. I think I might get that job in Paris if I applied for it, but I'm not interested in it.
2. If I were you, I'd speak very carefully before investing.
3. It's a pity you've refused to talk to him. He might change his mind if you speak to him personally.
4. It's a pity the circulation of our magazine is so low. If it were higher, we could earn a lot more from advertising.
5. If our labour costs were lower, we could produce cheaper goods.
First or second conditional?

Read through the following sentences. Decide whether the events are likely or imaginary, and put the verbs in brackets into the right tense.

1. If everyone contributed (contribute) 20% of their salaries to charity, there would be (be) no poverty.
2. I am confident that we will meet (meet) our targets if we maintain (maintain) our current level of sales.
3. If I were (be) in your position, I would insist (insist) on having more staff in the department.
4. Please have a seat. If you wait (wait) a couple of minutes, I'll give (give) you a lift.
5. I'm expecting a call from Grayson's. If they ring (ring) today, please let (let) me know at once.
6. I have applied (apply) for the job if I have (have) an MBA, but unfortunately I haven't.
7. I would be (be) back at 8.30 if the traffic is not (be) too bad.
8. What laws would you change (change) if you were (be) the Prime Minister?

EXERCISE 5

Questionnaire

Read the questionnaire and for each question write a number from 1–5 to show how often you would act in this way. (1=never, 2=rarely, 3=sometimes, 4=often, 5=always). Then turn to page 201 to work out what your score means.

What is your management style?

1. If my team had to make a decision, I would encourage everyone to participate and I would try to implement their ideas and suggestions.
2. If I had to teach people new tasks and procedures, I would enjoy it.
3. If I was in charge of an important project, I would closely monitor the schedule to make sure it was completed in time.
4. If I was faced with a very challenging task, I would really enjoy it.
5. If I found a good idea in a book on training, leadership, and psychology, I would try to put it into action.
6. If I had to correct an employee’s mistake, I wouldn’t mind upsetting them.
7. If I had to manage a complex task through to completion, I would supervise every detail.
8. If I was in charge of a complex task or project, I would enjoy explaining the details to my employees.
9. If I had to complete a complex project, I would naturally break it up into small manageable tasks.
10. I would achieve my goals, even if it meant upsetting some people.
11. If I was in charge of a project, I would concentrate on building a great team.
12. I would enjoy analysing problems, if I was put in charge of a very complex project.
13. It would be easy for me to give employees advice on how to improve their performance or behaviour.
14. If I had to carry out several complicated tasks at the same time, it would be possible for me.
Production

TASK 1

Answer the following questions using the second conditional.
What would you do if ...

1 ... you invented a new product?
   If I invented a new product, I'd patent it immediately.

2 ... you lost your job?

3 ... you were offered a job in Saudi Arabia for five years?

4 ... your company's main competitors offered you a good job?

5 ... you lost all your money and credit cards?

TASK 2

Write down the advice you would give in the following situations. Begin each answer with If I were you ...

What would you say to ...

1 ... an 18 year old who wanted to join your company instead of taking up a place at a well-known university?
   If I were you I'd go to university, because you could join the company at a higher level later.

2 ... a colleague who had not heard about the result of an interview?

3 ... a friend who asked you what kind of car he should buy?

4 ... someone who was looking for a job with your company?

5 ... a visitor to your town who asked which restaurants were good?

TASK 3

Write a short paragraph about the changes you would make in the following situation.
If I were Prime Minister, I'd raise taxes and spend more money on education. I'd reduce bureaucracy and cut defence spending. I'd abolish the monarchy, and move into the palace, which I'd make my private home.
If I were CEO of the company I work for, ...
Conditionals (4): if you had gone ...

Presentation

a Form
Read the following information about a past action and its result:

*He went to the casino. He lost all of his money.*

This is what actually happened. But we can imagine a different past action and a different result:

*if + had (not) done + would (not) + have done*

*If he had not gone to the casino, he would not have lost all his money.*

This is the 3rd conditional. In speech, these forms are often abbreviated:

A: What would've happened if he hadn't gone to the casino?
B: If he hadn't gone to the casino, he wouldn't've lost all his money.

The *if* clause can come in the first part of the sentence (as above) or the second:

*He wouldn't have lost all his money if he hadn't gone to the casino.*

b Positives and negatives
When we use the 3rd conditional we are imagining a situation that is the opposite of what happened. If what actually happened was negative, we use a positive form. If what actually happened was positive, we use a negative form:

what happened: *We (neg) didn't put up our prices, so we (pos) kept our market share.*
3rd conditional: *If we (pos) had put up our prices, we (neg) wouldn't have kept our market share.*

Common mistakes:
We do not use *would* in the */if* clause:

wrong: *If I would have known you were at the office I would have called in.*
right: *If I had known you were at the office I would have called in.*

c Variations
We can use *could* or *might* instead of *would*:

*If we had followed his advice, we could have lost a great deal of money.* (but we didn't)
*If we had offered large quantity discounts, we might have won the order.* (but we didn't)

d Mixed conditionals
The examples in  are about two actions in the past. However, if we talk about a past action and its result in the present we use *if + past perfect and would (not) + infinitive*:

past action: *He did well on the training course.*
present result: *He is head of department now.*
mixed conditional: *If he hadn't done well on the training course, he wouldn't be head of department now.* (not: *wouldn't have been*)
Practice

EXERCISE 1

Form

Put the verbs in brackets into the correct form. Choose either the past perfect *(had done)* or *would + perfect infinitive* *(would have done)*.

1. If we *had known* (know) that the company had such huge debts, we wouldn't have invested in it.
2. We would have won that contract if we *would have made* (make) a better offer.
3. They *would have gone* (go) out of business years ago if they hadn't invested in new technology.
4. Would sales have been higher if the price *would have been* (be) lower?
5. If we *would have waited* (wait) a few more months, we'd have saved a great deal of money on the IT system.
6. The company *would have moved* (move) earlier if it had found suitable premises.
7. *Would you have accepted* (accept) the new job if they'd offered it to you?
8. If the flight had been delayed, I *would have stayed* (stay) at the airport hotel.

EXERCISE 2

Positives and negatives

Read the extract from a sales report and complete the sentences opposite.

**SMG**

Electronics sales of the SMG 42 plasma TV screen held up well in the first quarter of the year; this was because our main competitor's larger 50-inch screen was delayed due to technical problems. In the second quarter, we were expecting a rise in interest rates and a fall in demand, but interest rates remained unchanged. In the third quarter, the launch of the new digital channel led to more interest in HDTV and increased sales. In the last quarter, sales went up because of the launch of the larger SGM 50 model, which received some very favourable reviews. This was a great help and meant that we just managed to reach our overall sales target for the year.

<table>
<thead>
<tr>
<th>Quarter 1</th>
<th>Quarter 2</th>
<th>Quarter 3</th>
<th>Quarter 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Jan-Mar)</td>
<td>(Apr-Jun)</td>
<td>(Jul-Sep)</td>
<td>(Oct-Dec)</td>
</tr>
<tr>
<td>200,000</td>
<td>300,000</td>
<td>400,000</td>
<td>500,000</td>
</tr>
</tbody>
</table>
1 If our main competitor had brought out (bring out) its 50-inch screen in the first quarter, our sales wouldn’t have held up (hold up).

2 If they (not/have) technical problems, their 50-inch screen (come out) sooner.

3 If there (be) a rise in interest rates in the second quarter, demand (fall).

4 If the new digital TV channel (not/start) we (not/see) a rise in demand in the third quarter.

5 If we (not/launch) the SGM 50, sales (go down) in the last quarter.

6 If we (not/receive) such favourable reviews, we (not/reach) our sales target for the year.

Common mistakes

Read through the sentences. Put a tick (✓) next to the ones that are right, and correct the ones that are wrong.

1 If I would have had the chance to study another foreign language, I would have learned Russian.

2 We would have moved to a bigger hall if there were any more people for the presentation.

3 The company would have made bigger profits if they would have been able to cut down on salaries.

4 If they had dealt with the complaint more quickly, they wouldn’t have received such bad publicity.

5 If there wouldn’t have been so many mistakes in the advertisement, we wouldn’t have had to redo it.

Might have, could have

Match the first part of the sentences in column A with the right ending in column B.

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 If we had had the right figures</td>
<td>a he might have gone into insurance.</td>
</tr>
<tr>
<td>2 Could you have worked in Paris</td>
<td>a he might have gone into insurance.</td>
</tr>
<tr>
<td>3 We might have lost a great deal of money</td>
<td>b they could have prevented the strike.</td>
</tr>
<tr>
<td>4 If they hadn’t won that order,</td>
<td>e if she had been more prepared.</td>
</tr>
<tr>
<td>5 If he hadn’t gone into banking,</td>
<td>f they might have had to close the factory.</td>
</tr>
<tr>
<td>6 If you had left earlier,</td>
<td>g if we hadn’t taken our lawyer’s advice.</td>
</tr>
<tr>
<td>7 Her presentation could have been better</td>
<td>h you might have got there on time.</td>
</tr>
<tr>
<td>8 If they had offered a 15% pay rise,</td>
<td></td>
</tr>
</tbody>
</table>

Mixed conditionals

Rewrite the sentences using mixed conditionals.

1 We didn’t order the parts at the end of June. They aren’t here now. If we had ordered the parts at the end of June, they would be here now.

2 We felt we could trust each other. Now we are partners.

3 He lost his driving licence. Now he has to take taxis everywhere. If he had gone into banking, he might have made a lot of money.

4 You didn’t go on the course. You don’t know how to operate the new equipment. If you had left earlier, you might have got there on time.

5 I went to school in France. Now I am bilingual.
Production

TASK 1

Think back to the last time you went abroad on business. Write down what you would have done if the following things had happened.

What would you have done if ...

1. ... you had lost your passport while you were abroad?
   If I had lost my passport, I'd have gone to the embassy to get a replacement.

2. ... someone had stolen your credit cards and money?

3. ... you had needed to contact the office urgently?

4. ... you had fallen seriously ill?

5. ... you had missed your return flight?

TASK 2

Read the passage about the collapse of the online sports clothing retailer boo.com. Say what the company should or shouldn't have done, and explain why.

1. (advertising) The company shouldn't have spent so much on advertising. If they hadn't spent so much they wouldn't have run out of money so quickly.

2. (employees) ......................................................................................................................................

3. (financial director) ................................................................................................................................

4. (complicated website) ..............................................................................................................................

5. (prices) ....................................................................................................................................................

CRASH! dotcom

Boo.com was one of Europe's biggest dotcom disasters, and looking back, it's not hard to see why it all went so wrong.

In May 1999, the company had about $120 million from investors and seemed to be one of the brightest stars of the 'new economy'. The founders spent $25 million on advertising, which meant that they ran out of funds very quickly. They took on hundreds of employees, leaving the company with a huge wage bill every month. They had no competent financial director and wasted millions more on jetting round the world, staying at expensive hotels and giving large parties. The website itself was far too complicated and this made it much too slow. They sold very few clothes because their prices were much too high. In May 2000, with a weekly income of $500,000, weekly expenses of $1,500,000, and no more money in the bank, it was clear that the game was up - and the company collapsed.
Modal verbs (1): suggestions, advice, obligation and criticism – shall I?, should, ought to

Presentation

a  Shall I, shall we
We can use *shall + bare infinitive to make offers and suggestions:
A: I'm a bit worried about this report.
B: Shall I have a look at it? (offer)
A: There's quite a lot we need to discuss.
B: OK. Shall we set up a meeting? (suggestion)
Note that we can only use Shall I ... ? and Shall we ... ? in this way.
We cannot say *Shall he ... ?, *Shall you ... ?, etc.

b  Other ways of making suggestions
There are a number of other phrases we use in informal English for making suggestions:
A: Where shall we go for lunch?
B: Why don't we go How about going to that new fish restaurant?
What about going Let's go to that new fish restaurant.
In the past tense, when reporting suggestions, the verb suggest is often followed by a that clause + should or by an -ing form.
I asked Jaime the best way of getting round town and he suggested that I should hire a car. (Jaime is not involved in hiring the car.)
I asked Jaime about meeting up one evening, and he suggested going to the theatre. (Jaime is probably included in the trip to the theatre.)

c  Advice and obligation
We can use should and ought to + bare infinitive (e.g., do), to give advice or to express obligation relating to the present or the future (see also must and have to, Unit 25):
You should/ought to keep an account of all your expenses.
(This refers to the present.)
When you go to the conference next week, you should/ought to give Mr Franks a ring.
(This refers to the future trip.)
The passive is formed with should + be + past participle:
Form BD222 should be returned to this office within 30 days.

d  Criticism
We can make criticisms about past actions by using should (not) and ought (not) to with have + past participle (perfect infinitive):
It was a mistake to get rid of those shares. You shouldn't have sold them.
It's too late to apply for shares now. You ought to have applied last week.
The passive is formed with should + have been + past participle:
This information should have been given to the tax authorities two years ago.
Practice

EXERCISE 1

Shall I, shall we ...

Re-write the sentences beginning Shall I ...? or Shall we ...?

1. Do you want me to email you those figures? 
   Shall I email you those figures?
2. Let's set up a meeting to discuss this.
3. Would you like me to call back later?
4. Do you want me to take the boxes down to the Post Room?
5. Let's cancel this evening and meet up some other time.
6. Let's stop now and carry on again tomorrow.
7. Where do you want me to put the new computer?

EXERCISE 2

Other ways of making suggestions

Rewrite these suggestions.

1. Shall we have lunch at Le Manoir? 
   Why don't we have lunch at Le Manoir?
2. Why don't we wait until the next financial year? 
   How
3. Let's organize a leaving party for Bob Simpson.
   What
4. How about sharing a taxi to the station? 
   Let's
5. Let's see if we can subcontract this work. 
   Why
6. Why don't we offer them a bigger discount? 
   How

EXERCISE 3

Reporting suggestions

Report these suggestions using suggested + -ing or suggested that + ... should.

1. He said he wanted to go out and suggested seeing a movie together.
2. He said the boss was out and
3. He said she seemed ideal for the job, but
4. He said there was no point taking two cars to the conference and
5. He said the interview wouldn't be easy and
Mild obligation

Fill in the blanks with the verbs from the box in the active or passive.

Memo To All Staff: Security

Following a number of recent thefts in the building, please remember the following points:

Visitors 1 should be met at reception by a member of staff.

They 2 should be met at all times. You 3 should report anyone who is acting suspiciously to a member of the security staff.

Valuables and equipment

You 4 should not bring large amounts of cash or jewellery to the office.

Handbags and wallets 5 should be deposited unattended. Any large amounts of company cash or travellers cheques 6 should be deposited in the safe.

ought/accompany ought/not/bring should/deposit

ought/not/leave should/meet should/report

Criticizing

A manager has attended a new trainee’s first presentation. During the presentation she made the notes below. Write down what the manager said to the trainee at the meeting where they discussed what went wrong at his presentation. Say what he should/shouldn’t have done.

1) did not greet the audience and introduce the subject
2) try to look more relaxed and confident
3) not speaking loudly enough
4) try to stand still!
5) try to make eye contact with the audience
6) remember to repeat the main points at the end
7) did not allow time for questions at the end

1 You should have greeted the audience and introduced the subject.
2
3
4
5
6
7
Make suggestions referring to your own company. Use the expressions in the box.

<table>
<thead>
<tr>
<th>I think we should ...</th>
<th>I don't think we should ...</th>
</tr>
</thead>
<tbody>
<tr>
<td>We ought to ...</td>
<td>Why don't we ...</td>
</tr>
<tr>
<td>How about ...</td>
<td>Let's ...</td>
</tr>
</tbody>
</table>

1 Suggest a way of improving morale among the workforce.
   I think we should increase overtime rates.

2 Suggest a way of making working hours better for secretarial staff.

3 Suggest a way of reducing staff turnover.

4 Suggest a way of cutting costs.

5 Suggest a way of improving productivity in your company.

6 Suggest a way of increasing demand for your product or service.

7 Suggest a way of increasing incentives for managers.

Read through the sentences about things that have gone wrong. Make criticisms using should/shouldn't have done.

1 Elena lost all her savings when the company she had invested all her money in went bankrupt.
   She shouldn't have put all her money into a single company.

2 Our main competitor's last product was a total failure.

3 Peter has just lost an entire morning's work on his computer.

4 The government lost the election.

5 Our profits were down sharply last year.

6 Anna completely forgot to attend an important meeting.
Presentation

a  Ability and possibility
We use can to talk about both ability and possibility, and it refers to the present or the future. It is followed by the bare infinitive (active or passive):

- I can write shorthand. (ability)
- Your computer can be customized according to your needs. (possibility)

Can has no infinitive or present perfect form – we use be able to:

- I'd like to be able to exchange these goods, but I don't have the authority. (not: *to can ...)
- I haven't been able to get through to the Greek office. (not: *haven't could ...)

To refer to the future, we use will be able to:

- With broadband access, people will be able to access the Internet more quickly.

b  Past ability
The past tense of can is could. When we are talking about a general ability in the past or a verb of the senses (see, hear, feel, etc.) we use could + bare infinitive. However, when we are talking about one specific action, we normally use was able to or managed to:

- After a few months on the training course, I could speak Japanese quite well. (general ability)
- From my hotel room I could see the sea. (verb of the senses)
- Janet phoned the airline and managed to get me on the flight. (tried and succeeded)
- I found an Internet café so I was able to read my email. (on a particular occasion)

However, if the sentence is negative, it is possible to use couldn't to talk about either a general ability or a specific action:

- Even after two months, I couldn't speak Japanese at all.
- Unfortunately I couldn't see the sea from the room.
- Janet phoned the airline, but she couldn't get me on the flight.
- There were no Internet cafés so I couldn't read my email.

c  Past possibility
We use could have done or could have been done (passive) to talk about something in the past which was possible, but which did not happen:

- There was a fire at the warehouse last night. We could have lost all our stock.
- It was foolish to leave so much money in your office. It could have been stolen.

d  Requesting action and permission
We use can, could, and will/would to ask people to do things. We use can, could, and may to ask for permission. Can and will are a little more direct than could or would:

<table>
<thead>
<tr>
<th>Asking for permission</th>
<th>Requesting action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Can I ...</td>
<td>Will you ...</td>
</tr>
<tr>
<td>May I ...</td>
<td>Would you ...</td>
</tr>
<tr>
<td>use your phone?</td>
<td>give me a hand?</td>
</tr>
<tr>
<td>Could I ...</td>
<td>Could you ...</td>
</tr>
</tbody>
</table>
Practice

EXERCISE 1

General ability

Using your dictionary if necessary, explain what the words in italics in the advertisements mean.

Personal Assistant
MD of leading travel firm seeks bilingual PA (Spanish and English). Must be computer-literate and pragmatic and will be required to run the office single-handed from time to time.

Telephone sales opportunities
Leading UK insurance group seeks enthusiastic and persuasive tele-sales operators. Applicants need to be flexible as working hours will vary.

IT Consultants
Numerate graduates wanted to train as IT consultants for banking and accountancy firms. Applicants need to be capable of logical analysis and of taking firm decisive action.

1 If you are pragmatic, you can find practical solutions.
2 ................................................................................................make firm decisions.
3 ................................................................................................make others see your viewpoint.
4 ................................................................................................adapt to changing circumstances.
5 ................................................................................................deal with figures.
6 ................................................................................................speak two languages.
7 ................................................................................................use a computer.
8 ................................................................................................think clearly.

EXERCISE 2

Can or be able to?

Read the following sentences. Fill in the blanks with can, can’t, be able to or been able to.

1 I’m afraid that I won’t be able to make that meeting on Friday.
2 We have a wide range of products, so investors must always choose a fund that suits them.
3 I’m good at reading English but I can’t understand when people speak too fast.
4 I’ve been trying to ring Mr Ling all day but so far I haven’t been able to get through.
5 We’re sending Anna on a CAD course because we’d like to be able to produce more brochures and leaflets in-house.

EXERCISE 3

Past ability

Complete the sentences using either could or managed to.

1 We had a very successful meeting, and managed to get a great discount.
2 The hotel was near the beach and I could see the sea from my balcony.
3 Although the meeting finished early, we managed to cover the main points.
4 The machine was no longer in production, but we eventually managed to find a spare part from a supplier in Scotland.
5 She was brought up in Paris, so by the time she was five she could speak French perfectly.
6 He was a brilliant salesman and could sell anything to anyone.
7 Although I was at the back of the hall, I could hear very clearly.
8 It was very difficult to find a suitable office, but in the end we managed to rent one near the Central Station.
**EXERCISE 4**

**Past possibility**

Match the first part of the sentences in column A with the right endings in column B.

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Peter could have got a job in Korea.</td>
<td>a and that he could have explained things more clearly.</td>
</tr>
<tr>
<td>2 He was lucky the car had air bags or</td>
<td>b he was lucky they only fined him £500.</td>
</tr>
<tr>
<td>3 We could have met our sales targets</td>
<td>c because he could have lost a great deal of money.</td>
</tr>
<tr>
<td>4 I thought the presentation was confusing</td>
<td>d but they decided to accept the 2.5% pay offer.</td>
</tr>
<tr>
<td>5 The unions could have gone on strike</td>
<td>e but unfortunately one of our main customers cancelled a major order.</td>
</tr>
<tr>
<td>6 He could have stayed at the Hilton</td>
<td>f but the political situation stopped us from opening an office in the capital.</td>
</tr>
<tr>
<td>7 The results last year were very bad</td>
<td>g but he didn’t want to live abroad.</td>
</tr>
<tr>
<td>8 He could have been sent to prison for drinking and driving, so</td>
<td>h but he decided to get a room at the Holiday Inn instead.</td>
</tr>
<tr>
<td>9 He was lucky he sold his shares when he did,</td>
<td>i he could have been killed in the crash.</td>
</tr>
<tr>
<td>10 We could have done a great deal of business there</td>
<td>j but they could have been worse.</td>
</tr>
</tbody>
</table>

**EXERCISE 5**

**Polite requests**

In each of the following pairs of sentences, put a tick (✓) next to the one that is more polite.

1 a Give me a beer. ..........
   b Could I have a beer? ✓
2 a Caller, I’m afraid the line’s busy. Will you hold? ..........
   b Caller, I’m afraid the line’s busy. Hold, please. .........
3 a What do you want? ........
   b What can I do for you? ........
4 a What’s your name? ..........
   b May I ask who is calling? ..........
5 a Could I borrow your pen? ....
   b Let me have your pen ..........
6 a I’m sorry, Mr Browning’s busy. Can you come back later? ..........
   b I’m sorry, Mr Browning’s rather busy. Could you come back later? ..........
7 a What did you say? ..........
   b Could you repeat that? ..........
8 a May I see some identification? ..........
   b Who are you? ..........
Production

TASK 1

Complete the sentences using *can, can’t, or a form of (not) be able to.*

1. If we send the parcel by ordinary post, it’ll take a week. But if you like, ... 
   we can send it with DHL.
2. I’ve been trying to find a solution to the problem all week, but so far ...
3. He could easily get a job as an interpreter because ...
4. If business goes well this year, we will ...
5. If you have a credit card, ...

TASK 2

Complete the following sentences using *could + perfect infinitive (could have done).*

1. In the end I decided to turn down their offer of a job, but ...
2. The machine had an electrical fault and was dangerous. You’re lucky you didn’t touch it, because ...
3. She left the company a month before the top job became vacant. That was unfortunate for her, because ...
4. It’s a pity we placed such a large order just before they cut their prices. We ...

TASK 3

You are on a long distance flight to New York. Write down what you would say in the following situations.

1. You are thirsty.
2. The passenger next to you has a copy of *Newsweek.* You would like to read it.
3. You want to go to the toilet, but the passenger next to you is in the way.
4. It’s lunch-time. You are a vegetarian. The stewardess has just given you the chicken.
Modal verbs (3): obligation and necessity – *must, have to, needn’t, can’t, etc.*

Presentation

a Form

The modals below can be used to express obligation. They are followed by the bare infinitive:

<table>
<thead>
<tr>
<th>Obligation</th>
<th>No obligation</th>
<th>Prohibition</th>
</tr>
</thead>
<tbody>
<tr>
<td>must</td>
<td>needn’t</td>
<td>mustn’t</td>
</tr>
<tr>
<td>have to</td>
<td>don’t have to</td>
<td>can’t</td>
</tr>
<tr>
<td>have got to</td>
<td>haven’t got to</td>
<td>not (be) allowed to</td>
</tr>
</tbody>
</table>

b Expressing obligation, etc.

We use *must, have to,* and *have got to* to say that something is obligatory:

- Application forms must be returned by April 11th.
- I’m afraid I’ll be late tonight – I’ve got to/have to fetch Mr Shiwara from the airport.

We use *needn’t, don’t have to,* and *haven’t got to* if something isn’t necessary:

- You needn’t come in tomorrow – I can deal with the clients myself.
- If your income is very small you don’t have to pay tax.

We use *mustn’t, can’t,* and *not allowed to* to say that something is forbidden:

- Passengers mustn’t leave their bags unattended at any time.
- I’m sorry, but you can’t/aren’t allowed to smoke in here.

c Talking about obligations

*Have (got) to, don’t have to, can’t, not (be) allowed to* are more common when talking about obligations and prohibitions. *Must, needn’t, mustn’t* are more common when giving an order:

- Boss to employee: You must get that report to me by 5.30 at the latest. It’s urgent.
- Employee to colleague: I can’t come to the meeting – I’ve got to finish that report.

*Must, need not,* and *must not* are also more common in written language.

d Past obligation

When talking about the past, we use *had to, didn’t have to,* and *couldn’t/wasn’t allowed to:*

- During my military service, we had to be up by 5.30. We had to obey orders and we weren’t allowed to go out in the evenings. The good thing was that we didn’t have to cook for ourselves.

e Didn’t need to vs needn’t have

There is a difference in meaning between *didn’t need to do something* (it wasn’t necessary, so you didn’t do it), and *needn’t have done something* (you did it, but it wasn’t necessary).

- Because he was from the EU, he didn’t need to get a visa to visit Britain.
- (It wasn’t necessary so he didn’t get one.)
- We needn’t have rushed to the airport as the plane was late.
- (We rushed, but this was not necessary.)
Practice

EXERCISE 1

Choose the correct word or phrase in italics to complete each sentence.

1. You must/needn't save a file before you turn the computer off, or you will lose it.
2. I'm afraid this is a non-smoking office, so you haven't got to/can't smoke in here.
3. Employees are reminded that they mustn't/needn't use the office phone to make personal calls.
4. You needn't/mustn't send that reminder to Eastwood's – they paid the invoice this morning.
5. You don't have to/can't buy or sell alcohol in Iran, Saudi Arabia, and several other countries.
6. This income tax form must/needn't be completed and returned to the Inland Revenue within 30 days.
7. You mustn't/don't have to come to the meeting if you have more important things to do.
8. This information is highly confidential, so you mustn't/needn't discuss it with anyone.
9. As you are from the EU, you mustn't/don't have to have a visa to go to France.
10. Drivers wishing to hire a car mustn't/aren't allowed to be over 21 and have a full driving licence.

EXERCISE 2

Talking about obligation

Read what these people say about their jobs. Fill in the blanks with have to, don't have to, or can't.

A

Being a pilot

is a great job in lots of ways – for a start, you
1. don't have to work 9.00 to 5.00 in an office – but I don't think I ever wanted a job like that. As a pilot you
2. ___________________ be responsible, because a lot of people depend on you. Health is important – we have regular medicals and eye tests, because as a pilot you
3. ___________________ be 100% fit and alert. You
4. ___________________ spend weeks in the gym or anything else like that, but before any long flight you
5. ___________________ make sure you get plenty of rest, and of course you
6. ___________________ drink any alcohol. When you’re flying, you
7. ___________________ be able to concentrate really hard for long periods – this is one job where you simply
8. ___________________ make mistakes.

B

Being a police officer

can mean very different things, depending on what area of the city you work in. In the suburbs, it’s pretty quiet – from time to time you
1. ___________________ deal with car thefts or break-ins, but on the whole, it’s very safe and you
2. ___________________ worry about getting attacked. But there are some areas where it’s very dangerous – lots of drug crime, armed gangs – and that can be a problem for us because we
3. ___________________ use weapons – all we have is a truncheon*. So if we
4. ____________ go and deal with a crime in an area like that, we
5. ____________ go alone because it’s too dangerous. We always
6. ____________ take a partner or go in larger groups, and we
7. ____________ stay in radio contact all the time in case anything goes wrong.

*truncheon = a short, heavy stick

104 Modal verbs (3): obligation and necessity – must, have to, needn't, can't, etc.
EXERCISE 3

**Telling people what to do**

Write sentences using the words in brackets with *must*, *needn't*, or *mustn't*.

1. James needs these documents urgently. *(fax them to him immediately)*
   
   You **must** fax them to him immediately.

2. Good, we all seem to agree. *(discuss the matter any further)*

3. We’ve still got plenty of stock. *(order any more yet)*

4. Our health care products are selling really well. *(make sure we keep our market share)*

5. The CEO’s been trying to get hold of you all morning. *(call her right now)*

6. I’ve got a very important meeting this afternoon. *(be late)*

EXERCISE 4

**Past obligation**

Shelley Gould writes features for a leading women’s magazine. Read what she says about the changes in the magazine industry that she has seen. Fill in the blanks with *had to*, *didn’t have to*, or *couldn’t*.

When I first started writing features for the magazine – not so very long ago – we didn’t have the kind of technology everyone uses today. We **had to** type everything out on electric typewriters – or even manual ones and you **didn’t have to** work carefully because you **couldn’t** erase mistakes so easily – I remember I **had to** use a small pot of white paint called Tippex to make corrections. Horrible stuff. In some ways, though, it was simpler because you **didn’t need to** worry about computers crashing, and you **could’ve** thunk too much about the layout because that was the job of the design department. The whole process was much slower – we **had to** finish our features at least two weeks in advance, and we **needn’t have** just hand them over the day before like we do now. And of course there was no Internet – we **didn’t need to** get any information at all just sitting in the office - if we wanted to find things out, we **had to** go out and do the research ourselves.

**Didn’t need to vs needn’t have**

Fill in the blanks with *didn’t need to* or *needn’t have* and put the verb in brackets into the correct form.

1. We were worried we might have to cut the workforce, but we **didn’t have to** (make) anyone redundant.

2. We sent the manager of our Istanbul branch some important documents by air courier, but we **needn’t have** (spend) so much money because he was away on holiday at the time.

3. An interpreter came with us to a meeting with some Japanese clients, but we **didn’t need to** (hire) her because they all spoke excellent English.

4. The negotiation in Hamburg went very well, so we **could’ve** (spend) the whole week there and we came back a day early.

EXERCISE 5
Write down what the following people might say in these situations using must, needn't, or mustn't.

1. A supervisor in a supermarket hears a check-out operator being rude to a customer.
   You mustn't talk to customers like that.

2. A clerk in a store is explaining to a customer that refunds cannot be given without a receipt.

3. A pension salesman is explaining that there is no obligation to pay contributions every month.

4. You have just heard a colleague give a terrible presentation. Give him some advice.

5. You notice that a colleague uses the 'save' facility on his computer every ten minutes. You know that the computer has an 'auto-save' facility.

6. You overhear a temporary secretary discussing travel insurance with a travel agent. Your company has a policy that covers all the employees.

Make notes in the columns about your current job. Then write a short paragraph about yourself using have to, don't have to, and can't. See the example.

<table>
<thead>
<tr>
<th>obligation</th>
<th>no obligation</th>
<th>prohibition</th>
</tr>
</thead>
<tbody>
<tr>
<td>discuss loans with clients</td>
<td>financial analysis</td>
<td>no loans over $500,000</td>
</tr>
</tbody>
</table>

I work as a lending officer for an American bank, and I have to discuss loans with clients and decide whether or not to authorize them. I don't have to do the financial analysis of the companies in question because we have a specialized team of analysts for that job. I can authorize loans of up to $500,000, but I can't authorize anything greater than that myself.

<table>
<thead>
<tr>
<th>obligation</th>
<th>no obligation</th>
<th>prohibition</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<tr>
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<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Modal verbs (4): speculation – *may, might, must, can’t*

**Presentation**

**a) Speculating about the future**

We can use *may, might,* and *could,* followed by the bare infinitive (active or passive) to speculate about the future:

- Analysts say that interest rates *may rise* before the end of the year.
  (perhaps they will rise)
- One commentator has said that the first rate rise *might come* next month.
  (perhaps it will come)
- A significant increase *could have* a dramatic effect upon business confidence.
  (perhaps it will affect it)

There is no significant difference in meaning between *may, might,* and *could* in this context.

(See Unit 15 for other ways of speculating about the future.)

**b) Speculating about the present**

We use *must, may, might,* and *can’t* to speculate about the present:

- Shona hasn’t come into the office – I’m sure that means she is ill.
- Shona hasn’t come into the office – she *must be* ill.
- I’m afraid I haven’t seen the file – but perhaps Khalid knows where it is.
- I’m afraid I haven’t seen the file – but Khalid *may/might know* where it is.
- The bill for the meal comes to $250,000. I’m sure it isn’t right.
- The bill for the meal comes to $250,000. It *can’t be* right.

If we want to talk about something happening at the moment of speaking we use a continuous form (*be doing*):

- The traffic is terrible today – I’m sure they are repairing the road again.
- The traffic is terrible today – they *must be repairing* the road again.

**c) Speculating about the past**

We use *may/might, must, can’t/couldn’t* followed by *have done, have been done,* or *have been doing* to speculate about the past:

- He sold his shares at their peak, so I’m sure he made a lot of money.
- He sold his shares at their peak, so he *must have made* a lot of money.
- Mr Janssen wasn’t at the meeting – perhaps he was delayed at the airport.
- Mr Janssen wasn’t at the meeting – he *may/might have been delayed* at the airport.

**Herr Brasseler is on holiday in Bali – I’m sure you didn’t see him this morning.**

**Herr Brasseler is on holiday in Bali – you can’t/couldn’t have seen him this morning.**

There is also a continuous form (*have been doing*):

- The alarm went off, I’m sure someone was trying to break in.
- The alarm went off, so someone *must have been trying* to break in.
Speculating about the future

Complete the newspaper article with the words in the box.

Hunt for killer bug

Scientists are planning to examine the body of a young woman who died almost 100 years ago. They believe that the body of Phyllis Burn might harbour the deadly virus which killed over 50 million people in the great influenza epidemic of 1918.

Experts know that the influenza virus - which can take many forms - might again at any time; while most forms of the virus are fairly harmless, they fear that a form similar to the one in 1918 might millions of people. If they can study the 1918 virus, they might develop a vaccine against this dangerous strain. Such a vaccine might any future outbreaks of the disease, and commercial value as well.

Some people have expressed fears about disturbing the body, pointing out that the virus might in the event of an accident. Even after 100 years, it might be lethal and might start a new outbreak.

Speculating about the present (problem-solving)

In the Despatch Department of a mail order firm selling office supplies there are three packages, but the address labels are not complete. The packages are for three different customers, Mr Green, Mr Brown, and Mr White. The packages contain paper, a personal photocopier, and a computer. The packages weigh 18kg, 20kg, and 22kg.

<table>
<thead>
<tr>
<th>package:</th>
<th>A</th>
<th>B</th>
<th>C</th>
</tr>
</thead>
<tbody>
<tr>
<td>name:</td>
<td>Mr Green</td>
<td></td>
<td></td>
</tr>
<tr>
<td>contents:</td>
<td>computer</td>
<td>paper</td>
<td></td>
</tr>
<tr>
<td>weight:</td>
<td>18 kg</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

A Complete the sentences using must, might, or can't.
1 Package B be for Mr Brown or it be for Mr White.
   Package C be for Mr Green, because we know A is for him.
2 Package A contain the photocopier, because the computer is in B and the paper is in C.
3 Mr Brown’s package be heavier than C, but it not be as heavy as A.

B Fill in the missing details in the table using the following piece of information:
Mr Green’s package is not as heavy as Mr Brown’s.
**Speculating about the past**

Write sentences using the words in brackets.

1. They say they definitely sent the shipment, but it never arrived.
   (They/must/send it/wrong address)
   They must have sent it to the wrong address.

2. You receive a memo saying that a company’s phone number has changed.
   (They/must/move/new premises)

3. You have come for a 10 o’clock meeting. It is now 10.15 and no-one else is there.
   (The meeting/must/be cancelled)

4. It is 12.20. You ring a colleague but there is no reply. (He/might/go to lunch)

5. She was engaged when I rang her but I don’t know who she was talking to.
   (She/might/be phoning/Sales Department)

6. The equipment was repaired last week, but it has gone wrong again.
   (It/can’t/repair/properly)

**Review**

Rewrite each of the following sentences using might, can’t, must, and a suitable infinitive.

1. It’s possible that they will give us the discount we want.
   They might give us the discount we want.

2. Judging by the phone bill, I am sure she has been making long international calls.
   Judging by the phone bill, she

3. The factory is on a three-day week. I’m sure they aren’t selling many cars.
   The factory is on a three-day week. They

4. It was a very bad deal. I am sure they lost a lot of money.
   It was a very bad deal. They

5. There’s a chance he will be promoted at the end of the year.
   He

6. She seemed very surprised to see me, so I am sure she wasn’t expecting me.
   She seemed very surprised to see me. She

7. He went home at 4.30, so I am sure he hasn’t heard the announcement.
   He went home at 4.30, so he
Production

TASK 1
Speculate about possible future events based on the following information. Using may, might or could say what you think will happen.

1. The political situation in the Middle East is very unstable. The price of oil might rise.
2. The Christian Democrats are doing very well in the opinion polls.
3. The new Apple Mac laptop has had excellent reviews.
4. The government is spending much more than it is earning in taxes.
5. There have been a number of delays in the project.

TASK 2
Read the information below. Using might, must, can't, and a bare infinitive or be doing, comment on the present situations.

1. I've phoned Janine three times this morning but there is no reply. She must be out seeing a client.
2. Everyone in R&D is working very long hours at the moment.
3. I've got a new Rolex watch. I bought it in a market for £5.
4. Mustapha wasn't feeling well yesterday and he's not in the office today.
5. I haven't got Henry's phone number, but I know that Ann has it.

TASK 3
Read the text about the Millennium Dome in London. Using the information in the text and your own ideas, speculate about what went wrong. Use must have, might (not) have, can't have.

1. It might have been built in an unsuitable location.
2. ........................................................................................................................................
3. ........................................................................................................................................
4. ........................................................................................................................................
5. ........................................................................................................................................
6. ........................................................................................................................................

In 2000, the Millennium Dome, which was meant to be a great tourist attraction for London, was opened for one year. However, the expected numbers of visitors did not come. The organizers were constantly running out of money, and it finally closed at the end of December 2000 after making huge losses.
Presentation

Some verbs are followed by the -ing form (I enjoy going abroad). Others are followed by to + infinitive (e.g., I want to finish this report). There is no particular reason why some verbs take one form and some verbs take the other.

Verbs followed by the -ing form

The following verbs are usually followed by the -ing form:

<table>
<thead>
<tr>
<th>avoid</th>
<th>consider</th>
<th>enjoy</th>
<th>like (= enjoy)</th>
<th>postpone</th>
</tr>
</thead>
<tbody>
<tr>
<td>can’t help</td>
<td>delay</td>
<td>finish</td>
<td>look forward to*</td>
<td>put off</td>
</tr>
<tr>
<td>can’t stand</td>
<td>deny</td>
<td>involve</td>
<td>mind</td>
<td>risk</td>
</tr>
<tr>
<td>carry on</td>
<td>dislike</td>
<td>justify</td>
<td>miss</td>
<td>suggest</td>
</tr>
</tbody>
</table>

When she finished speaking, she asked if anyone had any questions.
I look forward to seeing you on Tuesday.

* The word to in look forward to is a preposition. Prepositions (e.g., in, on, at, with, from, etc.) are followed by the -ing form rather than the infinitive. (For more details see Unit 29.)

Expressions + -ing

The expressions below are followed by the -ing form:

It’s a waste of time/money . . .  It’s no use . . .
There’s no point (in) . . .  It’s (not) worth . . .
It’s not worth arguing with her. She never listens.

Verbs followed by to + infinitive

The following verbs are usually followed by to + infinitive (e.g. to do):

<table>
<thead>
<tr>
<th>afford</th>
<th>demand</th>
<th>hope</th>
<th>prepare</th>
<th>tend</th>
</tr>
</thead>
<tbody>
<tr>
<td>agree</td>
<td>deserve</td>
<td>learn</td>
<td>pretend</td>
<td>threaten</td>
</tr>
<tr>
<td>arrange</td>
<td>expect</td>
<td>manage</td>
<td>promise</td>
<td>train</td>
</tr>
<tr>
<td>attempt</td>
<td>fail</td>
<td>neglect</td>
<td>refuse</td>
<td>want</td>
</tr>
<tr>
<td>claim</td>
<td>guarantee</td>
<td>offer</td>
<td>seem</td>
<td>would like</td>
</tr>
<tr>
<td>decide</td>
<td>hesitate</td>
<td>plan</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

They are threatening to take legal action if we don’t pay them this week.

Passive forms

The passive of the -ing form is made with being + past participle (e.g. being done):
She dislikes being told how to run her department.
The passive infinitive is formed by to be + past participle (e.g. to be done):
He expects to be promoted soon.
EXERCISE 1

Verbs + -ing form

Read the email. Complete the sentences using the verbs in the box in the -ing form.

<table>
<thead>
<tr>
<th>do</th>
<th>get</th>
<th>give</th>
<th>go</th>
<th>hear</th>
</tr>
</thead>
<tbody>
<tr>
<td>set</td>
<td>take</td>
<td>write</td>
<td>use</td>
<td></td>
</tr>
</tbody>
</table>

To: 
Michael

Subject: 
Web-based publishing project

Dear Michael

I'm just writing to ask if you would be interested in taking part in a new web-based publishing project that we are planning.

It's probably not worth going into all the details at the moment, so I'll give you a quick overview. The basic proposal involves setting up a website to give business students a web-based learning programme. We are considering using all sorts of different types of media - text, audio, and video, because we know that learners generally enjoy doing a variety of different tasks. Our IT specialists have just finished taking the special programs that we will need, so we're almost ready to start.

Luis suggested taking in touch with you to see if you'd be interested, and I thought that you'd be great for the project too. Would you mind setting me a ring some time in the week? Or just send me an email if that's easier.

I look forward to hearing from you.

Best wishes
Christina

EXERCISE 2

Verbs + infinitive

Read the reply to the email above. Complete the sentences, using the verbs in the box in the infinitive form.

<table>
<thead>
<tr>
<th>be</th>
<th>change</th>
<th>do</th>
<th>finish</th>
<th>go</th>
</tr>
</thead>
<tbody>
<tr>
<td>hear</td>
<td>meet</td>
<td>take</td>
<td>teach</td>
<td></td>
</tr>
</tbody>
</table>

To: 
Christina

Subject: 
Web-based publishing project

Dear Christina

Many thanks for your message - it was great to hear from you and I'd like very much to hear more about the new project and what you are planning.

First of all let me fill you in with details of my schedule. I've agreed to some students on a short English course at the Lake Enterprise Training Centre - I'm starting next Monday, but it's only a short course and I expect going on the 25th. I was planning finishing on holiday the following week, but I can easily arrange a break some other time.

How about meeting up on Monday 28th, say at 9.30 or maybe 10 o'clock as the traffic tends a bit better later on? If you can't manage setting me that Monday and want it to some other day, just let me know.

All the best
Michael
Review: -ing form or infinitive?

Complete the following letter. Put the verbs in brackets into either the -ing form or the infinitive with to.

You mentioned also that you wanted 6 ________________ (market) the wine under your own brand name, which will involve 7 ________________ (change) the labels. I would suggest 8 ________________ (get) the labels printed here because it is probably not worth 9 ________________ (have) them printed in the UK and then 10 ________________ (send) them here. I have contacted our personal printer for a quotation and I hope 11 ________________ (be able to) send you a firm price shortly. Please do not hesitate 12 ________________ (contact) me if you have any further queries. I look forward 13 ________________ (hear) from you soon.

Yours sincerely

A. Velasquez

Managing Director

EXERCISE 4

Complete the sentences with the verbs in brackets, using the passive -ing form or the passive infinitive.

1 Our profits are up this year, so I expect to be given (give) a pay rise.
2 You’d better come back later. Mr Schmidt dislikes being interrupted (interrupt) when he’s in a meeting.
3 You deserve ________________ (pay) more because you do a lot of overtime.
4 When I am giving a presentation, I don’t mind ________________ (ask) questions.
5 Most of our sales team in Spain tend ________________ (recruit) locally.
6 The company avoided ________________ (take over) by splitting up into several different groups.
7 She hopes ________________ (send) to our Paris office when it opens next year.
8 He took the telephone off the hook because he didn’t want ________________ (disturb).
The image contains a page from a text book, with tasks and exercises related to language practice. The tasks are labeled Task 1, Task 2, and Task 3. The content includes sentences and blanks to be filled with appropriate words and phrases. The page appears to be focused on practicing the use of verbs in different forms: finite forms, -ing forms, and infinitives.
Presentation

**a** Verb + object + infinitive
There are a number of verbs that can take a direct object and to + infinitive. Common examples are:

<table>
<thead>
<tr>
<th>advise</th>
<th>allow</th>
<th>ask</th>
<th>enable</th>
<th>encourage</th>
<th>force</th>
</tr>
</thead>
<tbody>
<tr>
<td>invite</td>
<td>order</td>
<td>persuade</td>
<td>remind</td>
<td>tell</td>
<td>warn</td>
</tr>
</tbody>
</table>

*I have told him to ring back later.*
*The company persuaded the Venture Capitalists to provide additional investment.*

**b** Reporting what people say
Many of these verbs can be used to report what other people say (see also Units 31–32):

‘Could you ring me on Monday?’ *she asked me.*

*She asked me to ring on Monday.*

The verb *warn* is usually used with *not to do*:

*He said, ‘Don’t leave the car unlocked’.*

*He warned me not to leave the car unlocked.*

**c** Make and let
The verbs *make* and *let* are followed by an object and the bare infinitive (e.g. *go*, *work*):

*We use make to talk about something we have to do (but don’t want to do):*  
*The World Bank made the government cut benefits as a condition of the loan.*

*We use let when we talk about being given permission for something:*  
*Some employers will let their staff watch the World Cup during working hours.*

*The verb help can be followed by an infinitive with or without to:*  
*He says he will help me (to) get a recording contract.*

**d** Verbs of perception
The verbs *see, watch, notice, hear, listen to* and *feel* (called ‘verbs of perception’ or ‘verbs of the senses’) are followed by a bare infinitive or by an *-ing* form (present participle). If we want to say that we heard or saw the whole action from beginning to end, we usually use the bare infinitive:

*I saw him walk out of the room.*  
(He walked out of the room. I saw him.)

If we want to say that we only saw or heard part of the action, we use the *-ing* form (present participle):

*I saw you walking in Hyde Park this morning.*  
(I saw you this morning. You were walking in Hyde Park but I didn’t watch you all the time you were there.)
EXERCISE 1

Verb + object + infinitive

The words in the following sentences are in the wrong order. Rewrite them in the correct order.

1. The law allows on to open supermarkets Sundays.
   The law allows supermarkets to open on Sundays.

2. They finance bank persuaded project the the to.

3. The court pay company compensation ordered the to.

4. The fall cut demand forced in us production to.

5. They at conference have invited me speak the to.

EXERCISE 2

Reporting what people say

Rewrite the sentences using the verbs in brackets + object + to + infinitive.

1. ‘Don’t forget to post that letter!’
   *He reminded me to post the letter.*

2. ‘Go on, apply for the job.’
   *He encouraged me to apply for the job.*

3. ‘If I were you, I’d make a formal complaint.’
   *He advised me to make a formal complaint.*

4. ‘Would you finish the report as soon as possible, please?’
   *He asked me to finish the report.*

5. ‘You can leave early if you like.’
   *He allowed me to leave early.*

6. ‘Don’t rush into a decision.’
   *He warned me not to rush into a decision.*

EXERCISE 3

Make and let

Rewrite the sentences beginning with They made us ... or They let us ...

1. We had to work extremely hard on the training course.
   *They made us work extremely hard on the training course.*

2. We were allowed to go out at the weekends.

3. We had to give a presentation every morning.

4. We had to speak English all the time.

5. There was a TV we could watch.
No smoke without fire

A n old fashioned pub in the quiet town of Shrewsbury is at the front of a controversial new revolution that is threatening to spread across the country. Of the 60,000 pubs in the country, the Three Fishes is one of only four that do not allow the customers to smoke.

The landlady, Avril Wardrop, is all in favour of the idea. The tourists love it, and even regulars like the fact that the landlady enables them to have a drink or meal in a smoke-filled room. What is more, it is good for business - the ban on smoking has enabled her turnover by 30% in the past two years.

The changes at the Three Fishes would be welcomed by Stanton Glantz, Professor of Medicine at the University of California. He is the tobacco companies' public enemy number one because he has persuaded California and other US states to reduce smoking in all bars and restaurants.

Glantz is in Britain because the Department of Health has persuaded him to ministers and officials about the dangers of passive smoking. He is shocked by the levels of passive smoking that he can see around him, and feels that non-smokers should do more to persuade the government to enforce stricter laws. 'I feel like I'm in a time warp here - it's like we were in California in 1985.' Many offices may now be no-smoking zones but apart from that, people have no legal protection from passive smoking. According to the law, taxi drivers cannot force their passengers to smoke, and the law actually enables childminders in the presence of children if they have the parents' permission. Even hospitals are not required to be smoke free.

Glantz believes passionately in free choice for smokers and non-smokers. 'Smokers have a right to smoke. It's stupid, but I'm fat and that's stupid.' Everyone is allowed to be stupid, but smokers do not have the right to smoke. It's as simple as that.

Three Fishes
SMOKE-FREE PUB

EXERCISE 4

Review: verb + object + infinitive and make/let

Read the article below. Fill in the blanks, using the words in the box, and making any changes that are necessary.

ask / put enable / increase
encourage / bring in invite / talk
force / breathe in
not make / have let / smoke
not allow / smoke persuade / ban

EXERCISE 5

Verbs of perception

Rewrite these sentences starting with the verb in brackets.

1  He was talking to someone on the phone. I heard him. (hear)
   I heard him talking to someone on the phone.

2  Something was burning. I could smell it. (smell)

3  She left. I didn’t see her. (see)

4  He gave a talk on ‘Quality Control’. I heard it all. (hear)

5  Some robots were assembling cars. The visitors watched them. (watch)
Production

**TASK 1**

Complete these sentences using *(not) to + infinitive*.

1. We made record profits last year, and this will enable us ...

2. My parents encouraged me ...

3. The government should train more young people ...

4. The conference organizers have invited me ...

5. Before I went to New York, a colleague warned me ...

**TASK 2**

Write a short paragraph using *make* and *let*. See the example.

Someone is being sent to Japan for an intensive training course. A friend has already been on this course, and is telling him what it will be like.

‘They’ll probably make you work fairly hard, but I expect they’ll let you have the weekends free. They’ll make you learn a little Japanese, of course, but it’s not very difficult. And you’d better learn some songs too because they’ll definitely take you out to a Karaoke bar and make you sing!’

A colleague of yours is going to a health spa for a week. You went there last year. Tell him or her what life there will be like.

**TASK 3**

Say what advice you would give in these situations.

1. Your accountants have made a number of mistakes, and you have to pay the tax authorities a large fine.

   I would ask them .................................................................

   and I would tell ...........................................................................

2. The 16-year-old daughter of a friend comes to you to ask for advice about what career she should take up.

   I would encourage her .................................................................

   and I would advise ........................................................................
Verb + -ing or infinitive?

Some verbs can be followed by either the -ing form or the infinitive, and the meaning of the verb changes. Here are some common examples:

I remember booking the tickets.
(I booked them and I can remember where I was at the time.)
I remembered to book the tickets.
(I remembered that I needed to book the tickets, and then I booked them.)
I will never forget meeting Nelson Mandela.
(I met him, and he impressed me.)
I won't forget to pick you up from work.
(I have made a note of it, and I will definitely come and collect you).
We have stopped using Spencers as our accountants.
(We used to deal with them, but we don’t deal with them any more.)
At 12.00 we stopped to have a break.
(We stopped driving down the motorway in order to have a break.)
I regret saying that I was not interested in the job.
(I said I was not interested in the work and I now think that was a bad mistake.)
I regret to say that you have not got the job.
(I’m sorry to say this, but we have given the job to someone else).
If the computer crashes, try turning everything off and starting again.
(Do this and see what happens.)
This year we are trying to increase our turnover by 20%.
(We are making an effort to do this.)
Our website needs redesigning.
(The website needs to be redesigned – passive meaning)
We need to attract more visitors.
(It is necessary to do this.)

Like and would like

Like (enjoy), is followed by the -ing form. Would (‘d) like (want to), is followed by the infinitive:

I like meeting new people. (I enjoy this.)
I’d like to live in a big city. (It sounds like a nice idea.)
We can also use prefer and would prefer in the same way:
I prefer travelling by train to driving. (I enjoy this more.)
‘Shall I get you a sandwich or would you prefer to have a salad? (What do you want?)

To + -ing or infinitive?

The word to can be part of the infinitive (I want to see you). However, in the following examples, to is a preposition, so it is followed by the -ing form:

<table>
<thead>
<tr>
<th>look forward to</th>
<th>respond to</th>
<th>object to</th>
<th>to be/get used to</th>
</tr>
</thead>
<tbody>
<tr>
<td>in addition to</td>
<td>a response to</td>
<td>be accustomed to</td>
<td>a reaction to</td>
</tr>
</tbody>
</table>
**Practice**

**EXERCISE 1**

**-ing or infinitive?**

Match the beginning of the sentences in column A with the right endings in column B.

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
</tr>
</thead>
<tbody>
<tr>
<td>I’m sure we’ve paid that invoice.</td>
<td>a to save the file.</td>
</tr>
<tr>
<td>Did you remember</td>
<td>b ringing him on his home number. He might be there.</td>
</tr>
<tr>
<td>I’ve given my PA a list of jobs that need</td>
<td>c to give Peter my message?</td>
</tr>
<tr>
<td>There are plenty of hotel rooms available, so you don’t need</td>
<td>d to book one in advance.</td>
</tr>
<tr>
<td>He lost several hours’ work. He switched off the computer but he had forgotten</td>
<td>e signing the cheque and sending it to them.</td>
</tr>
<tr>
<td>I don’t mind giving talks now, but I’ll never forget</td>
<td>f giving my first presentation. It was a disaster.</td>
</tr>
<tr>
<td>He wasn’t at the office when I phoned, so I think I’ll try</td>
<td>g to enter the Japanese market, but it was extremely difficult.</td>
</tr>
<tr>
<td>For a long time, the company tried</td>
<td>h doing before the sales conference starts.</td>
</tr>
</tbody>
</table>

**EXERCISE 2**

**Verb + -ing or infinitive?**

Fill in the blanks with the verbs in brackets, using the -ing form or to + infinitive.

1. There’s nothing wrong with the photocopier. It just needs servicing. (service)
2. We need ................. (look) at this proposal very carefully before we make a decision.
3. I’ll make a note in my diary so that I will remember ................. (send) you the information you need.
4. I’m not sure if I have met Mr Martino, but I remember ................. (hear) his name.
5. I will never forget ................. (walk) into the office on my first day at work.
6. Could you take this file to Mrs Armstrong? I meant to let her have it this morning, but I forgot ................. (give) it to her.
7. He found it very difficult to get work because he was unemployed, and soon regretted ................. (resign) from his previous job.
8. We have appointed another candidate to the post, so I regret ................. (say) that we will not be able to offer you the job.
9. As a company, we always try ................. (provide) our customers with the best service possible.

**EXERCISE 3**

**Like and would like**

Put the verbs in brackets into the -ing form or the infinitive.

1. Our Director is very sociable. He likes going (go) out and meeting (meet) new people.
2. Ken is busy tomorrow, so we’d like ................. (arrange) the meeting for Monday.
3. I prefer ................. (work) at home to ................. (commute) to the office.
4. I’d like ................. (have) a word with you about next week’s meeting.
5. I like ................. (work) with my new boss because he encourages me.
6. Could you let me know when you would like me ................. (come) and see you?
To + -ing or infinitive?

Read the following article about the use of the metric system. Put the verbs in brackets into the -ing form or the infinitive.

**An expensive bunch of bananas**

On 1 January 2001, an EU directive ordering shops to sell goods in grams and kilograms instead of pounds and ounces* came into force in the United Kingdom.

It was not long before traders began to object to implementing (implement) the new regulations. In many places, shops continued to sell (sell) goods in pounds and ounces. Trading Standards Officers were not amused, and their response to seeing (see) the law being deliberately disobeyed was to take action.

In a Sunderland market, a fruit seller called Steve Thoburn carried on selling fruit in pounds and ounces because his customers were not used to dealing (deal) in kilos and grams. Undercover officers decided to moving (move) in, were offered a pound of bananas, and Thoburn was quickly arrested.

The newspapers’ reaction to hearing (hear) of the arrest of Mr Thoburn was to turn him overnight into a national celebrity. In addition to writing (write) articles in praise of the ‘metric martyr’, they agreed to offering (offer) him financial support. In the end, however, Mr Thoburn was found guilty. He failed to winning (win) his appeal, and faced huge costs.

A government spokesman said he was pleased that the law was now clear, and spoke up in support of the change. He feels that the metric system is much simpler. In his view, people will soon get used to dealing (deal) in grams and kilos and will wonder what the fuss was all about. As for Mr Thoburn, things have turned out quite well. He is a local hero, and the publicity has led to a huge increase in business. He has bought an additional shop and can now look forward to selling (sell) thousands of bananas for years to come.

* 1 ounce = approx 30 grammes
16 ounces = 1 pound
Production

TASK 1

Complete these sentences with a verb in the -ing form or the infinitive.

1. I know for sure that we placed an order with them. I remember ...
   
   sending them the form myself.

2. The meeting had gone on for two hours already, so we stopped ...

3. I’ll never forget ...

4. I’m a very organized person. I like ...

5. I have quite a lot of responsibilities at work. In addition to ...

6. I am really looking forward to ...

7. A lot of business people in this country object to ...

TASK 2

A Say which of the following you like or prefer doing, and why.

1. have holidays abroad/in your own country
   
   I prefer having holidays abroad because the weather is much better.

2. start work early/stay late

3. work alone/with other people

4. eat lunch out/at my desk

B Say which of the following you would prefer, and why.

1. be rich or be famous
   
   I’d prefer to be rich because if I were famous, I wouldn’t be free.

2. have a larger house or a bigger car

3. work for a man or a woman

4. have a more demanding job or more time for yourself
Presentation

**a  Infinitive of purpose**
The infinitive (e.g., to work, to stay) can be used to explain why we do something:
Mr Lee has just phoned to say he’ll be late for the meeting.

Common mistakes:
We do not use for + infinitive to explain why we do something.
wrong: *Mrs Larsen was posted to Athens for to set up the new branch*
right: Mrs Larsen was posted to Athens to set up the new branch.

**b  Infinitives after question words**
We use the infinitive after question words (except why). We often use the infinitive in this way after verbs of thinking and knowing, teaching, etc. to talk about things we can do or should do:
We’ll teach you how to manage your time more effectively.
We’ll show you what to do when negotiations start getting difficult.
I can’t think what to do about increasing our visibility.
Could you explain how to transfer calls to my mobile?

**c  -ing form as the subject**
We can use the -ing form of the verb (the gerund) as the subject of a sentence:
Developing new and effective anti-AIDS drugs requires years of research and a great deal of investment.

**d  -ing form after prepositions**
We use the -ing form (the gerund) after a preposition (in, on, at, to, by, from, over, etc.). We do not use the infinitive. Here are some examples of how we can use the following prepositions:
We can use before and after to talk about when something happened:
Before founding Southwest Airlines, Herb Kelleher worked as a lawyer.
After being in business for just two years, Southwest made its first profit in 1973.

We can use by to explain how something happened:
Southwest grew rapidly by offering passengers great value for money.

We can use without to talk about something that doesn’t happen:
Southwest passengers can fly without booking a ticket through a travel agent.

We can use instead of to talk about something that happens in the place of another action:
Instead of offering passengers expensive cabin service, Southwest concentrates on low fares.
(For adjective + preposition combinations, noun + preposition combinations, and verb + preposition combinations, see Units 42, 43, and 44.)
Practice

EXERCISE 1

Infinitive of purpose

Complete the sentences, using the verbs in the box.

<table>
<thead>
<tr>
<th>attract</th>
<th>demand</th>
<th>increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>inform</td>
<td>miss</td>
<td>prevent</td>
</tr>
<tr>
<td>reduce</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. I need a day off next week to go to an interview.
2. He decided to take a later train to avoid the morning rush hour.
3. I am writing to inform you of our change of address.
4. It is likely that the union will go on strike to demand a pay rise.
5. The company had to move to cheaper offices to reduce its overheads.
6. We will have to employ more factory workers to increase production.
7. We have cut the price of our products by 10% to attract more customers.
8. The government may soon raise interest rates to control inflation growing.

EXERCISE 2

Infinitives after question words

Complete the text using a suitable question word and infinitive from the box.

<table>
<thead>
<tr>
<th>what/do</th>
<th>what/look out for</th>
</tr>
</thead>
<tbody>
<tr>
<td>what</td>
<td>financial institutions/approach</td>
</tr>
<tr>
<td>approach</td>
<td>wh ere/ manufacture</td>
</tr>
<tr>
<td>how</td>
<td>identify how/write</td>
</tr>
</tbody>
</table>

Templars College

TRAINING COURSES FOR ENTREPRENEURS AND INVENTORS

Innovations and inventions can look promising, but ideas alone are never enough to guarantee commercial success. The aim of the Templars College seminars is to guide inventors and entrepreneurs through the complex world of finance, patent applications and production.

Course features:

**Patents** – you will learn what to do if you want to protect your idea with a patent.

**Funding** – one of the key areas for a successful product is adequate backing; you will learn how to prepare a good business plan that you can submit to investors, and we will tell you what to look out for while preparing a business plan. Banks, private investors and venture capitalists operate on different lines and we will warn you about what to look out for before signing a contract.

**Production** – if your idea is further down the line, we can give advice on where to manufacture suitable partners and producers, as well as how to write the product.

Course formats:

<table>
<thead>
<tr>
<th>Intensive course</th>
<th>1 day</th>
<th>$800.00</th>
<th>Non-residential</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extended courses</td>
<td>3 days</td>
<td>$1,400.00</td>
<td>Residential</td>
</tr>
</tbody>
</table>

- ing and infinitive (4): other uses
**EXERCISE 3**

- *ing form as the subject*

Match the beginnings of the sentences in column A with the right endings in column B.

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Giving employees shares</td>
<td>a is difficult without local contacts.</td>
</tr>
<tr>
<td>2 Flying Business Class</td>
<td>b can make overseas trips less stressful.</td>
</tr>
<tr>
<td>3 Taking over other businesses</td>
<td>c can help to increase motivation.</td>
</tr>
<tr>
<td>4 Becoming a fully-qualified doctor</td>
<td>d is one of the government’s priorities.</td>
</tr>
<tr>
<td>5 Breaking into the Japanese market</td>
<td>e takes about seven years.</td>
</tr>
<tr>
<td>6 Getting unemployment down</td>
<td>f is one way of increasing market share.</td>
</tr>
</tbody>
</table>

**EXERCISE 4**

- *ing form after prepositions*

Rewrite the following sentences, using the -*ing* form of the verb in *italics* and the preposition in brackets.

1. He left the office. He did not speak to his boss. (without)
   He left the office without speaking to his boss.

2. She left university. Then she got a job with Microsoft. (after)

3. We won’t offer them a discount. We’ll give them better credit terms. (instead of)

4. We managed to expand. We didn’t increase our debts. (without)

5. He worked in industry for many years. Then he joined the government. (before)

6. The company made 700 workers redundant. That is how it became more profitable. (by)

**EXERCISE 5**

**Review**

Put the verbs in brackets into the infinitive or -*ing* form.

---

**The chocolate revolution**

After reaching Europe with Columbus in 1502, chocolate rapidly became popular as a drink that people took (improve) their health.

2. (eat) solid chocolate, however, was unpopular; it was dark and bitter, and manufacturers did not know how (mix) it with milk or cream (make) it taste better.

The discovery of milk chocolate was made in 1876 by Daniel Peter in Switzerland. After (try) unsuccessfully for eight years to mix milk and dark chocolate, Peter began working with his neighbour, the chemist Henri Nestlé. Nestlé had developed a new product (feed) babies; in the process, he had discovered how (make) condensed milk, which Peter tried instead of (use) ordinary milk. The result was an instant success, and the two men joined forces (manufacture) milk chocolate for a grateful world.

---

* -*ing and infinitive (4): other uses*
Production

TASK 1

Continue the following sentences. Give people’s reasons for doing these things.
1 I’ve written to the bank ... to ask them for some more information about their charges.
2 The managers changed the layout of the department store ...
3 Our Sales Director has gone to New York ...
4 Next month I need a few days off ...
5 I’ll phone up the travel agent this afternoon ...

TASK 2

Brian Pelcinski is the agent for a number of people in the entertainment industry. Read the following interview with him.

Reporter: 1 Which part of your job do you find the most difficult?
Brian: Dealing with financial forecasts. It’s a nightmare because I hate figures.

Reporter: 2 Which part of your job would other people find the most difficult?
Brian: Dealing with the emotional problems of my clients. They can be very unreasonable.

Reporter: 3 Which part of your job gives you the most satisfaction?
Brian: Finding a new talent and seeing him or her become a star.

Reporter: 4 Which part of your job is the most glamorous and exciting?
Brian: Being invited to film premieres and concerts, and knowing so many people.

Reporter: 5 Which part of your job are you not very good at?
Brian: Remembering appointments. But that’s why I have a PA to do it for me.

Answer the same interview questions about the activities you do at work. Begin each answer with the -ing form of a verb, as in Brian’s answers above.

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

TASK 3

Write sentences about important dates in your career history. Begin each sentence with the after + -ing form or before + -ing form.

....................................................................................................................................................
....................................................................................................................................................
....................................................................................................................................................
....................................................................................................................................................
....................................................................................................................................................
Reported speech (1): statements, thoughts, commands, requests

Presentation

a Introduction
There are three ways to report what someone said. We can:
1. repeat the exact words using inverted commas (‘ ’):
   The Prime Minister said: 'Unemployment is falling.'
2. use a reporting verb in the present tense and keep the same tense as the original words:
   The Prime Minister says that unemployment is falling.
3. use a reporting verb in the past and change the tense:
   The Prime Minister said that unemployment was falling.

b Tense changes
Tenses change in reported speech when we use a reporting verb in the past tense:

<table>
<thead>
<tr>
<th>Actual words</th>
<th>Reported speech</th>
</tr>
</thead>
<tbody>
<tr>
<td>'I work for IBM.'</td>
<td>He said (that) he worked for IBM.</td>
</tr>
<tr>
<td>'I am working for IBM.'</td>
<td>He said (that) he was working for IBM.</td>
</tr>
<tr>
<td>'I worked for IBM.'</td>
<td>He said (that) he had worked for IBM.</td>
</tr>
<tr>
<td>'I was working for IBM.'</td>
<td>He said (that) he had been working for IBM.</td>
</tr>
<tr>
<td>'I have worked for IBM.'</td>
<td>He said (that) he had worked for IBM.</td>
</tr>
<tr>
<td>'I will work for IBM.'</td>
<td>He said (that) he would work for IBM.</td>
</tr>
<tr>
<td>'I may/can work for IBM.'</td>
<td>He said (that) he might/could work for IBM.</td>
</tr>
</tbody>
</table>

We do not change the past perfect, or might/could/should/would/ought to.
We don’t have to use the word that after the reporting verb. So we could also say:
He said he worked for IBM.

c Reporting thought
We use the same tense changes when we are reporting what people think or know (e.g. after I didn’t realize, I knew, I thought, I had no idea, etc.):
I didn’t realize you were Canadian. I thought you were American.

d Reporting commands and requests
We report commands and requests using tell or ask and the infinitive:
‘Come in.’ He told me to come in.
‘Don’t take the train.’ He told me not to take the train.
‘Please join me for lunch.’ He asked me to join him for lunch.
‘Please don’t smoke.’ He asked me not to smoke.

e Other changes
It is sometimes necessary to change other words:
‘I saw him here yesterday.’ She said she had seen him there the previous day.
I’ll send him this information.’ She said she would send him the/that information.
‘I’ll drop in tomorrow.’ She said she would drop in the following day.
Practice

EXERCISE 1

Tense changes

Look at the picture story of a customer who came to a car showroom in an old car. Look at some of the things the customer and the salesman said. Then complete the passage using the verbs in the correct tense.

A man and an elderly lady arrived at a car dealership in a battered old car; the man told the salesman that he was thinking about buying a new car. The salesman pointed out the new S500, which was very good value, and said the man offered it for a test drive. The customer said that he didn’t have any identification, but said that his grandmother would stay. The salesman said that it was fine and handed him the keys. Two hours later, the man had not returned and the salesman remarked to the old lady that her grandson was taking a long time. The old lady looked very surprised and told him that the man was her grandson. She explained that he always offered to drive her to the shops but that she never had him before.

EXERCISE 2

Reporting thought

Match the comments in column A with a response from column B.

A

1 I’m just off to play golf.
2 Celine is working in London today.
3 These PCs are made in Taiwan.
4 Juan is moving to his new job next week.
5 I’ll need an interpreter.
6 Shin is away on leave.
7 My boss needs more time to do the report.
8 We had to pay extra for phone calls.

B

a I thought you spoke Japanese.
b I thought he’d already been on holiday.
c Oh, I thought they were free.
d That’s odd! I thought I saw her here this morning.
e I didn’t realize you played.
f I had no idea he was leaving.
g I thought they were American.
h I thought she had finished it.
EXERCISE 3

REPORTING COMMANDS AND REQUESTS

Report the requests or commands using He asked me ... or He told me ...

1. 'Please come to dinner at 8.00.' He asked me to come to dinner at 8.00.
2. 'Send the letter immediately.'
3. 'Please don't mention the plans to anyone.'
4. 'Please return the form as soon as possible.'
5. 'Don't put any calls through to my office.'

EXERCISE 4

OTHER CHANGES

Read the situations, and underline the correct words in italics.

1. At 10.00 this morning, Julia says to you, 'Dr Bangermann is arriving this afternoon.' At 10.30 the same morning you say to your boss, 'Julia said that Dr Bangermann was arriving this afternoon/that afternoon.'
2. The sales manager says to you, 'I'll show the visitors round the factory tomorrow.' Three weeks later, you say to your boss, 'He said he would show the visitors round the factory the following day/tomorrow.'
3. A client calls from his office and says, 'I'd like to hold the meeting here.' Later you speak to your boss in your own office and say, 'He said he'd like to hold the meeting here/there.'
4. A customer rings to say, 'We sent the cheque yesterday'. A week later you say to your boss, 'When I spoke to him, he said that he had sent the cheque yesterday/the previous day.'
5. A client rings you at your office and says, 'I'll meet you there tomorrow'. The same day at your office you say to your boss, 'He said he would meet me here/there tomorrow.'

EXERCISE 5

REVIEW

Look at these famous quotations and re-write them using reported speech.

1. 'Radio has no future.'
   William Thomson, English scientist, 1899
2. 'Everything that can be invented has been invented.'
   Charles H Duell, Office of Patents, 1899
3. 'I think there's a world market for about five computers.'
   Thomas J Watson, chairman of the board of IBM.
4. 'Only the little people pay taxes.'
   Leona Helmsley
5. 'The secret of success is to rise early, work hard, and strike oil.'
   J Paul Getty
6. '640k ought to be enough for anybody.'
   Bill Gates
7. 'You can have any colour you like, as long as it's black.'
   Henry Ford, speaking about the Model T car

1. In 1899, William Thomson said that radio had no future.
2. ..............................................................................................................................................
3. ..............................................................................................................................................
4. ..............................................................................................................................................
5. ..............................................................................................................................................
6. ..............................................................................................................................................
7. ..............................................................................................................................................
A headhunter took you out to dinner last night. Now a colleague is asking you about what you said. Answer his questions using reported speech.

1 'What personal details did you give him about yourself?'
   I told him I was married and that I lived in London.

2 'What did you tell him about the company?'

3 'What did you say your responsibilities were?'

4 'What did you tell him about the salary you would need?'

5 'What did he tell you about the new company?'

6 'What did he tell you about the new job?'

7 'So in the end what did you say to him?'

Respond with surprise to the following comments.

1 A They are discontinuing this model at the end of the year.
   B Really? I thought it was selling well.

2 A It's my 40th birthday next week.
   B Really? I had no idea

3 A You will have to wait about three months for delivery.
   B Really? I didn't realize

4 A I've just seen Mr Takashi in Reception.
   B Really? I thought

5 A The bill for dinner came to £145 each.
   B Really? I had no idea

Complete the sentences using ask or tell + infinitive.

1 They were late paying the bill, so I phoned and told them to pay at once.

2 I was too busy to see Jane, so I

3 I could see that he had had too much to drink, so I

4 Peter said he was going to the bank, so I

5 The machine they sold us was faulty, so I

6 I wanted the mechanic to tell me how much the repairs would cost, so
Reported speech (2): questions and reporting verbs

Presentation

a Wh- questions
Some questions begin with a question word (who, where, which, why, when, what, how, how much, etc.). Look at the way we report these questions:
‘When will the shipment arrive?’ they asked me.
They asked me when the shipment would arrive.

Common mistakes:
When we report a question, the word order changes from verb + subject to subject + verb:
‘Where is the file?’ he asked me.
wrong: *He asked me where was the file.
right: He asked me where the file was.

Note that the tense changes are the same as with reported speech (see Unit 31) and we do not use a question mark.

b Yes/no questions
When we report yes/no questions, we use if or whether and the tense changes explained in Unit 31:
direct question: ‘Are you planning to stay late?’
reported question: She asked me if I was planning to stay late.
direct question: ‘Do you know anyone in Marketing?’
reported question: He asked me whether I knew anyone in Marketing.

c Embedded questions
When we begin a sentence with one of the following phrases, we need to use the same word order as for reporting questions. We do not need to change the tense if the introductory phrase is in the present tense:
‘I wonder... where Henk is.’ (not: *where is Henk.)
‘I’m not sure ... if it is a good investment.’ (not: *is it a good investment.)
‘Could you tell me ... what my bank balance is?’ (not: *what is my bank balance?)
‘Do you know ... when the plane leaves?’ (not: *when does the plane leave?)

d Reporting verbs
We often use other verbs instead of say, tell, etc. to report what someone says. The verbs warn, order, advise, encourage, remind, persuade are followed by an object + infinitive:
‘I think you ought to look for another job.’ – He advised me to look for another job.
The verbs offer, refuse, promise are followed by an infinitive:
‘We will not accept less that 5.5%.’ – They refused to accept less than 5.5%
The verbs admit, deny, apologize for are followed by the -ing form:
‘Sorry to keep you waiting.’ – He apologized for keeping me waiting.
REPORTING QUESTIONS

After announcing very bad figures for the year, the CEO of TSL Engineering faced questions from shareholders and investors. Look at the questions and then report them in the correct way.

1. Why has the company done so badly?
2. How many people are going to lose their jobs?
3. Where can you cut costs?
4. How much money has the company lost?
5. When will the company return to profit?
6. Who is responsible for these figures?
7. What dividend will the company pay?
8. When are you going to resign?

1. They asked him why the company had done so badly.
2. .........................................................................................................
3. ...................................................................................................
4. .........................................................................................................
5. ...................................................................................................
6. ....................................................................................................
7. ....................................................................................................
8. ....................................................................................................

YES/NO QUESTIONS

A colleague of yours came back from a business trip, and you asked her the following questions. Rewrite the questions using reported speech.

1. ‘Did you have a good trip?’
   I asked her if she had had a good trip.
2. ‘Have they signed the contract?’

3. ‘Will you need to go back again?’
4. ‘Was the hotel any good?’

5. ‘Did you manage to have any time off?’
6. ‘Are you feeling tired?’

7. ‘Did you have any problems?’
8. ‘Did they like the idea of a joint venture?’
Embedded questions

Rewrite the following sentences. Use the introductory phrases and either a question word or if.

1. Can you use cash cards in Myanmar?
   I wonder if you can use cash cards in Myanmar.

2. When will the plane get in? Do you know?
   Do you know when the plane will get in?

3. How are the negotiations going, I wonder?
   I wonder

4. Is Peter coming to the meeting? Do you know?
   Do you know

5. When is the talk going to start? Could you tell me?
   Could you tell me

6. Should I take the job? I’m not sure.
   I’m not sure

7. Where is their head office? I don’t know.
   I don’t know

8. Will they accept our offer, I wonder?
   I wonder

9. Have they sent us an order form? Could you find out?
   Could you find out

10. How did they get this information, I wonder?
    I wonder

---

Reporting verbs

Re-write these sentences using the reporting verbs and structures in brackets.

1. ‘I’ll report you to the police.’ (threaten to do something)
   He threatened to report me to the police.

2. ‘Go on, give a talk at the conference.’ (encourage someone to do something)
   He

3. ‘No, I will not give you a pay rise.’ (refuse to do something)
   He

4. ‘I didn’t leave the office unlocked – it wasn’t me.’ (deny doing something)
   He

5. ‘Don’t leave your hotel after dark – it’s dangerous.’ (warn someone not to do something)
   He

6. ‘I’m sorry I missed the meeting.’ (apologize for doing something)
   He

7. ‘I think you should get an agent.’ (advise someone to do something)
   He
Production

TASK 1

A colleague has overheard you say the following things on the phone. Explain who you were talking to and what they asked you.

1 ‘Yes, the 15th would be fine.’
   That was Mr Jackson. He asked me if he could change the date of our next meeting to the 15th, and I said it would be fine.

2 ‘No, I am afraid that 15% is the maximum.’

3 ‘I will be there first thing on Wednesday.’

4 ‘Yes, I am sure we have paid it. I remember writing the cheque myself.’

5 ‘$16,000’.

TASK 2

Complete the sentence with a suitable embedded question.

1 The office is very different without Ahmed. I wonder how he is getting on in his new job.

2 No, I’m afraid I don’t know . I am a stranger here myself.

3 I’ll just have a look at the new price list. I’m not sure .

4 I need to go to New York next Wednesday. Could you tell me .

5 I can’t understand this letter. Do you know .

TASK 3

Complete the sentences using the verbs in brackets.

1 She was offered a very good job, so ...
   (advise) I advised her to accept it.

2 He said that the guarantee was out of date, and ...
   (refuse) ............................................

3 They said that they couldn’t bring the price down any more, but ...
   (offer) ............................................

4 The bank realized that they were in the wrong, and they ...
   (apologize) ............................................
Relative clauses (1): who, that, which, whose, whom

Presentation

People and things

We can use a relative clause beginning with who, that or which to describe and define a person or thing. To refer to people, we use who or that. To refer to things, we use which or that:

people: *The architect who/that drew these designs trained in New York.*  
(The clause who/that drew these designs helps to identify the architect.)

things: *The mistakes which/that the company made were very basic.*  
(The clause which/that the company made identifies the mistakes.)

Subject and object relative clauses

Look at the way these two underlying sentences can be combined into one sentence using a subject relative pronoun:

*I share an office with a colleague. She dislikes everybody.*  
*I share an office with a colleague who dislikes everybody.*  

In sentences like this, where the relative pronoun who, which, or that is followed by a verb, we must keep the relative pronoun.

Look at the way these two underlying sentences can be combined into one using an object relative pronoun:

*I share an office with a colleague. Everybody dislikes her.*  
*I share an office with a colleague who/that everybody dislikes.*

In sentences like this, where the relative who, which, or that is followed by a noun or pronoun + verb, we very often leave it out. So we can say:

*I share an office with a colleague everybody dislikes.*

In object relative clauses, it is possible to use whom to refer to people. However, this is only found in formal language, and rarely used in speech.

Formal: *The man whom they arrested was charged with fraud.*  
Spoken: *The man (that) they arrested was charged with fraud.*

Whose

The relative pronoun whose is used to show possession:

*Yesterday I met someone. His brother works in your department.*  
*Yesterday I met someone whose brother works in your department.*

To whom, from which, etc.

It is possible, particularly in formal or written language, to put words like to, from, about, on, etc. in front of whom, which, and whose (but not: *who or that):

*The sales assistant to whom I complained was most unhelpful.*

However, it is much more common to put words like to, from, about, on, etc. at the end of the relative clause:

*The sales assistant I complained to was most unhelpful.*
Complete the sentences in this job advertisement with *who* or *which*.

**EUROPEAN SALES MANAGER**

**Barcelona**

€130,000 plus car

Our client manufactures and markets sports clothing and equipment which is sold to leading department stores in Europe and the USA. We currently have a vacancy in our Spanish headquarters for a Sales Manager will be in overall control of a sales force consists of 15 representatives.

We are looking for someone has a proven track record of success in retailing and will be able to motivate the existing team. This is a position requires flair and enthusiasm and preference will be given to applicants have experience in the retail clothing sector. We are offering an excellent package includes free health insurance, generous pension contributions and full relocation expenses.

So if you are someone wants to get ahead in an organisation is expanding fast, send your CV to:

*DKN Europe Recruitment Consultants*

87 Freeman Road Sheffield SN2 3BA

---

**EXERCISE 2**

**Subject and object relative pronouns**

Re-write these sentences using the relative pronoun *that*.

1. We’ve appointed a new non-executive director. Everybody knows him.
   We’ve appointed a new non-executive director *that everybody knows*.

2. We’ve appointed a new non-executive chairman. He knows everybody.
   We’ve appointed a new non-executive director

3. You interviewed a man. What did you think of him?
   What did you think of the man

4. A man interviewed you. What did you think of him?
   What did you think of the man

5. Mandy’s got a new boss. She doesn’t like him.
   Mandy’s got a new boss

6. I’ve got a new company car. It runs on electricity.
   I’ve got a new company car

---

In which of the above sentences can you leave out the word *that*?
EXERCISE 3

**Whose**

Finish each sentence using one of the pieces of information in the box. Join the two parts with *whose*.

- Her department was doing well.
- Their car had broken down.
- Its key competitors are Sony and Sanyo.
- Their CVs were very good.
- His/her mother tongue must be English.
- Its headquarters are in Helsinki.

1. We drew up a shortlist of candidates whose CVs were very good.
2. We are looking for a secretary.
3. Nokia is a large Finnish company.
4. I gave a lift to a couple of colleagues.
5. Casio is a Japanese electronics company.
6. They promoted one of the managers.

EXERCISE 4

**Relative clauses in formal language**

Complete the sentences with the phrases in the box.

<table>
<thead>
<tr>
<th>to which</th>
<th>from which</th>
<th>in which</th>
</tr>
</thead>
<tbody>
<tr>
<td>to whom</td>
<td>with whom</td>
<td>by whom</td>
</tr>
</tbody>
</table>

1. The enclosed tax form must be returned to the office *from which* it originated.
2. On starting a telephone call, record the name of the person *with whom* you are talking.
3. The hotel has a large hall *in which* presentations and exhibitions can be held.
4. Expense claims should provide names of the clients *to whom* you have had lunch.
5. Postage prices depend on the country *to which* a package is being sent.
6. The enclosed memorandum gives information about the managers *to whom* loans over $40,000 may be authorised.

EXERCISE 5

**Relative clauses in informal language**

Rewrite the sentences without relative pronouns, putting the prepositions at the end of the relative clause.

1. I was talking to a man. He is the head of Al Jazeerah.
   
   *The man I was talking to is the head of Al Jazeera.*

2. You were looking for an invoice. Jan has found it.
   
   *Jan has found the invoice.*

3. I deal with customers. Most of them are very pleasant.
   
   *Most of the customers are very pleasant.*

4. We wanted to stay in a hotel. It was fully booked.
   
   *The hotel was fully booked.*

5. She works for a company. It has a very good reputation.
   
   *The company has a very good reputation.*

6. We went to a restaurant. It wasn’t very good.
   
   *The restaurant wasn’t very good.*
Production

TASK 1

Find the name of a large industrial corporation by completing the puzzle. The clues are below.

```
  1  invoice
  2
  3  salary
  4
  5 subsidiary
  6
  7 catalogue
  8
  9 colleague
  10
```

Clues
2 A legal document that gives details of an agreement between two or more people.
4 A building or company in which people keep their money.
6 A person whose job it is to give legal advice.
8 A list of things that are discussed at a meeting.
10 A machine that allows you to talk to people who are in a different place.

Now write clues for the words that you were given, using relative clauses.

1 An invoice is .................................................................
2 A salary is ..................................................................
3 A subsidiary is ............................................................
4 A catalogue is ............................................................
5 A colleague is ............................................................

TASK 2

Complete the following sentences about yourself and your work, using relative clauses.

1 I work for a company that manufactures components for aircraft.
2 I have a boss ..............................................................
3 I am in a department ................................................
4 In my work, I deal with people ....................................
5 I sometimes have to do things .....................................
6 I prefer to work with people ........................................
7 I dislike working with people ......................................
8 In my spare time, I like to do things ..............................

Relative clauses (1): who, that, which, whose, whom
Relative clauses (2): where, with, what and non-defining clauses

Presentation

a) Where

The relative pronoun *where* is used to refer to places. It means *in which*.

The room in which we held the meeting was very cold.

The room *where* we held the meeting was very cold.

*Where* is not used if there is a preposition at the end of the clause:

wrong:  *The room where we held the meeting in was very cold.*

right:   *The room which/that/Ø we held the meeting in was very cold.*

b) Use of *with*

When we want to describe what someone or something has, we can use a relative clause or *with* + a noun. So we can say:

I've got a new laptop *that has* an excellent screen.

or

I've got a new laptop *with* an excellent screen.

c) Use of *what*

We can use the relative pronoun *what* to replace *the thing(s) that* .... So we can say:

I'm afraid we haven't got *the things that* you want in stock.

or

I'm afraid we haven't got *what you want in stock*.

d) Non-defining relative clauses

Some relative clauses define what you are talking about. Some relative clauses simply add extra information. Look at the difference between the two types:

defining relative clause:

*The colleague who I was telling you about is planning to retire next year.*

(This indicates which colleague I'm talking about.)

non-defining relative clause:

*My mother, who runs her own business, is planning to retire next year.*

(The speaker does not need to define ‘my mother', and the fact that she runs her own business is just an extra piece of information.)

In non-defining relative clauses we:

a) must use commas at the beginning and end of the clause

b) must use a relative pronoun (but not the word *that*)

wrong:  *Intel's latest chip which was launched last week is very fast.*

(no commas)

wrong:  *Intel's latest chip, that was launched last week, is very fast.*

(use of *that*)

right:   *Intel's latest chip, which was launched last week, is very fast.*
EXERCISE 1

Defining relative clauses and *where*
Rewrite the following sentences using *where*.

1 I've got the details of the hotel. You'll be staying there.
   I've got the details of the hotel where you'll be staying.
2 Would you like to visit the factory that we make the cars in?
3 I recently went back to the town. I used to work there.
4 Ivrea is the town in which Olivetti has its headquarters.
5 This is the building. They filmed the Pepsi advert here.

EXERCISE 2

Defining relative clauses and *with* or *that*
Complete the sentences using *with* or *that* and the phrases in the box.

- has a better view
- a DVD drive
- a bit more experience
- has a lot of mistakes
- a matching tie
- has all the latest information
- a $5,000 credit limit
- a sense of humour

1 I've got a new credit card with a $5,000 credit limit.
2 I'll send you a brochure that has all the latest information.
3 Have you got a laptop
4 I'm afraid we're looking for someone
5 I'd prefer a room
6 We've received an invoice
7 I've bought him a Gucci shirt
8 I wish I had a boss

EXERCISE 3

Defining relative clauses and *what*
Rewrite these sentences using *what*.

1 He was selling something. I wasn't interested in it.
   I wasn't interested in what he was selling.
2 You asked me to do something. I've done it.
   I've done
3 You want a computer to do some things. This computer can do them.
   This computer
4 You need something. We can deliver it tomorrow.
   We can
5 I'm sorry, you said something. I didn't hear it.
   I'm sorry, I didn't
Non-defining relative clauses

Join the following sentences together using non-defining relative clauses and the relative pronoun in brackets.

1 The new air traffic control system is a disaster.
   It cost a great deal of money. (which)
   The new air traffic control system, which cost a great deal of money, is a disaster.

2 The Oriental Hotel is said to be the best in the world.
   Many famous people have stayed in it. (where)

3 BMW's new Mini has been a great commercial success.
   It is built at Cowley in England. (which)

4 Exxon Mobil is building a $3.5bn pipeline in Chad.
   It is the world's second largest corporation. (which)

5 Their new range of cosmetics will be launched next month.
   They've spent €10 million on it. (on which)

6 Mr Warburg would like to meet you next week.
   I have discussed your proposal with him. (with whom)

Review

Correct the mistakes in the following sentences.

1 Yesterday I spoke to your director, that seemed to be very pleasant.
   Yesterday I spoke to your director, who seemed to be very pleasant.

2 The room where we held the meeting in was a little too small.

3 Brazil which had high inflation in the 1990s is now the leading economic power in South America.

4 The negotiators finally reached a formula on what everyone could agree.

5 I found it difficult to hear that the speaker was talking about.

6 Tim Lang only joined the company six months ago is going to be promoted.

7 BMW its headquarters are in Germany produces the new Mini in England.

8 I suggest we have a meeting in Romsey Street, which we rent a few offices.
Read the text below and then look through the list of extra information. Add these clauses to the text in the spaces provided, using relative clauses.

1. The East India Company grew opium in India.
2. They were concerned about the growing number of addicts.
3. Canton was at the centre of the opium trade.
4. The traders had powerful allies in London.
5. Their weapons were all old and outdated.
6. The war ended in 1842.
7. The treaty was signed the following year.
8. The war broke out in 1856.
9. The British were assisted by the French.
10. The treaty was signed in 1858.

In the 1830s the use of opium was becoming more and more widespread in China. The British East India Company, which grew opium in India, regularly sailed to Canton to sell the drug. The Chinese authorities, wanted to stop the opium trade.

In 1839 Lin Tse-hsu was appointed Imperial Commissioner at Canton. One of his first acts was to seize and destroy thousands of chests of opium belonging to the East India Company and other British traders. The traders, persuaded the British government to go to war to protect 'free trade'. Heavily armed warships were sent to Canton and the Chinese, stood almost no chance. The First Opium War, resulted in the complete defeat of China. Under the Treaty of Nanking, the Chinese agreed to pay a large fine, to give Hong Kong to the British and to open up five more ports for trade.

The Second Opium War, ended with a second defeat for China. This time the British, gained control of more Chinese ports. Under the terms of the Treaty of Tientsin, the opium trade became completely legal, with disastrous consequences for Chinese society for the rest of the century.

Think of yourself, colleagues and members of your family. Describe something that each of them might like, adding information about special features it has or what it can do.

1. I'd like a digital camera with a zoom lens.
2. ..........................................................................................................................................................
3. ..........................................................................................................................................................
4. ..........................................................................................................................................................
5. ..........................................................................................................................................................
6. ..........................................................................................................................................................
Countable and uncountable nouns

Presentation

a Countable nouns
Countable nouns are things like people, animals, plants (a boss, a dog), objects (a desk, a modem), or units of measurement (a metre, a Euro).

b Uncountable nouns
Uncountable nouns are things like substances, materials, and commodities (coal, cotton, coffee), abstract ideas (progress), and languages (Arabic). These are things that we cannot count – we do not talk about 'three informations', 'six monies', etc.

When we use abstract nouns in general, we do not use the.

wrong: *The happiness is hard to measure.
right: Happiness is hard to measure.

Some other uncountable nouns which sometimes cause difficulty are:

<table>
<thead>
<tr>
<th>advice</th>
<th>equipment</th>
<th>luggage</th>
<th>progress</th>
<th>travel</th>
</tr>
</thead>
<tbody>
<tr>
<td>accommodation</td>
<td>furniture</td>
<td>machinery</td>
<td>research</td>
<td>trouble</td>
</tr>
<tr>
<td>advertising</td>
<td>hardware</td>
<td>money</td>
<td>room (= space)</td>
<td>weather</td>
</tr>
<tr>
<td>baggage</td>
<td>information</td>
<td>news</td>
<td>software</td>
<td>work</td>
</tr>
<tr>
<td>cash</td>
<td>insurance</td>
<td>permission</td>
<td>traffic</td>
<td></td>
</tr>
</tbody>
</table>

c Singular or plural?
Countable nouns can be singular or plural. Uncountable nouns are singular:
The letter (countable, singular) is on your desk and the two faxes (countable, plural) are here.
This junk mail (uncountable, singular) is very annoying.

d Determiners
We use different determiners for countable and uncountable nouns.

<table>
<thead>
<tr>
<th>Countable</th>
<th>Uncountable</th>
</tr>
</thead>
<tbody>
<tr>
<td>I've got a book for you.</td>
<td>I've got some information for you.</td>
</tr>
<tr>
<td>I haven't got many books for you.</td>
<td>I haven't got much information for you.</td>
</tr>
<tr>
<td>I've got a few books for you.</td>
<td>I've got a little information for you.</td>
</tr>
</tbody>
</table>

wrong: *He gave me an advice.
right: He gave me some advice.

e Parts of a mass
We refer to parts of a mass with words of measurement, e.g. a cup of coffee, a kilo of sugar.

We often use these measurements when talking about price:
At the moment oil is about $25 a barrel.
**Practice**

**Countable or uncountable?**

In the following pairs of words, one is countable and the other is uncountable. Write *some* or *a* before each word.

1. A book
   - some literature
2. report
   - some news
3. desk
   - some furniture
4. accommodation
   - some hotel
5. chance
   - some luck
6. water
   - some litre
7. equipment
   - some machine
8. dollar
   - some money
9. cheque
   - some cash
10. letter
    - some correspondence

**Singular or plural?**

Fill in the blanks with *is* or *are*.

1. The software you ordered __________ here.
2. What __________ the weather in Spain like at this time of year?
3. There __________ a lot of cars in the car park this morning.
4. The agenda for tomorrow's meeting __________ on your desk.
5. The reports that I have just received from Tokyo __________ not very good.
6. Your Japanese visitors have gone to the hotel, but their luggage __________ still at the office.
7. The traffic on the M40 __________ very bad this morning.
8. Travel __________ one of our major expenses.

**Determiners**

Read the mini-dialogue. Choose the correct option from the words in *italics*.

**David:** Could you give me 1 *an/some* advice about finding 2 *an/some* apartment?

**Petra:** Sure – this means you’ve had 3 *a/some* good news, does it?

**David:** Yes, I got 4 *the/some* job – I’m going to be doing 5 *an/some* advertising for a PR agency.

**Petra:** That’s great – when are you going to start?

**David:** The beginning of next month, so I haven’t got 6 *much/many* time.

**Petra:** Well, I know 7 *a few/a little* people who might be able to help you, but it really depends on how 8 *much/many* money you want to spend and where you want to be.

**David:** Somewhere small and central, not too expensive – preferably near 9 *a/some* metro station. I just need somewhere with a bedroom and kitchen, 10 *a little/few* furniture – there’s only me, so I don’t need 11 *much/many* room.

**Petra:** OK, I’ll see what I can do – and of course you’re welcome to come and stay with me for a few weeks until you find 12 *a/some* suitable accommodation of your own.

**David:** That would be great – thanks very much.
EXERCISE 4

Parts of a mass

Use a word from box A and a word from box B to describe the items below.

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a litre of water</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

A

- a litre
- a pint
- a kilo
- a tonne
- a barrel
- a glass
- a sheet

B

- paper
- oil
- wine
- coal
- beer
- sugar
- water

EXERCISE 5

Prices and quantities

Complete the following items of news with the words from the box.

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a packet</td>
<td>a tube</td>
<td>a barrel</td>
</tr>
<tr>
<td>a pint</td>
<td>a litre</td>
<td>a bottle</td>
</tr>
</tbody>
</table>

A recent report on the prices of everyday items in the EU states shows big variations between countries. In France, for example, Evian mineral water costs less than €1 1 a bottle, but in Finland it costs four times as much. Sweden comes out overall as the most expensive place to live, whereas Spain is the cheapest. Different tax and VAT rates explain some of the differences – in the UK, cigarettes cost almost €8 2 , but most of that is tax. Similarly, beer in an English pub will cost €3 3 , whereas in Madrid it will be substantially less. Spain is also the place to buy bargain toothpaste. Colgate is €1 4 compared to nearly double that in the UK. Motoring costs vary a great deal as well. Although the world price of oil, currently $25 5 , is the same for everyone, drivers in Greece only pay €0.84 6 compared to drivers in the Netherlands, where it costs €1.21.
Fill in the blanks with an uncountable noun. Use one word only.

1. A: Would you like to try the salmon? The trout is good as well.
   B: No thanks, I don't really like fish.

2. A: Would you like wine, or a beer, or a gin and tonic, or something?
   B: No thank you. I'll have mineral water. I don't drink ____________.

3. A: Could I have a talk with you about the arrangements for next week?
   B: I'm sorry, could we talk later? I haven't got ____________ at the moment.

4. A: It's been raining here for two weeks.
   B: Oh dear. When we were on holiday we had marvellous ____________.

5. A: So your wife handles the accounts, does she?
   B: Yes, it's because I'm no good with ____________.

6. A: ¿Me podrías decir dónde hay un cajero automático?
   B: I'm sorry, I don't speak ____________.

7. A: What will you have? Chicken, a steak, or a hamburger?
   B: Actually, I'm a vegetarian. I don't eat ____________.

8. A: Did they say why you didn't get the job?
   B: Yes. They said I hadn't got enough ____________ yet for a managerial position.

Task 2

Fortune cookies are traditional Chinese biscuits that contain a little piece of paper with a short philosophical message. You have been asked to write some of these messages.

Money: Money can be both freedom and a prison.

Time: ........................................................................................................................................................

Meetings: ................................................................................................................................................

Work: ....................................................................................................................................................

Men: ......................................................................................................................................................

Women: ...................................................................................................................................................

Experience: ..............................................................................................................................................

Productivity: ...........................................................................................................................................
**Presentation**

**a  A vs an**
We use *a* before consonant sounds, and *an* before vowel sounds:
- consonant sounds: *a director, a code, a question, a Euro, a unit*
- vowel sounds: *an appraisal, an hour, an interview, an office, an MBA*

**b  Uses of *a, an***
We use *a* or *an* before unspecified singular countable nouns:
- ‘Could you let me have *a receipt*?’
We use *a* or *an* to talk about jobs, (but not areas of business):
- Michel is *an accountant* and his wife Amélie is in *Ø computers.*
We use *a* or *an* to talk about frequency:
- We have in-company appraisals twice *a year.*

**c  Uses of *the***
We use *the* with a specific noun we have mentioned before:
- *We have bought *a Mac* and *a PC. The Mac* cost $2500 and *the PC* cost $2100.*
We use *the* when we add information that defines something:
- *Have you read *the report* I gave you last week?*
We use *the* when it is clear what we are referring to because there is only one:
- *Please come this way. *The President will see you now.*
We use *the* with superlatives:
- *Coca-Cola is *the most valuable brand name in the world.**
We use *the* with adjectives to refer to a group:
- *The rich* do not do enough to help *the poor.*
We use *the* to refer to rivers, mountains, seas, and names of countries that include a noun like republic, kingdom, union, etc.:
- *The Aral Sea in *the* former Soviet Union is very polluted.*

**d  No article (Ø)**
We use no article (*Ø*) to generalize about uncountable or plural nouns:
- *Money is *the root of all evil.* (i.e., money in general, or all money)*
We do not use an article to refer to companies, cities, roads, lakes or single islands:
- *I work for Merrill Lynch in New York, and I have an apartment on 14th Street. I also have a vacation home near Lake Tahoe and another in Hawaii.*
A vs an

Complete the dialogue. Fill in the blanks with a or an.
A: I had an appraisal with the Personnel Manager the other day, and ...
B: Oh really? How did it go?
A: Fine. We were talking about qualifications and career development, and she suggested I should consider doing a course in Business Administration.
B: That's not a bad idea. You've already got an university degree, haven't you?
A: Yes, and I'm doing an evening course in accounting, but that only takes up about an hour a week.
B: That sounds like an absolute waste of time to me. What you need to do is an MBA at an institution like Insead, so that you end up with an decent qualification.

Uses of the

In each pair, fill in one blank with a and the other with the.
1 A: You don't know where the key to the filing cabinet is, do you?
B: No, but there's a key on Jane's desk - why don't you try that one?
2 A: I phoned you last week to make a complaint about late deliveries.
B: Yes Sir, I remember, and I can assure you that the complaint is being dealt with.
3 A: Do you suppose Coca-Cola is the most famous brand name in the world?
B: Maybe - but McDonalds is a famous brand name too.
4 A: Does Mrs Rodin come from the United States?
B: No, she's from a small town in Canada.
5 A: I need to talk to the technician about this computer.
B: Well, the Head of the IT Department is right here - I'll send him up.

A, the, Ø (no article)

Read the following newspaper extract. Fill in the blanks with a or the or Ø (no article).

Rome hosts the World Food Summit

At the World Food Summit in Rome, leaders from all over the world met to discuss plans to deliver food to hungry. During the morning, a stream of limousines and police outriders escorted leaders from their luxury hotels on the Via Veneto, and brought them to FAO headquarters, near Colosseum. At the summit, Secretary General of the United Nations said that hope needed to be given to starving, and called for improvements in technology, healthcare, and infrastructure projects. Other delegates discussed the crisis in Somalia and Zimbabwe, but there was a strong sense that West, and the United States in particular, should be doing more to help countries in Africa and elsewhere.
**The vs Ø (no article)**

Read the information about world hunger. Complete the sentences with *the* or *Ø* (no article).

**THE HUNGRY PLANET**

**HAITI**
Haiti is *the* poorest country in *the* northern hemisphere. Because of *the* corruption and civil unrest, about 80% of *the* population lives in *poverty*.

**MONGOLIA**
Mongolia is still suffering from the effects of *the* worst winter in *the* 30 years. Several hundred thousand animals died during *the* winter and farmers’ livelihoods are threatened.

**NORTH KOREA**
North Korea is currently facing food shortages and severe shortages of *fuel* and *fertiliser*. Only international deliveries of *food* have allowed the regime to escape mass starvation.

**ZIMBABWE**
Political problems in *Zimbabwe* have led to a collapse in commercial farming, and millions of people are in need of *aid*. This year’s harvest is expected to be *the* worst on record.

**SOMALIA**
Somalia is *the* poorest country in the world. Although *the* most recent harvest was good, hundreds of thousands of people are threatened by *droughts* and *political instability*.

**TAJIKISTAN**
This is *the* least developed republic of *the* former Soviet Union. It now depends heavily on *aid* from *Russia* and *Uzbekistan*.
Production

**TASK 1**

A politician is discussing what his party intends to do if they win the next election. Using your own ideas, make sentences about the groups in the box.

<table>
<thead>
<tr>
<th>the elderly</th>
<th>the poor</th>
<th>the rich</th>
<th>the unemployed</th>
<th>the sick</th>
</tr>
</thead>
</table>

1. We will make sure that the elderly have a better quality of life and have access to the best medical facilities.

2. ............................................................................................................................................

3. ..........................................................................................................................................................

4. ..........................................................................................................................................................

5. ..........................................................................................................................................................

**TASK 2**

Read the notes about these two organizations. Write a short paragraph about each one.

1. ..........................................................................................................................................................

2. ..........................................................................................................................................................

---

**1. Médecins Sans Frontières**

- **msf** = international aid organization
- works in over 80 countries
- emergency medical assistance
- training - local personnel
- uses media to raise awareness
- countries in crisis

---

**2. World Food Programme**

- brand of UN, based in Rome
- provides emergency food aid e.g. after Mozambique floods
- supports long-term economic and social development
- funded by governments (largest donors in 2000 = United States, Japan, European Union)
Some and any

Presentation

a A/an, some, any
We use a or an with singular countable nouns. We use some and any with plural countable nouns and with uncountable nouns:

<table>
<thead>
<tr>
<th>Single countable:</th>
<th>Plural countable:</th>
<th>Uncountable:</th>
</tr>
</thead>
<tbody>
<tr>
<td>I've got a report for you.</td>
<td>I've got some reports for you.</td>
<td>I've got some advice for you.</td>
</tr>
</tbody>
</table>

b Some or any
We normally use some in positive statements; we use any in questions and negative statements.

'Are there any extra brochures for the trade fair?'
'No, there aren't any brochures, but we have printed some leaflets.'

However, we often use some in questions if the question is an offer or request, or if we expect the answer to be 'yes':

Would you like me to send you some catalogues?
Could I take some copies with me?

c Something, anything
We can use something/anything, someone/anyone, somewhere/anywhere in a similar way:

Someone has used my computer, and now I cannot find anything anywhere!

d Free choice
We can give people permission to do things using anything, anywhere, etc.:

With our lightweight laptop and its in-built super-fast modem to connect to the Internet, you can work anywhere you like and send anything to anyone, any time you want.

e How much and how many
We use How many, not ... many, only ... a few with plural countable nouns:

'How many people did you meet?'
'I didn’t meet many people. I only met a few people.'

We use How much, not ... much, only ... a little with uncountable nouns:

'How much money did we save last month?'
'We didn’t save much money. We only saved a little money.'

In positive answers, we use a lot of with both countable and uncountable nouns:

I talked to a lot of people at the conference. (This is more common than many people.)
People waste a lot of time at meetings. (This is more common than much time.)
A/an, some, any

Underline the correct option from the words in italics.

1. I’d like an/some advice about the government’s latest tax proposals.
2. I’ve just received a/some very nice gift from one of my suppliers.
3. Shall we carry on working, or would you like to go out for a/some meal?
4. Do you have an/any information about conference facilities in Monaco?
5. I just have to go to the bank to get a/some money.
6. Henk wants you to phone him. He says he has a/some good news for you.
7. Did you meet an/any interesting people at the trade fair?
8. The engineers are having a/some problems with the new engine.

Some or any?

A manager is getting the results of some ‘upward feedback’, and is hearing what his staff think about him. Complete the dialogue with some or any.

Manager: So what did they say? Were there 1. ____________ serious problems?
Consultant: Well, we interviewed all the people who work for you, and there are 2. ____________ aspects of your management style that are very good.
Manager: Did they make 3. ____________ complaints? I’d like to start with them first.
Consultant: As you like. There are some people who work for you who feel that you don’t listen very much. They say that you don’t spend 4. ____________ time talking to them and that you seem very busy.
Manager: I am. Were there 5. ____________ other criticisms?
Consultant: Yes, but I would like to suggest 6. ____________ ways of dealing with this particular point before we carry on. I think there should be 7. ____________ fixed times when staff can come and see you. If they don’t have 8. ____________ opportunities to discuss their problems, they will feel nervous about coming to talk to you. The other thing that they mentioned is that you don’t give them 9. ____________ responsibility, and that they don’t make 10. ____________ decisions themselves. Now, this is a common problem, and I think it’s something you should think about.
Manager: Excellent. Now, I hope that’s all because I’m a bit late for an important meeting.

Some or any?

Read the following sentences. Put a tick [✓] by the ones that are right, and correct the ones that are wrong.

1. Could you send me some information about your latest range of furniture? ✓
2. Did you make any progress in the meeting? ________________
3. I’ve got any letters for you to sign. ________________
4. Shall I send you some samples of our latest fabrics? ________________
5. We haven’t had some major orders for several weeks. ________________
6. Would you like me to get you some money from the bank? ________________
7. I’m having any problems with this new software. ________________
8. Are there any seats left on the BA flight to Tokyo next Tuesday? ________________
**EXERCISE 4**

*Something, anything, etc.*

Fill in the blanks with the words from the box.

<table>
<thead>
<tr>
<th>someone</th>
<th>anyone</th>
<th>something</th>
</tr>
</thead>
<tbody>
<tr>
<td>anything</td>
<td>somewhere</td>
<td>anywhere</td>
</tr>
</tbody>
</table>

1. Did anyone ring when I was out?
2. We’ve got to find that letter! It must be here somewhere!
3. We returned the machines because there was something wrong with them.
4. By the way, someone called in to see you when you were away last week.
5. These plans are secret. You mustn’t discuss them with anyone.
6. We are trying to cut down on hotel bills, so now our executives can’t stay anywhere that costs more than $100 a night.
7. Yes, a meeting next Thursday would be fine. I’m not doing anything.

**EXERCISE 5**

*Free choice*

Fill in the blanks with *anyone, anywhere* or *anything.*

1. This is not confidential. You can discuss it with anyone you like.
2. If you hire a car, you will be able to go anywhere you want.
3. I am now responsible for recruitment, so I can hire anyone I like.
4. George Soros’ Quantum Fund has so much money that the company can buy almost anything it wants.
5. You have to attend the course from 8.00 a.m. to 5.00 p.m., but in the evening you can do anything you like.
6. Most of the hotels are empty, so you can stay anywhere you like.

**EXERCISE 6**

*Much, many, etc.*

Two colleagues are discussing the opening of a new office in Madrid. Fill in the blanks with the words from the box.

| much | many | a lot of | a little | a few |

A: How are things in Madrid?
B: We’re nearly ready. We didn’t have much trouble finding a suitable office. There seem to be two empty places at the moment.
A: How much work will you need to do on the building?
B: Nothing really. We only need to do a little painting and decorating, and it’ll be fine.
A: How many people are going to be working there?
B: About twenty. We’ve filled most of the jobs, so it’ll only take six weeks to find the other people we need. We haven’t appointed a sales manager yet, but there has been much interest in the job, so we’ll get someone soon.
A: How much time do you think you’ll spend there?
B: At the beginning, I’ll have to spend a few time over there, so I’ve rented an apartment. But I’m hoping that it will only go on for a few months, and then the office will be able to look after itself.
Production

**TASK 1**

1. Why do we need to stop at the garage? (any)
   - We haven’t got any petrol left.
2. Why did you see a lawyer? (some)
3. Are you sure they have moved offices? (somewhere)
4. Did you tell the staff about the redundancies we are planning? (anything)

**TASK 2**

1. What is the company policy about hotels? You can stay anywhere you like.
2. Is this information confidential?
3. Are any of these seats reserved?
4. What kind of information can you store on a CD-ROM?

**TASK 3**

Write short paragraphs answering the questions. Use the words in the box.

| not much | a lot of | a little | a few | not many |
---|---|---|---|---|

1. Did you lose a lot of stock in the break-in?
   - No. Luckily the burglars didn’t have much time, because the alarm went off. They took a lot of cheap pieces of jewellery, and they took a little money as well.
2. I’m sorry to hear your trip wasn’t successful. What went wrong?
   - I’m sorry to hear your trip wasn’t successful. What went wrong?
3. Tell me about your training course in England. Did it go well?
   - I’m sorry to hear your trip wasn’t successful. What went wrong?
Adjectives and adverbs

Presentation

Form of adverbs
Most adverbs can be formed by adding -ly, -y, -ally, or -ily, depending on the spelling of the adjective or noun on which they are based:

- expensive/expensively
- dramatic/dramatically
- day/daily

Some adverbs and adjectives have the same form. Common examples of these are:

<table>
<thead>
<tr>
<th>daily</th>
<th>early</th>
<th>fast</th>
<th>hard</th>
</tr>
</thead>
<tbody>
<tr>
<td>late</td>
<td>monthly</td>
<td>quarterly</td>
<td>weekly</td>
</tr>
</tbody>
</table>

Some words ending in -ly are adjectives and have no corresponding adverbs. Common examples are friendly, elderly, lonely, silly, costly.

Adjectives vs adverbs
Adjectives describe nouns. Adverbs describe verbs.

adjective: *We’ve had a dramatic increase in our orders.*
(Gives more information about the noun increase.)

adverb: *Our orders have increased dramatically.*
(Gives more information about the verb have increased.)

Adverbs + adjectives
Adverbs can also describe adjectives, past participles, and other adverbs:

adverb + adjective: *She is extremely intelligent.*
adverb + past participle: *She’s well paid.*
adverb + adverb: *She does her job absolutely brilliantly.*

Verbs and adjectives
Some verbs are qualified by adjectives rather than adverbs. Most of these are verbs of appearance or verbs of the senses:

<table>
<thead>
<tr>
<th>appear</th>
<th>be</th>
<th>become</th>
<th>feel</th>
<th>get</th>
</tr>
</thead>
<tbody>
<tr>
<td>look</td>
<td>seem</td>
<td>smell</td>
<td>taste</td>
<td>sound</td>
</tr>
</tbody>
</table>

You look exhausted. Why don’t you take the rest of the day off? (not: *look exhaustedly*).
He sounded very angry on the phone. (not: *sounded angrily*).

Good and well
*Good* is an adjective. *Well* is an irregular adverb.

*Mr Hajimoto is a good golfer.* (adjective + noun)
*Mr Hajimoto plays golf well.* (verb + adverb)

The word *well* can also be an adjective meaning *in good health*:
She’s gone to see the doctor because she isn’t well.
Practice

**EXERCISE 1**

**Form of adverbs**

Fill in the blanks with words from the box. Make any necessary changes to the adjectives to form adverbs.

```
<table>
<thead>
<tr>
<th>heavy</th>
<th>late</th>
<th>patient</th>
<th>public</th>
</tr>
</thead>
<tbody>
<tr>
<td>punctual</td>
<td>quarter</td>
<td>-safe-</td>
<td>silent</td>
</tr>
</tbody>
</table>
```

1. When you get to New York, give me a ring to let me know you’ve arrived **safely**.
2. The Economic Review is published **quarterly**, and comes out in March, June, September, and December.
3. Trains in Japan arrive so **punctually** that you can set your watch by them.
4. The train to the airport arrived **late**, and as a result I very nearly missed the plane.
5. Most stockbrokers will buy and sell shares in **publicly**-quoted companies.
6. Before privatization, many nationalized industries were **heavily** subsidized by the government.
7. He was not in a hurry, so he waited **patiently** until the client was ready to see him.
8. The new motor is very quiet, and at most speeds it operates almost **safely**.

**EXERCISE 2**

**Adjectives vs adverbs**

Look at the graph showing trends in the share price of a telecoms company. Rewrite the sentences using verbs and adverbs.

1. There was a sudden fall in the shares in March.
   In March the shares **fell suddenly**.
2. There was a brief recovery in April.
   In April they **recovered briefly**.
3. In June there was a dramatic collapse.
   In June they **crashed dramatically**.
4. There was a considerable fall in July.
   In July they **fell considerably**.
5. There was only a slight fall in August.
   In August they **fell only slightly**.
6. There was a steady improvement in September and October.
   In September and October they **improved steadily**.
7. There was a gradual improvement from mid-November.
   From mid-November, they **improved gradually**.

*Tel2Zone Telecom shares*

(cents per share)
Adverbs + participles, adjectives, adverbs

Choose a word from box A and one from box B to complete the sentences.

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
</tr>
</thead>
<tbody>
<tr>
<td>surprisingly</td>
<td>qualified</td>
</tr>
<tr>
<td>badly</td>
<td>totally</td>
</tr>
<tr>
<td>commercially</td>
<td>quickly</td>
</tr>
<tr>
<td>qualified</td>
<td>viable</td>
</tr>
<tr>
<td>totally</td>
<td>good</td>
</tr>
<tr>
<td>terribly</td>
<td>illegal</td>
</tr>
<tr>
<td>quickly</td>
<td>good</td>
</tr>
</tbody>
</table>

1. He has a PhD and an MBA so he's **well** qualified.
2. The results at the end of the year were **terribly** ; certainly much better than we had thought.
3. The bank decided that the project was not **commercially** , so they refused to give them a loan.
4. Insider dealing is **quickly** . If they catch you, you could go to prison.
5. The engine on the XR86 was very **designed** , and the car soon gained a reputation for unreliability.
6. He spoke **badly** , so I couldn’t really understand what he was saying.

Adjective or adverb?

Read the newspaper review of a new product available in supermarkets. Choose either an adjective or an adverb from the words in italics.

**TOKYO KITCHEN’S** latest offering for lovers of Japanese food is an **attractive** packaged selection of sushi. The sushi rice was **excellent** – unlike some other brands, where the rice is too **soft**. The **raw** salmon tasted **fresh**, and the only problem was the octopus which was a little **tough**. All in all a **nice** presented pack and very **competitive** priced. To accompany the dish, try Yamasa Sushi Soya Sauce which is made **special** in Japan and which is now **widely** available at major supermarkets and delicatessens.

Presentation: 9/10
Flavour: 7/10 Value: 9/10
Overall Rating: 8/10

**Good and well**

Complete the sentences with either **well** or **good**.

1. Did you have a **good** flight?
2. I’ve been learning English for three years, so I speak it quite **well** .
3. He’s on sick leave at the moment, but it won’t be long before he’s **good** enough to return to work.
4. The magazine gave their latest fridge-freezers a very **good** review.
5. I think it would be a **well** idea to discuss this at next week’s meeting.
6. Jane and I are old friends. We know each other very **good** .
7. The new computer system seems to be working **well** .
Production

Read this email from a retailer to a manufacturer of air conditioners. Choose either the adjective or the adverb in italics.

To: Jamil@airnet.com
Subject: Air conditioning

Dear Mr Jamil

I am writing with reference to a recent/recently shipment of 16 M-113 air conditioning units which we received on Tuesday 18 May from your Istanbul factory.

Unfortunately three of the units are not working properly. One of them may have been broken in transit as the packing case was badly dented, and I suggest you take this matter up with your insurers. The other two looked fine/finely, but when we tested them, they sounded very noisily/noisily and the cooling systems seemed very ineffectively/ineffectively. I am therefore arranging for the three units to be returned to you immediately/immediately. I would be grateful/gratefully if you could send us three new units as soon as possible as the warm/warmly weather is approaching and we are expecting a strongly/strongly demand for air conditioners in the next few weeks.

I look forward to hearing from you.

Fatima Hussein
Manager

Write short sentences connected to the words in brackets about a product or service you received that was unsatisfactory. In each sentence, underline the adjective or adverb that you use.

1 (a repair) I had to take my car back to the garage because the power steering wasn’t working properly.

2 (a financial service - bank, etc.)

3 (a product you bought)

4 (food or drink)

5 (a problem on holiday)

6 (transport)

Write a short extract from a sales letter to a potential customer describing one of the products or services you offer.

I would like to tell you about
Comparison (1): comparing adjectives

Presentation

a Short adjectives
To make comparisons, adjectives with one syllable add -er and -est:

<table>
<thead>
<tr>
<th></th>
<th>Comparative</th>
<th>Superlative</th>
</tr>
</thead>
<tbody>
<tr>
<td>old</td>
<td>older</td>
<td>the oldest</td>
</tr>
</tbody>
</table>

Renault is large. Honda is larger than Renault. GM is the largest car maker in the world.

If the adjective ends in a short vowel and a single consonant, then we double the consonant when adding -er or -est. However, if the consonant is w or y, it is not doubled.

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>big</td>
<td>bigger</td>
<td>biggest</td>
</tr>
</tbody>
</table>

Adjectives ending in -y (e.g. friendly, wealthy, easy) and some two-syllable adjectives (e.g. clever, quiet, narrow) follow this pattern:

friendly/friendlier/friendliest clever/cleverer/cleverest

Two important exceptions are good and bad:

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>good</td>
<td>better</td>
<td>the best</td>
</tr>
<tr>
<td>bad</td>
<td>worse</td>
<td>the worst</td>
</tr>
</tbody>
</table>

b Longer adjectives
With most other adjectives of two or more syllables, we use more/less than and the most/the least:

<table>
<thead>
<tr>
<th></th>
<th>Comparative</th>
<th>Superlative</th>
</tr>
</thead>
<tbody>
<tr>
<td>modern</td>
<td>more/less modern than</td>
<td>the most modern</td>
</tr>
<tr>
<td>profitable</td>
<td>more/less profitable than</td>
<td>the most profitable</td>
</tr>
</tbody>
</table>

Unilever is profitable. Siemens is more profitable than Unilever. Daimler Chrysler is the most profitable company in Europe.

c As ... as, etc.
We can also make comparisons using as ... as, or negative comparisons using not as ... as ...

In this case the adjective does not change:

American Airlines is nearly as large as United Airlines. Air France is not as big as Lufthansa.

d Present perfect and superlatives
The present perfect + ever is often used with superlatives:

That was one of the most interesting talks I have ever been to.

e Ranking
The superlative can be used with second, third, etc. to rank items:

Philip Morris is the largest tobacco company in the USA.

BAT is the second largest tobacco company in the USA.
**Practice**

**EXERCISE 1**

**Form**

Complete the table showing the adjectives and their comparative and superlative forms.

<table>
<thead>
<tr>
<th>Adjective</th>
<th>Comparative Form</th>
<th>Superlative Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>valuable</td>
<td>more valuable than</td>
<td>the most valuable</td>
</tr>
<tr>
<td>good</td>
<td>wealthier than</td>
<td>the most expensive</td>
</tr>
<tr>
<td>narrow</td>
<td>cheaper than</td>
<td>the biggest</td>
</tr>
<tr>
<td>profitable</td>
<td>longer than</td>
<td>the worst</td>
</tr>
<tr>
<td></td>
<td></td>
<td>the most interesting</td>
</tr>
</tbody>
</table>

**EXERCISE 2**

**Comparatives**

Fill in the blanks by putting the adjectives in brackets into the correct form.

---

**video games**

**Console Wars**

The video games industry, which is getting 1 (large) and 2 (competitive) day by day, is currently in the middle of a vicious three-way battle between Sony, Nintendo and Microsoft.

A round of massive price cuts took place recently - Sony's PlayStation, which was $100 3 (expensive) than Nintendo's GameCube, came down by 33%; Nintendo replied by making the GameCube $50 4 (cheap), and Microsoft had to bring down the price of the Xbox to remain as 5 (competitive) as Sony.

All the companies are losing money on the consoles, but are getting it back on the games, which typically cost $50 each. The PlayStation is 6 (popular) than its 7 (new) rivals because it has a 8 (good) range of games than either of them, but they are working hard to extend their choice.

Games are big business, and according to Goldman Sachs, may soon become 9 (important) than the film industry. One of the most important changes is demographic, and the products are not just aimed at kids and teenagers. A generation that grew up with games has simply kept on playing. As they have grown 10 (old) they have also become 11 (wealthy), making gaming an even 12 (lucrative) market than before.
Superlatives

Read the information about Poland, Norway, and Mexico. Using superlatives, write sentences comparing them.

<table>
<thead>
<tr>
<th></th>
<th>Number of McDonalds Restaurants</th>
<th>Life Expectancy (Years)</th>
<th>Gross Domestic Product per Capita (US$)</th>
<th>Unemployment (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poland</td>
<td>181</td>
<td>73.66</td>
<td>9,900</td>
<td>18.2</td>
</tr>
<tr>
<td>Norway</td>
<td>55</td>
<td>78.94</td>
<td>31,100</td>
<td>3.6</td>
</tr>
<tr>
<td>Mexico</td>
<td>205</td>
<td>72.03</td>
<td>9,300</td>
<td>2.2</td>
</tr>
</tbody>
</table>

1 (number of McDonalds restaurants/great) Mexico has the greatest number of McDonalds restaurants.
2 (number of McDonalds restaurants/small) Norway has the smallest number of McDonalds restaurants.
3 (life expectancy/long) ........................................................................................................................
4 (life expectancy/short) .......................................................................................................................
5 (GDP per capita/high) ........................................................................................................................
6 (GDP per capita/low) ..........................................................................................................................
7 (unemployment rate/good) .....................................................................................................................
8 (unemployment rate/bad) .......................................................................................................................
Production

TASK 1

Write sentences comparing the following items.

1. the company I work for/the last company I worked for
   (big) The company I work for now is bigger than the last company I worked for.
   (small) It is not as small as the last company I worked for.

2. the job I do now/my last job
   (hard) ........................................................................................................................................................................................................
   (easy) ........................................................................................................................................................................................................

3. inflation this year/it was last year
   (high) ........................................................................................................................................................................................................
   (low) ...........................................................................................................................................................................................................

4. our company/our main competitor
   (large) ...................................................................................................................................................................................................
   (small) ....................................................................................................................................................................................................

TASK 2

Complete the sentences using the present perfect and a superlative adjective.

1. (good meal/have) The best meal I’ve ever had was in France.

2. (interesting course/go on) .......................................................................................................................................................

3. (good computer/use) ....................................................................................................................................................................

4. (nice country/visit) ........................................................................................................................................................................

5. (expensive hotel/stay in) ..........................................................................................................................................................

6. (fast car/drive) ..................................................................................................................................................................................

7. (reasonable boss/work for) ...........................................................................................................................................................

8. (bad job/have) ..................................................................................................................................................................................

TASK 3

Write a short paragraph comparing one of your products or services with a product or service of one of your competitors. See the example.

I work for Darlington’s, a law firm that specializes in commercial property, and our main competitors are Kenworth & Brown. We are not as large as they are, but we have the best taxation department in the City. Because we are smaller, we offer our clients a better service, and our charges are significantly lower.
Presentation

a  Pattern 1: short adverbs
Most adverbs of one syllable, and the adverb *early*, add -er and -est. These adverbs are usually the ones that have the same form as the adjective:

<table>
<thead>
<tr>
<th>early</th>
<th>earlier</th>
<th>the earliest</th>
</tr>
</thead>
<tbody>
<tr>
<td>fast</td>
<td>faster</td>
<td>the fastest</td>
</tr>
</tbody>
</table>

*He drives faster than I do.*

The most important irregular short adverbs are *well* and *badly*:

<table>
<thead>
<tr>
<th>well</th>
<th>better</th>
<th>the best</th>
</tr>
</thead>
<tbody>
<tr>
<td>badly</td>
<td>worse</td>
<td>the worst</td>
</tr>
</tbody>
</table>

*Last year the UK economy performed slightly better than its main European partners.*

b  Pattern 2: longer adverbs
Adverbs with two or more syllables are compared using *more/less than* and *the most/the least*:

<table>
<thead>
<tr>
<th>efficiently</th>
<th>more/less efficiently than</th>
<th>the most/least efficiently</th>
</tr>
</thead>
<tbody>
<tr>
<td>fluently</td>
<td>more/less fluently than</td>
<td>the most/least fluently</td>
</tr>
</tbody>
</table>

*It is important that we cut costs and that we start to produce coal more efficiently.*

c  Adverbs and participles
We often need adverbs when we are comparing present participles (e.g. *growing*) and past participles (e.g. *defined, chosen*):

*China has one of the fastest growing economies in the world.*

*We have presented the staff with a set of clearly defined proposals.*

*The brochure was illustrated with some well chosen photos of the production process.*

d  Comparing nouns
We can compare quantities and amounts by using *more, less, fewer, not as much as, not as many as*, etc. The correct word depends on whether the noun in question is countable or uncountable (see Unit 35):

**countable** *(more, fewer, many)*:

*We need to employ more people in our department than in yours.*

*There will be fewer opportunities for growth next year.*

*There weren’t as many opportunities in that market as we’d hoped.*

**uncountable** *(more, less, much)*:

*He’s got more experience than the other applicants.*

*He spends less time with his family than he would like.*

*We didn’t make as much progress at the talks as we had hoped.*
Short and long adverbs

Complete the text by changing the adjectives in the brackets into adverbs of comparison.

EXERCISE 1

1 In the earthquake, few areas were affected as badly as southern California.
   In the earthquake, southern California was one of the worst affected areas.

2 Few drugs on the market have been tested as extensively as this.
   This is one of ...................................... drugs on the market.

3 None of our products is selling as well as this.
   This is our ...................................... product.

4 Few departments in the company are managed as efficiently as this one.
   This is one of ...................................... departments in the company.

5 Few countries in the world are developing as rapidly as Taiwan.
   Taiwan is one of ...................................... countries in the world.

6 Few buildings in London are guarded as heavily as the Bank of England.
   The Bank of England is one of ...................................... buildings in London.

EXERCISE 2

Rewrite the sentences using superlatives and present or past participles.

1 In the earthquake, few areas were affected as badly as southern California.
   In the earthquake, southern California was one of the worst affected areas.

2 Few drugs on the market have been tested as extensively as this.
   This is one of ...................................... drugs on the market.

3 None of our products is selling as well as this.
   This is our ...................................... product.

4 Few departments in the company are managed as efficiently as this one.
   This is one of ...................................... departments in the company.

5 Few countries in the world are developing as rapidly as Taiwan.
   Taiwan is one of ...................................... countries in the world.

6 Few buildings in London are guarded as heavily as the Bank of England.
   The Bank of England is one of ...................................... buildings in London.

Adverbs and participles

The new tools allow you to work more efficiently 1 (efficient) and ...................................... 2 (fast) than before, and changes to the file management program mean that you can archive your files ...................................... 3 (reliable) and retrieve them ...................................... 4 (quick) than in previous versions.

New or inexperienced users will love the brand new, friendly drag and-drop interface which allows anyone to get productive even ...................................... 5 (rapid) than before, and the re-designed Help menu comes with wizards and tutorials that explain complex procedures ...................................... 6 (good) and ...................................... 7 (clear) than any other image-editing program on the market.

VisExpress 6

The latest version of our award-winning image-editing software, comes with a great range of improvements to make it the best photo-processing package available.
Comparing countable/uncountable nouns

Look at the information about the three Telecoms companies and complete the exercises below.

**mmO2**
- Moody’s credit rating: Baa2
- Moody’s outlook: Stable
- Value lost: €4.85bn
- Major shareholders:
  - Merrill Lynch: 4.43%
  - Legal & General: 2.89%
  - CGNU: 2.88%
- Customers: 17.25m

**VODAFONE**
- Moody’s credit rating: A2
- Moody’s outlook: Stable
- Value lost: £72bn
- Major shareholders:
  - Legal & General: 2.79%
  - Barclays Global Investors: 2.37%
  - Standard Life: 2.22%
- Customers: 101m

**ORANGE**
- Moody’s credit rating: Baa3
- Moody’s outlook: Negative
- Value lost: £17.3bn
- Major shareholders:
  - France Telecom: 84.16%
- Customers: 39.3m

A Complete the sentences using the words in the box.

<table>
<thead>
<tr>
<th>the most</th>
<th>the fewest</th>
<th>as many ... as</th>
<th>more ... than</th>
</tr>
</thead>
</table>
1. Of the three major shareholders in mmO2, Merrill Lynch has the **most** shares.
2. Of the three major shareholders in mmO2, CGNU owns **as many ... as** shares.
3. In mmO2, Legal and General owns **the fewest** shares.
4. Of the three companies, Vodafone has **as many ... as** customers.
5. mmO2 does not have **more ... than** customers **as many ... as** Orange.

B Complete the sentences using the words in the box.

<table>
<thead>
<tr>
<th>more ... than</th>
<th>as much ... as</th>
<th>the least</th>
<th>the most</th>
<th>less ... than</th>
</tr>
</thead>
</table>
1. Orange has lost **more ... than** value **as much ... as** mmO2.
2. Orange has lost **more ... than** value **as much ... as** Vodafone.
3. mmO2 has not lost **as much ... as** value **more ... than** Vodafone.
4. mmO2 has lost **the fewest** value.
5. The Moody’s outlook suggests that of the three companies, Orange is in **the least** trouble.

**EXERCISE 4**

**Comparison (2): comparing adverbs and nouns**

Complete the sentences with *more, less, much, many or fewer.*

1. Eurotunnel had to spend **more** money than it had expected to deal with the unforeseen problem of illegal immigrants.
2. Because of ATMs, banks don’t have as **less** branches as they used to.
3. They made 2,000 staff redundant, so now they employ **fewer** people than they did last year.
4. Now that I’m in management, I don’t spend as **less** time at home as I would like.
5. Thanks to the new ring road, there is much **less** traffic in the town centre.
Write sentences comparing your life now with your life five years ago. Use a comparative adverb (e.g., more easily, or not as ... as).

1. How early do you get up now?
   I get up earlier than I used to.

2. How regularly do you go abroad now?
   .............................................................................................................................................. I used to.

3. How hard do you work now?
   .............................................................................................................................................. I used to.

4. How late do you stay at work now?
   .............................................................................................................................................. I used to.

5. How well do you speak English now?
   .............................................................................................................................................. I used to.

6. How far from work do you live now?
   .............................................................................................................................................. I used to.

Complete the sentences using an adverb of your choice in the superlative.

1. Of the three of us, I would say that I probably drive the fastest.

2. Of all the people in the Sales Department, I think Peter works .........................................

3. We all go abroad quite often, but Gerard goes .........................................

4. Of all the shares I have, the ones I have in ICI have performed .........................................

5. Of all the companies we looked at, DHL deliver mail .........................................

6. I did not like any of their reps at all, but I thought Enrique behaved .........................................

Answer the questions comparing the present with five years ago. Use more than, less than, fewer than, not as much as, or not as many as in your answers.

1. Do you do a lot of work at the weekends?
   I don't do as much as I used to.

2. Do you have a lot of free time?

3. Do you go to a lot of dinners?

4. Do you go on many training courses?

5. Do you get a lot of sleep?

6. Do you buy a lot of books?
Presentation

a  Too and not ... enough

We use too and not enough to talk about the problems of either excess or insufficiency. Too and not enough can be used with adjectives, adverbs, verbs and nouns. Notice that we use too before adjectives and adverbs; enough comes after adjectives and adverbs.

<table>
<thead>
<tr>
<th>Describing problems with too</th>
<th>Describing problems with not enough</th>
</tr>
</thead>
<tbody>
<tr>
<td>adjectives: My office is too small. I will have to move.</td>
<td>My office isn’t big enough. I will have to move.</td>
</tr>
<tr>
<td>adverbs: You’re talking too quietly. They can’t hear you at the back.</td>
<td>You aren’t talking loudly enough. They can’t hear you at the back.</td>
</tr>
<tr>
<td>verbs: You work too much. You ought to have a break some time.</td>
<td>You don’t relax enough. You ought to have a break some time.</td>
</tr>
<tr>
<td>countables: There are too many people looking for work, so unemployment is rising.</td>
<td>There aren’t enough jobs, so unemployment is rising.</td>
</tr>
<tr>
<td>uncountables: We are spending too much money. We need to be more careful.</td>
<td>We aren’t saving enough money. We need to be more careful.</td>
</tr>
</tbody>
</table>

b Too/enough (+ for)

Too and not ... enough can be followed by an infinitive or for someone/something + infinitive. We do not use a pronoun at the end of the sentence:
The seminar was too complicated. I couldn’t understand it.
The seminar was too complicated (for me) to understand. (not: *... to understand it.)

c So and such

So and such can be used to add emphasis. So is used with adjectives and adverbs, and such (a) is used with a noun or adjective + noun:

<table>
<thead>
<tr>
<th>so before adjectives</th>
<th>She is so reliable.</th>
</tr>
</thead>
<tbody>
<tr>
<td>so before adverbs</td>
<td>She works so hard.</td>
</tr>
<tr>
<td>such a with singular countables</td>
<td>I’ve got such a bad headache.</td>
</tr>
<tr>
<td>such with plural countable nouns</td>
<td>He gives such good talks.</td>
</tr>
<tr>
<td>such with uncountable nouns</td>
<td>He gives me such good advice.</td>
</tr>
</tbody>
</table>

So much and so many are used to emphasize the quantity of something. We use so much with uncountable nouns and so many with countables.

I can’t see how we have spent so much money.
The government has introduced so many new taxes.

d So and such (a) + that

So and such + that can be used to express result.

It was such a bad manual that I couldn’t understand it.
The manual was so bad that I couldn’t understand it.
The manual was written so badly that I couldn’t understand it.
EXERCISE 1

Form

Complete the sentences with *too* or *enough*. Leave one gap blank.

1. We need new premises. This building isn’t __________ big enough.
2. We’ve changed our insurers because the premiums were __________ high ________
3. He’s not a very good manager. He doesn’t communicate his ideas __________ clearly ________
4. You’d better email them the information or it will arrive __________ late ________
5. I must have an assistant because I’ve got __________ much work __________
6. We haven’t got __________ money __________ to buy any more equipment.

EXERCISE 2

*Too and enough*

A group of executives is on a team-building course on a remote island in Scotland. Re-write each of the sentences using the words in brackets.

1. Our tents aren’t big enough.
   (small) Our tents are too small.
2. We have too little food.
   (enough) __________
3. We have brought too few warm clothes.
   (enough) __________
4. They make us walk 20 miles a day.
   (far) __________
5. We’re having arguments all the time.
   (too many) __________
6. We’re disagreeing all the time.
   (much) __________
7. The weather is too bad for this kind of exercise.
   (enough) __________
8. The instructors hardly ever help us.
   (often/enough) __________
9. We’re only sleeping for three hours a night.
   (enough) __________
10. We’re carrying an unnecessary amount of equipment.
    (much) __________
**EXERCISE 3**

**Too/enough + infinitive**

Combine the following sentences using too or enough.

1. The exhibition was too far away. We couldn’t attend it.
   The exhibition was too far away for us to attend.

2. Your products are too expensive. We can’t stock them.

3. This contract is too complicated. I can’t understand it.

4. My fax wasn’t clear enough. He couldn’t read it.

5. Your quotation wasn’t low enough. We couldn’t accept it.

6. The project was too risky. They couldn’t go ahead with it.

**EXERCISE 4**

**So and such**

Fill in the blanks with so or such. Then match the descriptions to the things in the box.

1. A film: so entertaining; such marvellous acting; so well-directed
2. ____________: _______ good graphics; _______ fast; _______ user-friendly
3. ____________: _______ a good idea; _______ clever; _______ useful
4. ____________: _______ tasty; _______ nicely-presented; _______ good value
5. ____________: _______ light; _______ modern; decorated _______ beautifully
6. ____________: _______ good food; _______ style; _______ friendly staff
7. ____________: _______ illogical; _______ useful; _______ easy to learn
8. ____________: _______ fair; _______ a support; _______ conscientious

<table>
<thead>
<tr>
<th>an office</th>
<th>an invention</th>
<th>a language</th>
<th>a colleague</th>
</tr>
</thead>
<tbody>
<tr>
<td>a film</td>
<td>software</td>
<td>a meal in a restaurant</td>
<td>a hotel</td>
</tr>
</tbody>
</table>

**EXERCISE 5**

**So/such + that**

Match the sentences in column A with the results in column B. Then re-write them as one sentence, using so and such.

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The meeting went on for a long time.</td>
<td>a. The factory couldn’t meet the demand for it.</td>
</tr>
<tr>
<td>2. The company was in a very bad financial state.</td>
<td>b. Nobody ever wants to leave.</td>
</tr>
<tr>
<td>3. Frankfurt was very busy during the book fair.</td>
<td>c. We decided to interview him.</td>
</tr>
<tr>
<td>4. They treat their employees very well.</td>
<td>d. They called in the receivers.</td>
</tr>
<tr>
<td>5. My laptop is very unreliable.</td>
<td>e. I missed the train home.</td>
</tr>
<tr>
<td>6. The new drug was very successful.</td>
<td>f. We couldn’t get a hotel room.</td>
</tr>
<tr>
<td>7. He had a very good CV.</td>
<td>g. I don’t like to use it.</td>
</tr>
</tbody>
</table>

The meeting went on for such a long time that I missed the train home.
Production

TASK 1

Reply to these questions using your own ideas and too and enough.

1 Why are you thinking about moving jobs?
   I’ve been here too long.

2 Why don’t you think we should give him the job?

3 Why can’t we use your office for the meeting?

4 Why don’t you get on with your boss?

5 Why can’t you finish the job by Friday?

6 Why didn’t you go on the course?

TASK 2

Re-write the following sentences in two ways, using too and not enough.

1 Emerging markets are too volatile. You shouldn’t invest in them.
   a (too/volatile) Emerging markets are too volatile to invest in.
   b (enough/stable) Emerging markets aren’t stable enough to invest in.

2 Their forecasts are always very inaccurate. We never use them.
   a (too/inaccurate)...........................................................................................................
   b (enough/accurate).......................................................................................................

3 Our tax laws are very complicated. Most people can’t understand them.
   a (too/complicated)........................................................................................................
   b (enough/simple)..........................................................................................................

4 Rents in the city are very high. We can’t have an office there.
   a (too/high)......................................................................................................................
   b (enough/low)...............................................................................................................

5 The town is very small. We don’t have a branch there.
   a (too/small)....................................................................................................................
   b (enough/big).................................................................................................................

TASK 3

Add extra comments to these sentences, using so or such.

1 I’m surprised he is the Managing Director. He seems so young.

2 I’ve got to get to bed early tonight.

3 I really thought you were English.

4 I’m amazed that she has resigned.

5 How can she complain about her salary?

6 I always go to his talks.
Adjective + preposition combinations

Presentation

Adjectives + prepositions

Many adjectives are followed by a particular preposition. Here is a list of common adjectives and the prepositions that normally follow them:

<table>
<thead>
<tr>
<th>Adjective</th>
<th>Preposition</th>
<th>Combinations</th>
</tr>
</thead>
<tbody>
<tr>
<td>accustomed to</td>
<td>about</td>
<td>related to</td>
</tr>
<tr>
<td>afraid of</td>
<td>about</td>
<td>rich in</td>
</tr>
<tr>
<td>answerable to</td>
<td>famous for</td>
<td>satisfied with</td>
</tr>
<tr>
<td>attached to</td>
<td>guilty of</td>
<td>serious about</td>
</tr>
<tr>
<td>aware of</td>
<td>interested in</td>
<td>similar to</td>
</tr>
<tr>
<td>capable of</td>
<td>opposed to</td>
<td>suitable for</td>
</tr>
<tr>
<td>dependent on</td>
<td>pleased with</td>
<td>suspicious of</td>
</tr>
<tr>
<td>different to</td>
<td>popular with</td>
<td>used to (= accustomed to)</td>
</tr>
<tr>
<td>doubtful about</td>
<td>proud of</td>
<td>worried about</td>
</tr>
</tbody>
</table>

Form

These adjectives and prepositions may be followed by a noun or noun phrase:

The sales department were very excited about the new model.

When followed by a verb, the -ing form must be used:

I would be interested in looking into your proposals in some more detail.

Adjective + choice of preposition

Some adjectives can be followed by either of two or more prepositions. Look at these common examples and at the differences in meaning:

<table>
<thead>
<tr>
<th>Adjective</th>
<th>Combinations</th>
</tr>
</thead>
<tbody>
<tr>
<td>annoyed about something</td>
<td>He was annoyed about the mistakes in the brochure.</td>
</tr>
<tr>
<td>annoyed with someone</td>
<td>They were annoyed with us for the late delivery.</td>
</tr>
<tr>
<td>good/bad at something</td>
<td>I’m very bad at chemistry.</td>
</tr>
<tr>
<td>good/bad for something</td>
<td>A rise in interest rates would not be good for industry.</td>
</tr>
<tr>
<td>good/bad with something</td>
<td>She’s studying to be a vet because she’s good with animals.</td>
</tr>
<tr>
<td>responsible to someone</td>
<td>The Sales Manager is responsible to the Marketing Director.</td>
</tr>
<tr>
<td>responsible for something</td>
<td>In my job, I am responsible for checking the accounts.</td>
</tr>
<tr>
<td>sorry about something</td>
<td>I am sorry about the way my department has performed this year – it has been a difficult time.</td>
</tr>
<tr>
<td>sorry for doing something</td>
<td>I am so sorry for keeping you waiting.</td>
</tr>
<tr>
<td>(feel) sorry for someone</td>
<td>I feel very sorry for Mr Hasan. He has been made redundant.</td>
</tr>
</tbody>
</table>
**Practice**

**EXERCISE 1**

**Adjectives + prepositions**

Complete the sentences with a suitable preposition or adjective. Then complete the puzzle to find the missing words.

1. The Curico Valley in Chile is famous for its fine wines.
2. If you are serious about going ahead with this, let’s have a meeting.
3. These new mobile phones are very popular with our younger customers.
4. The DVL767 digital camcorder is similar to the DV3000 in many ways, but it is slightly cheaper.
5. The salesman did not want to sell me the most expensive model he had because he said it would not really be suitable for me.
6. Wage demands are linked to inflation in a number of important ways.
7. The Finance Director said he was strongly in favour of awarding everyone a 5% pay rise, and explained that the company could not afford it.
8. South Africa is rich in natural resources like diamonds and gold.
9. I have to travel by car or boat because I am afraid of flying.
10. He has very little experience. I don’t think he would be capable of running such a large project.
11. He was found guilty of fraud and was sent to prison for three years.
12. I would be very happy in discussing the idea of a joint venture.

---

**EXERCISE 2**

**Form**

Fill in the blanks with the verbs from the box, using the **-ing** form.

- **buy**
- hire
- manufacture
- move
- run
- take

1. I am interested in buying a new computer. Could you tell me a little about the different models you have?
2. Some of the staff are not very enthusiastic about moving to our new offices.
3. My boss is not afraid of taking risks.
4. Most politicians know nothing about business, and wouldn’t be capable of running a small business.
5. Our Personnel Manager is responsible for hiring new staff.
6. Ferrari is famous for manufacturing sports cars.
Adjectives + choice of preposition
Complete the newspaper article with the adjectives and prepositions in the box.

Annoyed with responsible for good at good with
bad for responsible to sorry about

As another accounting scandal breaks in the USA, there have been calls for changes in the regulation of audits. It is clear that the current system is not very good at detecting fraud. It seems it is all too easy for someone who is responsible for figures to create a completely misleading impression, as the black hole of $4 billion in Worldcom’s accounts shows.

Chief Financial Officers of all Fortune 500 companies personally are responsible to shareholders for the accuracy of the accounts.

Many institutional investors are annoyed with the SEC for failing to act sooner. As one analyst explained: ‘It is no good apologizing and saying you are sorry about these failings after they happen. We need to stop them before they happen, because another scandal like this would be really bad for investor confidence.

EXERCISE 4
Complete this letter from a conference centre to a potential customer, using the words in the box.

Jalan Ampang Baru,
P.O. Box 21493,
Jakarta
INDONESIA
Tel: (62-21) 9086541,
Fax: (62-21) 9086522
Internet: www.hotel-selangor.com

Miss L. Wu
P.O. Box 36293
Sai Kung
Hong Kong

Dear Miss Wu,
I am delighted to hear that you may choose the Hotel Selangor as the venue for your next conference in Indonesia, and I am writing to introduce myself as the person responsible for liaising with potential conference organisers.

We are accustomed to the high levels of service we offer and are aware of organizing large conferences. As you will see from the enclosed brochure, we are capable of providing facilities ranging from a small meeting room to a large banqueting hall for over 1,200 people.

The hotel has an excellent range of facilities including an Olympic swimming pool, tennis courts, and a seven-hectare garden, and you may be proud of the fact that the area is rich in cultural interest. In addition, our seven restaurants are famous for their excellent cuisine, and I am enclosing samples of the menus that have been responsible for conference delegates in the past.

Please let me know whether you would be interested in taking the matter further, and I will be happy to discuss any further requirements you have.

Yours sincerely

Abdullah
Nooraini Bt Abdullah
(Conference Manager)
Production

**TASK 1**

Rewrite the sentences, using the words in brackets.

1. A lot of executives like the BMW 5 series.
   (popular) *The BMW 5 series is popular with executives.*

2. I don’t think she can do the work.
   (capable) .................................................................

3. Everyone knows Bordeaux because of its fine wines.
   (famous) .................................................................

4. Mr Renaldinio is the person who hires new staff.
   (responsible) ..........................................................

5. The Industrial Society thinks that higher taxes are a bad idea.
   (opposed) ..............................................................

6. Would you like to arrange a meeting?
   (interested) ............................................................

**TASK 2**

Answer the following questions, using the words in italics.

1. What are you *responsible for* in your job?
   *In my job, I’m responsible for researching new allergy drugs.*

2. Who are you *answerable to*?

3. What are you *good at*?

4. What other jobs in the company would you be *capable of* doing?

5. What sort of salary would you be *satisfied with*?

**TASK 3**

Using a word from box A, and a word from box B, write sentences about yourself.

A

- capable
- interested
- different

B

- afraid
- proud
- similar

- to
- in
- of

1. I think I’d be capable of doing what my boss does.

2. .................................................................

3. .................................................................

4. .................................................................

5. .................................................................

6. .................................................................

---

Adjective + preposition combinations
Noun + preposition combinations

Presentation

a Nouns + prepositions
Here is a list of common nouns and the prepositions that normally follow them:

<table>
<thead>
<tr>
<th>Noun</th>
<th>Preposition</th>
<th>Noun</th>
<th>Preposition</th>
</tr>
</thead>
<tbody>
<tr>
<td>access to</td>
<td>cost of</td>
<td>invitation to</td>
<td>reply to</td>
</tr>
<tr>
<td>advantage of</td>
<td>demand for</td>
<td>lack of</td>
<td>request for</td>
</tr>
<tr>
<td>advice on</td>
<td>difference between</td>
<td>matter with</td>
<td>rise in/of</td>
</tr>
<tr>
<td>alternative to</td>
<td>example of</td>
<td>need for</td>
<td>solution to</td>
</tr>
<tr>
<td>application for</td>
<td>experience of/in</td>
<td>opinion of</td>
<td>tax on</td>
</tr>
<tr>
<td>benefit of</td>
<td>fall in/of</td>
<td>order for</td>
<td>trouble with</td>
</tr>
<tr>
<td>cause of</td>
<td>increase/decrease in/of</td>
<td>price of</td>
<td>reason for</td>
</tr>
<tr>
<td>cheque for</td>
<td>interest in</td>
<td>price of</td>
<td>reason for</td>
</tr>
</tbody>
</table>

b Nouns followed by a choice of prepositions
Words referring to increases and decreases can be followed by **in** or **of**. **In** refers to the thing that has risen or fallen; **of** refers to a quantity or amount:

*There has been a large fall *in* exports over the last few months.*
*There has been a fall *of* 9.7%.*

c Prepositions + nouns
Here is a list of some common preposition and noun combinations:

<table>
<thead>
<tr>
<th>Preposition</th>
<th>Noun</th>
<th>Preposition</th>
<th>Noun</th>
</tr>
</thead>
<tbody>
<tr>
<td>at a good price</td>
<td>by post</td>
<td>in person</td>
<td>on sale</td>
</tr>
<tr>
<td>at a profit/loss</td>
<td>by return</td>
<td>in stock</td>
<td>on the whole</td>
</tr>
<tr>
<td>at cost price</td>
<td>for lunch</td>
<td>in the end</td>
<td>on time</td>
</tr>
<tr>
<td>at short notice</td>
<td>for sale</td>
<td>in writing</td>
<td>out of date</td>
</tr>
<tr>
<td>at your convenience</td>
<td>in a hurry</td>
<td>on application</td>
<td>out of order</td>
</tr>
<tr>
<td>by airmail/email</td>
<td>in advance</td>
<td>on business</td>
<td>out of stock</td>
</tr>
<tr>
<td>by car/bus,</td>
<td>in bulk</td>
<td>on foot</td>
<td>to my mind</td>
</tr>
<tr>
<td>by cheque/credit card</td>
<td>in charge of</td>
<td>on hold</td>
<td>under pressure</td>
</tr>
<tr>
<td>by hand</td>
<td>in debt</td>
<td>on holiday</td>
<td>with reference to</td>
</tr>
<tr>
<td>by law</td>
<td>in general</td>
<td>on loan</td>
<td></td>
</tr>
<tr>
<td>by mistake</td>
<td>in my opinion</td>
<td>on order</td>
<td></td>
</tr>
</tbody>
</table>

Look at the following examples:
*Because of the traffic, I often come to work *on foot.*
*I'll confirm that *in writing.*
*What department are you *in charge of?*
Practice

EXERCISE 1

Noun + preposition

Complete the sentences using a noun from box A and a preposition from box B.

A

difference  solution
request  invitation
experience  reply
trouble  advantage
cheque  price

B

of  to
of  for
of  for
to  between
to  with

1. Thank you very much for your invitation to the launch party.
2. At the moment the bank is considering our ____________________________________________________________________________, and it will let us have a decision next week.
3. In my opinion, the main ___________________________________________________________________________ having a credit card is that you can pay for things over the phone.
4. Have we received a ___________________________________________________________________________ that letter we sent them last week?
5. Yes, they’ve paid us. We received a ___________________________________________________________________________ $18,000 a few days ago.
6. I don’t think he would be suitable for the job in Tokyo. He has had very little ___________________________________________________________________________ working overseas.
7. In the long term, inflation is linked to the ___________________________________________________________________________ raw materials.
8. Is there any ___________________________________________________________________________ these two modems? They look the same to me.
9. We had a lot of ___________________________________________________________________________ one of our customers who wouldn’t pay us, so we took legal advice.
10. Let me know if you can think of a ___________________________________________________________________________ the problem.

EXERCISE 2

Noun + choice of prepositions

Read the newspaper extract. Fill in the blanks with in or of.

No change in Eurozone rates

The European Central Bank has left interest rates unchanged despite worries over the German economy. The last time there was a fall ___________ interest rates was on 10 May, when the bank announced a cut ___________ 0.25%, bringing the key interest rate for the Eurozone countries to 4.5%

The decision came hours after official figures showed a surprising increase ___________ unemployment in Germany. Analysts had been forecasting a rise ___________ 5,500 but the official figures reported an increase ___________ 18,000, taking the total to just under four million.

The ECB is also facing the problem of a sharp increase ___________ Eurozone inflation. The increase ___________ 0.3% has pushed the annual rate to 2.9%, compared with a target of 2%.
Preposition + noun combinations

In the following telephone conversations, fill in the blanks with the missing prepositions.

B: Good morning. I'm calling with reference to a cheque I've just had from you. I'm afraid you have put the wrong year on it mistake. The bank have just returned it because it is of date.
A: I'm so sorry. It must be because it's January. If you send it back we'll issue a new one return.

B A: Hello, can you put me through to the Marketing Department, please?
B: Yes, of course ... I'm afraid the line's busy, I'll have to put you hold for a moment.
A: OK ...
C: Hello, Marketing.
A: Could I speak to the person who is charge of booking advertising space, please?
C: I'm afraid she's away business at the moment. Can I help you?
A: Well, we are currently offering some attractive discounts for next month's issue of Face magazine.
C: Well, the whole we don't book advertising space such short notice, but if you'd like to give us details of your rates writing, we'll look at them and let you know.

Exercise

Complete the following extract with the missing prepositions.

If you're looking for an alternative the traditional high street bank, then Internet banking may be a solution.

PROS: The main advantage Internet banks is that they have lower charges because they have no need buildings or a branch network. the whole, they also offer slightly better rates for savers. After getting set up, a further benefit Internet banks is that you can have access you money 24 hours a day and can make payments or transfer funds your convenience.

CONS: Some customers worry about the potential lack security of dealing with money online, but the banks have worked hard to find solutions security problems. Internet banks do not offer the facilities to meet a bank manager person, and paying in cheques still has to be done post. Some banks also suffer from a lack cash machines.
Production

TASK 1

Complete the following sentences using your own ideas.

1. I don't have much experience of dealing with difficult customers.
2. I don’t think there is much difference .......................................................... 
3. Do you think immigration is responsible for the rise ......................................
4. It will be difficult to find a solution ............................................................
5. During the winter months, the demand ......................................................

TASK 2

Rewrite the following sentences in a different way, using one of the phrases from page 175, section G , Prepositions + nouns.

1. This machine doesn’t work.
   This machine is out of order.
2. Quick! I can’t wait.
   I’m ..........................................
3. We lost money when we sold the car.
   We sold the car ..........................................
4. I usually drive to work.
   I usually go to work ..................................
5. The train didn’t arrive late.
   The train arrived ..................................
6. My house is on the market.
   My house is ..........................................
7. He owes money.
   He is .............................................
8. We expect delivery of the goods soon.
   The goods are .....................................

TASK 3

Look through this extract from the Oxford Wordpower Dictionary, which gives a number of different idioms using the word hand. Then fill in the blanks with the correct expression.

1. I have a problem on my hands, and I’d like your advice about what to do.
2. At first, some of the strikers on the picket line threw stones at the police; then more joined in and soon the demonstration got ...................................................
3. We don’t use machines at all; everything is made ......................................
4. When you arrive at your holiday villa, one of our representatives will be ........................................ to help you with any problems you may have.
5. I can’t stop the court case from going ahead. Everything is now ........................................ of my lawyer, and I can’t discuss it with you.
6. On the one hand, a job in England would be a good career move for me. ........................................, I would miss the people I know here in Milan.

178  Noun + preposition combinations
Verb + preposition combinations

Presentation

a Verb + preposition
Here is a list of common verbs and the prepositions that normally follow them:

<table>
<thead>
<tr>
<th>Verb + preposition</th>
<th>Verb + object + preposition</th>
<th>Verb + no preposition</th>
</tr>
</thead>
<tbody>
<tr>
<td>account for</td>
<td>complain about</td>
<td>look at talk to</td>
</tr>
<tr>
<td>agree on</td>
<td>comply with</td>
<td>look for think about</td>
</tr>
<tr>
<td>agree with</td>
<td>consist of</td>
<td>pay for think of</td>
</tr>
<tr>
<td>apply for</td>
<td>depend on</td>
<td>rely on wait for</td>
</tr>
<tr>
<td>belong to</td>
<td>hear about</td>
<td>take care of write to</td>
</tr>
<tr>
<td>complain to</td>
<td>hear from</td>
<td></td>
</tr>
</tbody>
</table>

I complained to the manager about the poor service we had received. Whether or not the project succeeds will depend on a number of factors. I liked the last candidate. What did you think of her, Bernard?

b Verb + object + preposition
The following verbs can be followed by an object and a preposition:

<table>
<thead>
<tr>
<th>Verb + object + preposition</th>
<th>Verb + no preposition</th>
</tr>
</thead>
<tbody>
<tr>
<td>ask someone for</td>
<td>divide something into</td>
</tr>
<tr>
<td>blame someone for</td>
<td>provide someone with</td>
</tr>
<tr>
<td>borrow something from</td>
<td>invest something in</td>
</tr>
<tr>
<td>congratulate someone on</td>
<td>supply someone with</td>
</tr>
<tr>
<td>congratulate someone on</td>
<td>protect someone from</td>
</tr>
<tr>
<td></td>
<td>thank someone for</td>
</tr>
</tbody>
</table>

I rang to congratulate Hasan on getting the promotion. I would be grateful if you would provide me with a reference. We currently spend over $20m a year on R&D.

c Verb + no preposition
These verbs are not usually followed by a preposition:

<table>
<thead>
<tr>
<th>Verb + no preposition</th>
</tr>
</thead>
<tbody>
<tr>
<td>phone</td>
</tr>
<tr>
<td>meet</td>
</tr>
<tr>
<td>enter</td>
</tr>
<tr>
<td>tell</td>
</tr>
<tr>
<td>discuss</td>
</tr>
</tbody>
</table>

I’ll phone the Director in the morning. (not: *phone to the Director) Do you need a visa to enter Ecuador? (not: *enter into Ecuador)

Note: We can say have a meeting with someone, and in American English it is also possible to say meet with someone.
Practice

EXERCISE 1

Verb + preposition

Complete the letter with the correct prepositions.

Medieta Juguetes
Avenida Revolucion 1910
Guadalajara
Jalisco
Mexico

Dear Ms Medieta

RE: KinderFarben Painting Packs

Many thanks you for your email about the KinderFarben range of children’s paints.

Here are the answers to the points you mentioned:

• All KinderFarben paints fully comply with EU food and safety standards. The paints are non-toxic and washable.

• Each pack in the JuniorArtist range consists of a paintbox with eight colours, a paintbrush and a leaflet in Spanish.

• Average delivery time to Mexico for orders over $5,000 is fourteen days. We do not rely on rail transport, so would be unaffected by the current strike. We can also take care of insurance and any other documentation.

• The discounts we offer depend on the size of orders – I would be happy to talk to you about this.

• Goods should be paid for in euros. We offer flexible credit terms, so I am sure we could agree to suitable terms.

Please contact me if you have any further questions. I look forward to hearing from you.

Martin Ballack
Sales Manager

KinderFarben
Gartenstrasse 25
D-97259
Greussenheim
Deutschland

EXERCISE 2

Verb + preposition

Complete the sentences with a verb from box A and a preposition from box B.

A

agree
think
hear
look
write

B

about
to
at
with

1 Mr Langer thinks we should go ahead with this proposal, but I’m afraid that I don’t agree with him.

2 Did you hear what happened in the meeting? Miss Johanssen resigned.

3 Please wait at the above address or phone me on 082 756 4537.

4 How long do you think we will have to write a reply to our proposal?

5 I am not sure about these changes. What do you think of them?

6 If you write the small print at the bottom of the insurance form, you will see that we are not covered for accidental damage.
Verb + object + preposition

Complete the sentences with a suitable verb. Then complete the puzzle to find the name of a famous French company. (All the verbs are in section b of the grammar notes on page 179.)

1. Who do you blame for the current rail strike? Do you think the management or the unions are responsible? (5 letters)
2. I have asked my former employer to _______ me with a reference. (7 letters)
3. We have had a very good year, and in particular, I would like to _______ Gupta on the excellent results he has achieved in R&D. (12 letters)
4. I phoned Bernard to _______ him for all his help. (5 letters)
5. Many companies will not _______ your premises against flooding, if you live in certain areas of the country, because the risk is too high. (6 letters)
6. When you write back, I think you ought to check how many units they will be able to _______ us with each month. (6 letters)
7. A property developer bought the building and decided to _______ it into six separate apartments. (6 letters)
8. The government is planning to _______ about £30 billion on social security payments and unemployment benefit. (5 letters)

Verb + preposition or no preposition?

Complete the following sentences with a preposition if it is necessary. If it is not necessary, leave a blank (X).

1. Well-qualified graduates with some work experience find it fairly easy to enter _______ the job market but people who leave school with no qualifications find it very hard.
2. When you see the tax inspector, you will have to account _______ all the money you have received over the past six years.
3. If they won’t help you, you should complain _______ their Head Office.
4. If you need information about Senegal, phone _______ the Embassy.
5. We have offered Helen a job in New York, but she says she needs a few days to think _______ it.
6. I’m looking _______ that letter from Marlino’s – have you seen it?
7. Yesterday the Prime Minister met _______ the Secretary General of the United Nations in Geneva.
8. The next item on the agenda is promotion, and I would like to discuss _______ the plans we have for next year.
Production

**TASK 1**

Answer the following questions, using the words in brackets.

What would you do if ...

1 ... you were not satisfied with the service in a restaurant?
   (complain) I’d complain to the head waiter.

2 ... you had a serious personal problem?
   (talk) ................................................................................................................

3 ... you wanted a copy of a company’s annual report?
   (write) ...............................................................................................................

4 ... you were offered a job in a different city?
   (think) ..............................................................................................................

5 ... you were asked to sign a contract that you couldn’t understand?
   (rely) ..............................................................................................................

**TASK 2**

Using the words in the box, report what the following people said.

<table>
<thead>
<tr>
<th>blame</th>
<th>congratulate</th>
<th>provide</th>
<th>thank</th>
<th>ask</th>
</tr>
</thead>
</table>

1 She said to me, ‘You caused the accident! It’s all your fault!’
   She blamed me for the accident.

2 He said to me, ‘Here is the information you wanted.’

3 She said to me, ‘Thanks a lot. You’ve been very helpful.’

4 He said to me, ‘What’s your opinion of the new Marketing Assistant?’

5 They said to us, ‘Brilliant! Well done! You solved the problem!’

**TASK 3**

Give advice on the following problems using the words in brackets.

1 ‘I have a great business idea, but I have no money.’
   (borrow ... from) You ought to borrow what you need from the bank.

2 ‘I have inherited $50,000 from my aunt who died last month.’
   (invest ... in) You ought to ..............................................................................

3 ‘What should I do with my £500 clothing allowance?’
   (spend ... on) You ought to ..............................................................................

4 ‘Do you think it is safe to keep this valuable painting in my office?’
   (insure ... against) Yes, but you ought to ............................................................
Phrasal verbs

Presentation

Meaning changes
Sometimes verbs are followed by a word like in, off, at, etc. and this can change the meaning of the verb. Compare:
1 He looked at the photograph.
2 I'm looking after my colleague's clients while she's away. (I'm taking care of them.)
In 1, the word at is a normal preposition and does not change the meaning of the verb look. In 2, the word after gives the verb look a different meaning. Verbs like this are called phrasal verbs, and they are very common in informal English. Look after is one example.

Separable phrasal verbs
Sometimes it is possible to separate the two parts of a phrasal verb. If the object is a noun, we can put it in two places:
We had to put the meeting off. We had to put off the meeting.
(We had to delay the meeting.)
If the object is a pronoun (i.e. me, you, him, her, it, etc.), it must come after the verb:
We had to put it off. (not: *put off it)
Here is a list of common separable phrasal verbs and approximate meanings:

<table>
<thead>
<tr>
<th>separable phrasal verbs</th>
<th>approximate meanings</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>back ... up</strong> (support)</td>
<td><strong>give ... up</strong> (stop doing)</td>
</tr>
<tr>
<td><strong>clear ... up</strong> (tidy)</td>
<td><strong>hold ... up</strong> (delay)</td>
</tr>
<tr>
<td><strong>put ... off</strong> (delay)</td>
<td><strong>put ... through</strong> (connect)</td>
</tr>
<tr>
<td><strong>close ... down</strong> (shut)</td>
<td><strong>keep ... down</strong> (maintain low price)</td>
</tr>
<tr>
<td><strong>cut ... off</strong> (disconnect)</td>
<td><strong>look ... up</strong> (find in a list)</td>
</tr>
<tr>
<td><strong>take ... over</strong> (get control of)</td>
<td><strong>ring ... up</strong> (phone)</td>
</tr>
<tr>
<td><strong>fill ... in</strong> (complete a form)</td>
<td><strong>make ... up</strong> (invent)</td>
</tr>
<tr>
<td><strong>throw ... away</strong> (dispose of)</td>
<td><strong>find ... out</strong> (discover information)</td>
</tr>
</tbody>
</table>

Inseparable phrasal verbs
Some two-part phrasal verbs and all three-part phrasal verbs are inseparable. Many inseparable verbs do not have objects:
We ran out of petrol on the motorway. (not: *ran petrol out of)
You must call on me next time you're in the States.
Here is a list of common inseparable phrasal verbs:

<table>
<thead>
<tr>
<th>inseparable phrasal verbs</th>
<th>approximate meanings</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>back out of</strong> (withdraw)</td>
<td><strong>cut down on</strong> (reduce)</td>
</tr>
<tr>
<td><strong>break down</strong> (stop working)</td>
<td><strong>do without</strong> (manage without)</td>
</tr>
<tr>
<td><strong>call on</strong> (visit)</td>
<td><strong>get on with</strong> (like someone)</td>
</tr>
<tr>
<td><strong>carry on</strong> (continue)</td>
<td><strong>get over</strong> (recover from)</td>
</tr>
<tr>
<td><strong>come across</strong> (appear to others)</td>
<td><strong>go through</strong> (read carefully)</td>
</tr>
<tr>
<td><strong>come down</strong> (fall in price)</td>
<td><strong>hold on</strong> (wait a moment)</td>
</tr>
<tr>
<td><strong>check in</strong> (register)</td>
<td><strong>run out of</strong> (have none left)</td>
</tr>
<tr>
<td><strong>take up</strong> (occupy)</td>
<td><strong>run into</strong> (meet by chance)</td>
</tr>
<tr>
<td><strong>run down</strong> (fall in price)</td>
<td><strong>turn up</strong> (arrive)</td>
</tr>
<tr>
<td><strong>run over</strong> (recover from)</td>
<td><strong>look after</strong> (take care of)</td>
</tr>
</tbody>
</table>
Practice

Meaning changes

In the following sentences, decide whether the verb keeps its ordinary meaning (OM) or whether it is a phrasal verb (PV).

1. What shall we give Amanda for a leaving present? **OM**
2. His doctor said he was drinking too much and should give it up. **PV**
3. I was talking to her on the phone, but we were suddenly cut off. ****
4. The other day I cut my finger with a knife, but it’s not serious. ****
5. I’ll take your letter to the Post Office if you like. ****
6. Hanson PLC took the company over last year. ****
7. Sorry we’re late. We were held up by roadworks on the Ring Road. ****
8. He held his hand up because he wanted to ask a question. ****

Separable phrasal verbs

Look at the pictures and re-write each of the following sentences in two ways. In a, change the word order, and in b, use a pronoun.

1. I think we need to clear the office up.
   a. I think we need to clear up the office.
   b. I think we need to clear it up.

2. You should never throw receipts away.
   a. ...............................................................
   b. ...............................................................

3. They’ve closed the factory down.
   a. ...............................................................
   b. ...............................................................

4. We’ve managed to keep inflation down.
   a. ...............................................................
   b. ...............................................................

Common separable phrasal verbs

In the following dialogue, fill in the blanks with a phrasal verb from the box that means the same as the words in brackets.

<table>
<thead>
<tr>
<th>cut ... off</th>
<th>pick ... up</th>
<th>put ... off</th>
<th>put ... through</th>
</tr>
</thead>
</table>

A: Could you (connect me) 1 __________________________ to extension 234 again?
B: Certainly. OK, you’re through now.
C: Sorry about that. They (disconnected us) 2 __________________________ for some reason.
A: I know. Anyway, I can’t make the meeting on the 18th, as I’ll still be in Germany, so could we (postpone it) 3 __________________________ until the 24th?
C: Yes, I can’t see any problem there.
A: Good, can I have a word with Hugo? He’s coming over and I need to know when he wants me to (collect him) 4 __________________________ from the airport.
Inseparable phrasal verbs

Complete the following email, using the phrasal verbs from the box which mean the same as the words in brackets.

| break down | do without | look into | run out of | take up |
| call on    | check in   | hold on   | look after | turn up |

From: Brian@crisp.com
To: Amanda@crisp.com
Subject: 1 service lift 2 Mr Takashi

• The service lift in the warehouse has (stopped working) The service lift in the warehouse has (stopped working) 1 broken down again. Could you please get the Otis engineer to (investigate) 2 investigate what has gone wrong and to fix it ASAP? This is urgent, because we really can’t (manage if we don’t have) 3 manage it. We’re having to move everything upstairs by hand, and this is (occupying) 4 occupy a lot of time and pretty soon everyone is going to (have no more) 5 have patience.

• We are expecting Mr Takashi from Japan some time this afternoon. I have rung the hotel, but he hasn’t (registered) 6 register there yet, so he may just (arrive unexpectedly) 7 arrive unexpectedly at the office. If he does, could you (take care of) 8 take care of him and ask him to (wait) 9 wait until I get back? I have to (visit) 10 visit a client at about 2.30, but I should be back by 3.15.

Thanks,
Brian

Review

In the following sentences, choose the best option from the words a–d.

1 The latest iMacs are expensive, but if you wait, prices will ______ down.
   a back b run c turn d come

2 I agree, and if they criticize you at the meeting, I will back you ______.
   a up b down c in d out

3 By the way, I ______ into Siti in York, and she sends you her regards.
   a looked b turned c came d ran

4 Could you ring British Airways and find ______ if there are any seats on the flight to Rome?
   a up b in c over d out

5 Work is always so much better if you have a boss you ______ on with.
   a get b carry c take d hold
There are a large number of phrasal verbs in English, and it is helpful to keep a note of the ones that you meet. Here is one suggestion about how you can record them. Write the verb on the left-hand page, and write sample sentences on the right-hand page, showing the phrasal verbs in context. As you meet more phrasal verbs with the same stem, add them to the left-hand page and put examples on the right-hand page.

I look forward to meeting you next week.
Look out! That car is on the wrong side of the road.
In the afternoon, the delegation from Korea want to see the offices and look round the factory.
Leave this problem with me. I'll look into the matter and find out what went wrong.
I need a few minutes to look through my notes before the presentation.
If you don't know his address, I'll look it up in a book.

Now complete the following sentences using a phrasal verb with look.

1. Could I have the afternoon off? I'd like to look round a house that we're thinking of buying.
2. I've forgotten the code for the DX16 exhaust pipe. Could you look it up in the price list?
3. At the moment the accident investigators are looking into the cause of the crash.
4. I am really looking forward to going away on holiday next week.
5. You'd better look up - the boss is coming and he is in a bad mood.
6. Could you look through this letter quickly and see if there is anything you would like to add to it?

Use your dictionary to make a list of phrasal verbs with come, take and get. Write an example sentence for each one.
Appendix 1 – Spelling rules

1 Verbs
With most verbs, we add -s to the verb in the 3rd person, and no other changes:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Verb</th>
<th>Verb</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>run</td>
<td>runs</td>
</tr>
<tr>
<td>you</td>
<td>run</td>
<td>runs</td>
</tr>
<tr>
<td>we</td>
<td>run</td>
<td>runs</td>
</tr>
<tr>
<td>they</td>
<td>run</td>
<td>runs</td>
</tr>
<tr>
<td>he</td>
<td>runs</td>
<td></td>
</tr>
<tr>
<td>she</td>
<td>runs</td>
<td></td>
</tr>
<tr>
<td>it</td>
<td>runs</td>
<td></td>
</tr>
</tbody>
</table>

With verbs that end in -o, -ch, -ss, -sh, and -x, we add -es:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Verb</th>
<th>Verb</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>go</td>
<td>goes</td>
</tr>
<tr>
<td>you</td>
<td>go</td>
<td>goes</td>
</tr>
<tr>
<td>we</td>
<td>go</td>
<td>goes</td>
</tr>
<tr>
<td>they</td>
<td>go</td>
<td>goes</td>
</tr>
<tr>
<td>he</td>
<td>goes</td>
<td></td>
</tr>
<tr>
<td>she</td>
<td>goes</td>
<td></td>
</tr>
<tr>
<td>it</td>
<td>goes</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Subject</th>
<th>Verb</th>
<th>Verb</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>teach</td>
<td>teaches</td>
</tr>
<tr>
<td>you</td>
<td>teach</td>
<td>teaches</td>
</tr>
<tr>
<td>we</td>
<td>teach</td>
<td>teaches</td>
</tr>
<tr>
<td>they</td>
<td>teach</td>
<td>teaches</td>
</tr>
<tr>
<td>he</td>
<td>teaches</td>
<td></td>
</tr>
<tr>
<td>she</td>
<td>teaches</td>
<td></td>
</tr>
<tr>
<td>it</td>
<td>teaches</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Subject</th>
<th>Verb</th>
<th>Verb</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>miss</td>
<td>misses</td>
</tr>
<tr>
<td>you</td>
<td>miss</td>
<td>misses</td>
</tr>
<tr>
<td>we</td>
<td>miss</td>
<td>misses</td>
</tr>
<tr>
<td>they</td>
<td>miss</td>
<td>misses</td>
</tr>
<tr>
<td>he</td>
<td>misses</td>
<td></td>
</tr>
<tr>
<td>she</td>
<td>misses</td>
<td></td>
</tr>
<tr>
<td>it</td>
<td>misses</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Subject</th>
<th>Verb</th>
<th>Verb</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>rush</td>
<td>rushes</td>
</tr>
<tr>
<td>you</td>
<td>rush</td>
<td>rushes</td>
</tr>
<tr>
<td>we</td>
<td>rush</td>
<td>rushes</td>
</tr>
<tr>
<td>they</td>
<td>rush</td>
<td>rushes</td>
</tr>
<tr>
<td>he</td>
<td>rushes</td>
<td></td>
</tr>
<tr>
<td>she</td>
<td>rushes</td>
<td></td>
</tr>
<tr>
<td>it</td>
<td>rushes</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Subject</th>
<th>Verb</th>
<th>Verb</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>fix</td>
<td>fixes</td>
</tr>
<tr>
<td>you</td>
<td>fix</td>
<td>fixes</td>
</tr>
<tr>
<td>we</td>
<td>fix</td>
<td>fixes</td>
</tr>
<tr>
<td>they</td>
<td>fix</td>
<td>fixes</td>
</tr>
<tr>
<td>he</td>
<td>fixes</td>
<td></td>
</tr>
<tr>
<td>she</td>
<td>fixes</td>
<td></td>
</tr>
<tr>
<td>it</td>
<td>fixes</td>
<td></td>
</tr>
</tbody>
</table>

With verbs that end in a consonant + y, we remove the -y and add -ies:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Verb</th>
<th>Verb</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>try</td>
<td>tries</td>
</tr>
<tr>
<td>you</td>
<td>try</td>
<td>tries</td>
</tr>
<tr>
<td>we</td>
<td>try</td>
<td>tries</td>
</tr>
<tr>
<td>they</td>
<td>try</td>
<td>tries</td>
</tr>
<tr>
<td>he</td>
<td>tries</td>
<td></td>
</tr>
<tr>
<td>she</td>
<td>tries</td>
<td></td>
</tr>
<tr>
<td>it</td>
<td>tries</td>
<td></td>
</tr>
</tbody>
</table>

2 Nouns
Most nouns just add -s to make the plural form:

<table>
<thead>
<tr>
<th>Singular</th>
<th>Plural</th>
</tr>
</thead>
<tbody>
<tr>
<td>pen</td>
<td>pens</td>
</tr>
</tbody>
</table>

Nouns ending in -ch, -ss, -sh, and -x add -es in the plural:

<table>
<thead>
<tr>
<th>Singular</th>
<th>Plural</th>
</tr>
</thead>
<tbody>
<tr>
<td>match</td>
<td>matches</td>
</tr>
<tr>
<td>class</td>
<td>classes</td>
</tr>
<tr>
<td>dish</td>
<td>dishes</td>
</tr>
<tr>
<td>box</td>
<td>boxes</td>
</tr>
</tbody>
</table>

Nouns ending in a consonant + y drop the -y and add -ies:

<table>
<thead>
<tr>
<th>Singular</th>
<th>Plural</th>
</tr>
</thead>
<tbody>
<tr>
<td>party</td>
<td>parties</td>
</tr>
</tbody>
</table>

Nouns ending in a vowel + y add -s:

<table>
<thead>
<tr>
<th>Singular</th>
<th>Plural</th>
</tr>
</thead>
<tbody>
<tr>
<td>day</td>
<td>days</td>
</tr>
</tbody>
</table>

3 -ing form
With most verbs, we add -ing to the verb and make no other changes:

<table>
<thead>
<tr>
<th>Verb</th>
<th>Verb</th>
</tr>
</thead>
<tbody>
<tr>
<td>build</td>
<td>building</td>
</tr>
<tr>
<td>try</td>
<td>trying</td>
</tr>
</tbody>
</table>

With one-syllable verbs that have a short vowel sound, and end in a consonant, we double the consonant and add -ing:

<table>
<thead>
<tr>
<th>Verb</th>
<th>Verb</th>
</tr>
</thead>
<tbody>
<tr>
<td>sit</td>
<td>sitting</td>
</tr>
<tr>
<td>run</td>
<td>running</td>
</tr>
</tbody>
</table>

If the vowel sound is long, we do not double the consonant:

<table>
<thead>
<tr>
<th>Verb</th>
<th>Verb</th>
</tr>
</thead>
<tbody>
<tr>
<td>read</td>
<td>reading</td>
</tr>
<tr>
<td>speak</td>
<td>speaking</td>
</tr>
</tbody>
</table>

If the verb ends in a silent -e, we delete the -e and add -ing:

<table>
<thead>
<tr>
<th>Verb</th>
<th>Verb</th>
</tr>
</thead>
<tbody>
<tr>
<td>take</td>
<td>taking</td>
</tr>
<tr>
<td>drive</td>
<td>driving</td>
</tr>
</tbody>
</table>

4 Past tense, regular verbs
With most regular verbs, we add -ed to form the past tense:

<table>
<thead>
<tr>
<th>Verb</th>
<th>Verb</th>
</tr>
</thead>
<tbody>
<tr>
<td>look</td>
<td>looked</td>
</tr>
<tr>
<td>stay</td>
<td>stayed</td>
</tr>
</tbody>
</table>

If the verb ends in a silent -e, we just add -d:

<table>
<thead>
<tr>
<th>Verb</th>
<th>Verb</th>
</tr>
</thead>
<tbody>
<tr>
<td>like</td>
<td>liked</td>
</tr>
<tr>
<td>behave</td>
<td>behaved</td>
</tr>
</tbody>
</table>

If the verb ends in a consonant + y, we remove the -y and add -ied:

<table>
<thead>
<tr>
<th>Verb</th>
<th>Verb</th>
</tr>
</thead>
<tbody>
<tr>
<td>try</td>
<td>tried</td>
</tr>
<tr>
<td>deny</td>
<td>denied</td>
</tr>
</tbody>
</table>

If the verb has a short vowel sound and ends in a consonant, we double the consonant:

<table>
<thead>
<tr>
<th>Verb</th>
<th>Verb</th>
</tr>
</thead>
<tbody>
<tr>
<td>stop</td>
<td>stopped</td>
</tr>
<tr>
<td>ban</td>
<td>banned</td>
</tr>
</tbody>
</table>
## Appendix 2 – Irregular verbs

<table>
<thead>
<tr>
<th>Verb</th>
<th>Past tense</th>
<th>Past participle</th>
<th>Verb</th>
<th>Past tense</th>
<th>Past participle</th>
</tr>
</thead>
<tbody>
<tr>
<td>arise</td>
<td>arose</td>
<td>arisen</td>
<td>fall</td>
<td>fell</td>
<td>fallen</td>
</tr>
<tr>
<td>be</td>
<td>was, were</td>
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Verbs from these tables are also irregular when they have a prefix, e.g. *mistake* – *mistook* – *mistaken*, *withstand* – *withstood* – *withstood.*
Answer key

Present simple

Practice

EXERCISE 1
2 come
3 do you do
4 work
5 do you live
6 don't live
7 spend
8 go
9 comes
10 Do you travel
11 visit

EXERCISE 2
2 meets
3 allow
4 provide
5 do not function
6 offers
7 works
8 grows
9 looks
10 does not seem
11 invests
12 helps

EXERCISE 3
2 doesn't work
3 works
4 does she come
5 comes
6 doesn't stay
7 starts
8 goes

EXERCISE 4
2 use
3 stands
4 combines
5 passes
6 splits
7 burns
8 turns
9 does not cause
10 means
11 takes
12 believe

EXERCISE 5
2 gets
3 goes
4 doesn't get
5 leaves
6 reaches
7 doesn't leave
8 stops
9 arrives

Present continuous

Practice

EXERCISE 1
2 are having
3 are you doing
4 is expecting
5 isn't working
6 Are you calling
7 am phoning

EXERCISE 2
2 f
3 a
4 h
5 e

EXERCISE 3
2 am attending
3 are you staying
4 is affecting
5 aren't spending
6 aren't getting
7 aren't buying
8 isn't doing
9 is managing
10 are looking

EXERCISE 4
2 is declining
3 are taking
4 are cutting
5 is transforming
6 is improving
7 are starting
8 are holding
9 are not travelling

Production

TASK 1
2 A stockbroker buys and sells
3 An architect designs
4 Venture capitalists invest
5 Auditors check
6 Management consultants advise
7 A journalist writes
8 Personnel officers arrange

TASK 2 (Sample answer only)
I work for a large software development company. We employ over 500 programmers, and we specialize in developing software for large manufacturing companies. Our headquarters are in Bristol, but we have regional offices all over the country.

TASK 3 (Sample answers only)
1 I come to work by car.
2 It usually takes me about an hour.
3 I open my emails, answer phone calls and go to meetings.
4 I usually have a sandwich.
5 I usually leave the office to visit clients.
6 I usually finish between 5 and 6.
7 I visit friends or go to my house in the country.

Production

TASK 1 (Sample answers only)
2 The printer isn't working.
3 Bob's having a meeting with Jane.
4 She's having a coffee with Linda.
5 Someone's coming.

TASK 2 (Sample answers only)
2 I'm running the R&D department.
3 We're giving all our staff language lessons.
4 I'm doing a part-time course in accounting.
5 I'm trying to find a bigger house nearer the office.
TASK 3 (Sample answers only)
2 The trains aren’t running at all reliably at the moment. They’re carrying out a lot of track repairs, so everything is taking much longer.
3 We’re very understaffed at the moment. I’m doing George’s job because he’s away doing a course, and our secretary is having a holiday in Malta.
4 The situation in the Middle East is getting more and more dangerous every day.

TASK 4 (Sample answers only)
2 … cars are getting much safer thanks to air bags and better designs.
3 Cars are becoming much more fuel efficient.
4 Most cars are becoming more reliable and manufacturers are offering longer guarantees.
5 Electric cars are beginning to appear in the showrooms but are still expensive.
6 Pollution is still getting worse in big cities.

Present simple vs present continuous

Practice
EXERCISE 1
2 Do the farmers bring
3 we always collect
4 deliver
5 do you have
6 test
7 passes
8 operates
9 isn’t working
10 are changing

EXERCISE 2
2 design
3 look
4 get
5 spend
6 are setting up
7 is having
8 require

EXERCISE 3
2 aren’t sending
3 am dealing
4 leads
5 aren’t doing
6 varies
7 am learning
8 come

EXERCISE 4
2 go
3 put
4 run
5 takes
6 seems
7 is beginning
8 are starting
9 are attacking
10 is losing

EXERCISE 5
2 are carrying, want
3 are trying, sounds
4 Do you know, is doing
5 am trying, means
6 am applying, depends
7 tastes, is becoming

Production

TASK 1 (Sample answers only)
2 I speak French and I’m learning Arabic.
3 I normally like my work but I’m not enjoying it at the moment.
4 I want to be a management consultant, so I’m doing an MBA at Insead.
5 I usually work from 9 to 5 but I’m staying late this week because I’ve got a lot to do.
6 My boss travels a lot and at the moment she’s visiting Australia.
7 We have several subsidiaries in Europe and at the moment we’re setting up another one in Brussels.
8 We normally export a lot to Greece but we aren’t getting many orders at the moment.

TASK 2 (Sample answers only)
2 Who are you writing to?
3 What does Ken’s father do?
4 How do you normally come to work?
5 How often does your Sales Director go abroad?
6 Is business going well?
7 So you know each other already, do you?
8 Are you taking anyone on?

Past simple

Practice
EXERCISE 1
2 Did (you) study
3 didn’t accept
4 complained
5 Did (you) visit
6 placed
7 did (you) hire

EXERCISE 2
A
1 did
2 made
3 go
4 wrote
5 have
6 sold
7 pay
8 sold out/ran out
B
2 did business
3 made a profit
4 went abroad
5 wrote a report
6 had problems
7 paid by credit card
8 sold out/ran out

EXERCISE 3
2 got
3 introduced
4 set
5 made
6 sold
7 carried
8 married
9 had
10 founded
11 came
12 gave
13 developed
14 opened
15 grew
16 kept
17 went
18 trained
19 brought
20 took
EXERCISE 4
2 When did she marry Joseph Lauter?
3 When did they have their first child?
4 When did she set up the company?
5 When did she get her first big break?
6 When did Leonard take over as CEO?

Production

TASK 1 (Sample answers only)
2 They moved to much larger offices.
3 They installed some modern equipment.
4 They renovated the workspace.
5 They sold the subsidiaries off at a small loss.
6 They expanded the sales and marketing department.
7 They advertised nationally and internationally.
8 They brought in new lines.
9 They set up a web site.
10 They computerised all accounting procedures.

TASK 2 (Sample answers only)
I left school when I was 18 and joined a supermarket. I stayed with them for two years, and then I was promoted. I went on a management training course, and in 2002 I became the assistant manager of one of the new stores in Bath.

5 Present perfect (1)

Practice

EXERCISE 1
2 have fallen
3 Have you written
4 have spent
5 have shut
6 have drawn

EXERCISE 2
2 The Euro has fallen against the Dollar.
3 They have redecorated the office.
4 We have re-located to Korea.

EXERCISE 3
3 announced – last week
4 gave – last week
5 have welcomed – no information
6 has stated – no information
7 carried – yesterday
8 has suffered – no information
9 has fallen – no information
10 has already agreed – no information

EXERCISE 4
2 have just read
3 have just given
4 have just bought

EXERCISE 5
2 has been
3 have been

Production

TASK 1 (Sample answers only)
2 she has run out of them.
3 she has just had a baby.
4 we have already reached our sales targets.
5 it has introduced a lot of new taxes on business.
6 they have had floods and hurricanes.
7 the market has fallen by 40%.

TASK 2 (Sample answers only)
2 It has been changed into a big open plan area. Everyone has lost their own space, and it feels very strange.
3 It has spent millions on a new network linking the HQ with all the other outlets in this country and abroad.

TASK 3 (Sample answers only)
2 He has just phoned to say he is ill.
3 I have left it on your desk.
4 They have secured a large contract with the US government.
5 has just opened.
6 I have rung her three times but there's no reply.
7 I've just had one.

6 Present perfect (2): ever, never, already, yet

Practice

EXERCISE 1
2 Have you ever been to Japan before?
3 Have you ever learned a foreign language?
4 Have you ever organized a conference like this?
5 Have you ever worked for a Japanese company?
6 Have you ever eaten sushi?

EXERCISE 2
2 A: Have you ever been
B: had
A: did you go
B: went
3 A: Have you ever been
B: went
A: was it
B: thought, was
4 A: Have you ever visited
B: have never visited, have been
A: did you do
B: gave
EXERCISE 3
2 have already done
3 have not found any major problems yet
4 have already fixed
5 Have you checked
6 have already altered
7 haven’t ordered them yet
8 haven’t worked it out yet
9 haven’t finished work yet

EXERCISE 4
2 have already reached
3 have gone
4 has managed
5 have had
6 have grown
7 have opened

EXERCISE 5
2 b 6 c
3 e 7 d
4 g 8 a
5 f

Production
TASK 1 (Sample answers only)
2 I have never invested in the stock market.
3 I have never been to Peru
4 I have never read any.
5 it has never gone wrong.
6 They have never had a strike.

TASK 2 (Sample answers only)
2 I have already written a business plan, and I have raised
the finance that I will need. I have already leased a new
production site but I haven’t recruited any staff.

TASK 3 (Sample answers only)
2 ... we have had over half a million hits.
3 ... it has made 2,000 people redundant.
4 ... haven’t had any calls at all.

EXERCISE 3
2 A: How long have you had a website for investors?
   B: We have had a website for investors for three months.
3 A: How long has the property been on the market?
   B: It has been on the market for six months.
4 A: How long have you had an office in Spain?
   B: We have had an office there since 2000.
5 A: How long has Jason been in the States?
   B: He has been there since the 18th.

EXERCISE 4
2 The company hasn’t made a profit for three years.
3 I haven’t had a pay rise for two years.
4 We haven’t looked at their proposal since July.
5 We haven’t raised our prices in real terms since 2002.
6 We haven’t played golf together for three months.
7 There hasn’t been a fall in unemployment here since 2001.
8 I haven’t been on a sales trip abroad since January.

EXERCISE 5
2 have become 8 have joined
3 has spread 9 has built
4 has helped 10 have added
5 have made 11 has transformed
6 has spent 12 has driven
7 has announced

1 One, three and four.
2 Since 1997, in the last year or two, and over the last
few decades.

Production
TASK 1
1 b I have known Mr Christiansen since 1998.
   a Dyson built a factory in Malaysia in 2002.
   b Dyson has had a factory in Malaysia since 2002.
2 a Austria, Finland and Sweden joined the European Union
   in 1995.
   b Austria, Finland and Sweden have been members of the
   European Union since 1995.

TASK 2 (Sample answers only)
2 I haven’t looked at them for some time.
3 I haven’t heard any news for some time.
4 we haven’t had any orders from them for several months.
5 I haven’t spoken it since I left Tokyo.

TASK 3 (Sample answer only)
Over the last two or three years, the travel business has
changed a great deal. We are doing more and more of our
business on line, and we have closed down a lot of our High
Street outlets. Short city breaks have become much more
popular, and there has been a drop in the traditional two-week
summer package deals.
Present perfect (4): continuous and simple

Practice

EXERCISE 1
1 have been exporting  
2 have been falling  
3 have not been investing  
4 have not been flying  
5 have been trying  
6 have been making  
7 have you been using

EXERCISE 2
2 Q: How long have you been selling children's books?  
   A: We have been selling children's books since 1997.  
3 Q: How long have you been producing books for schools?  
   A: We have been producing books for schools since 1999.  
4 Q: How long have you been making educational software?  
   A: We have been making educational software for three years.  
5 Q: How long have you been working with InterSat TV?  
   A: We have been working with InterSat TV for two years.  
6 Q: How long have you been running the online book club?  
   A: We have been running the online book club for six months.

EXERCISE 3
3 has been looking  
4 Have you been waiting  
5 has increased  
6 have been using

EXERCISE 4
2 I haven't had a meeting with them for two weeks.  
3 My computer hasn't been working properly recently.  
4 They haven't given their workers a pay rise for three years.

EXERCISE 5
2 f  
3 b  
4 a  
5 c  
6 e

Production

TASK 1 (Sample answer only)
We're developing a new range of cruelty-free cosmetics which we hope to launch before Christmas. We have set up a factory in Poland and we have already started production. We have chosen an advertising agency but they haven't finalized all the details of the campaign yet.

TASK 2 (Sample answer only)
I have been in computers for five years now. I did a degree in computing at MIT, and then I joined Microsoft as a programmer. I moved to IBM three years ago and worked as a systems analyst for 18 months. For the last year and a half I have been working the Business Support division.

TASK 3
2 I have had two interviews.  
   I have been looking for a new job.  
3 he has fired three people.  
   he has been making a lot of changes.  
4 it has already sold over 250,000 units.  
   we have been selling over 50,000 units a week.
Past continuous

Practice

EXERCISE 1
2 was calling 6 were you doing
3 was discussing 7 wasn't working
4 was having 8 were having
5 were organizing

EXERCISE 2
2 knocked 6 left
3 made 7 were testing
4 was working 8 realized
5 was carrying

EXERCISE 3
2 a the fire alarm went off, we were having a meeting.
   b the fire alarm went off, we left the building.
3 a they took our company over, we were losing a lot of money.
   b they took our company over, they made a lot of people redundant.
4 a Mr Takashi arrived, I was having lunch in the canteen.
   b Mr Takashi arrived, my secretary went to meet him.
5 a Herr Striebel arrived at the airport, the chauffeur was waiting.
   b Herr Striebel arrived at the airport, he came straight to the office.

EXERCISE 4
2 met, was going
3 was giving, interrupted
4 was finalizing, rang
5 noticed, were looking
6 happened, was cleaning
7 dropped, was bringing
8 approached, was working

Production

TASK 1 (Sample answers only)
2 a Peter was talking to the receptionist.
   b I opened my emails.
3 a the trainee was cleaning the machine.
   b we had to close the factory down.
4 a they were losing €300,000 a week.
   b they made everyone redundant.

TASK 2 (Sample answers only)
2 because he wasn't making any progress in the company.
3 because she was doing a lot of travelling.
4 because they were bringing in a lot of business.
5 because the air conditioning wasn't working.

Past perfect

Practice

EXERCISE 1
2 had closed
3 had turned
4 had disappeared
5 had not changed
6 had opened
7 had grown
8 hadn't cut

EXERCISE 2
2 so I phoned the police, because someone had broken in.
3 because we had won a major contract, so we opened a bottle of champagne.
4 because they had not reached an agreement, so they got out their diaries.
5 so I called Directory Enquiries, because they had moved to new premises.
6 so she went straight home from the airport, because there had been a security alert in Tokyo.

EXERCISE 3
2 he hadn't had enough experience.
3 a fax had just arrived for her.
4 I hadn't finished work.
5 I had never been to Russia.
6 we had just closed a major deal.

EXERCISE 4
2 they had been marketing the auto-injectors in the USA for five years.
3 Dr Pierce had been running it for four years.
4 Dr Warner had been the Medical Director for three years.
5 they had been manufacturing cholesterol test kits for two years.
6 they had been operating a production unit in Spain for a year.

Production

TASK 1 (Sample answers only)
2 it had not been paid for several months.
3 it had broken the law.
4 he had arrived early and had taken a taxi.
5 she had already sold most of her investments.
**TASK 2 (Sample answer only)**

2 They had appointed a new team of designers and were busy expanding the range of products. They had fired the old CEO and appointed a new one who had previously been with one of their competitors.

**TASK 3 (Sample answer only)**

2 someone had been supplying their competitors with details of their plans.
3 she hadn't been doing well at work.
4 had been phoning his friend in Australia.
5 had been waiting for over nine hours.

---

**The future (1): will**

**Practice**

**EXERCISE 1**

2 f 5 e
3 a 6 d
4 c

**EXERCISE 2**

2 Unemployment will fall slowly.
3 Inflation will rise slowly.
4 Consumer prices will remain stable.
5 Interest rates will fall sharply.

**EXERCISE 3**

2 will be, takes
3 will phone, arrives
4 will show, leave
5 will fall, opens
6 moves, will lose
7 will give, come
8 is, will feel
9 will fall, put
10 will tidy, gets

**EXERCISE 4**

2 I won't be late again.
3 The finance group 3i will loan us $18m for the project.
4 The company will offer a 5% pay rise in return for a no-strike deal.
5 I won't discuss this information with anyone.
6 They won't increase our discount.
7 The company will pay my re-location expenses.
8 The cash machine won't take my card.
9 I'll give you a hand with those boxes.

**Production**

**TASK 1 (Sample answers only)**

2 Then I'll have a bottle of La Lagune '67.
3 OK I'll call back later.
4 All right, I'll go with them.
5 Really? I'll give her a ring.

---

**The future (2): present continuous and going to**

**Practice**

**EXERCISE 1**

2 'm going
3 'm seeing
4 are you coming
5 'm not doing
6 'm seeing
7 's coming

**EXERCISE 2**

2 What are you going to do about it?
3 We're going to go ahead with clinical trials.
4 They aren't going to go abroad this year.
5 This is where we're going to build the new offices.

**EXERCISE 3**

2 The price is going to rise.
3 It's going to go bankrupt.
4 She's going to leave the company.
5 We're going to be late.

**EXERCISE 4**

2 will be
3 're staying
4 'll have
5 're seeing
6 Will I need
7 'll phone
8 'll let

**Production**

**TASK 1 (Sample answer only)**

2 The Internet and e-commerce will become increasingly important for businesses that are established. Most people will have broadband connections at home and a lot of people will work using video-conferencing.

3 The workplace will be very different, as very few people will have full time jobs. Most tasks will be done by machines and computers, and people will have a great deal of leisure time.

4 I will get married and set up my own company. By the time I am 40 I will be a millionaire and I will retire to the South of France.

**TASK 3 (Sample answers only)**

2 we find a replacement.
3 his plane gets in.
4 I finish the project under budget.
5 the sales conference is over.
6 there's a suitable vacancy.
Production

TASK 1 (Sample answer only)
The CEO is arriving at Heathrow at 9.00, and he's having a meeting with the Executive Vice Presidents at 10.15. He's having lunch with officials from the DTI, and in the afternoon he's opening the new office in Threadneedle Street. At 7.00 he's giving a speech on financial deregulation in the EU, and he's having dinner at the Guildhall at 8.00. He's flying back to New York the following morning at 11.30.

TASK 2 (Sample answers only)
2 We're going to bring out a new edition in February.
3 I'm going to buy a Dell laptop to use on the train.
4 We're going to recruit over 20 new sales reps next year.
5 I'm going to go to Paxos this summer.
6 We're going to run a $2million TV advertising campaign for the new car.

TASK 3 (Sample answers only)
2 They're going to cut overtime rates.
3 I'll come back later.
4 He's going to get a Lexus.
5 I'll let you know when I have made up my mind.
6 We're going to open up a branch there next year.

The future (3): other future tenses

Practice

EXERCISE 1
2 They were going to produce saloon and estate versions, but now they're only going to produce a saloon.
3 We were going to have $240,000 for the advertising budget, but now we're only going to have $180,000.
4 Jill was going to give a presentation on Tuesday, but now she's going to give it on Friday.

EXERCISE 2
Schedule B
10.00-11.30 have meeting with Mr Barber
11.30-1.00 see the Finance Director
1.00-2.00 lunch at Gee's restaurant
2.00-3.30 visit new warehouse
3.30-5.00 give presentation to IT department

1 He was visiting the warehouse at 10.00, but now he's visiting it at 2.00.
2 He was giving a presentation to the IT department at 11.30, but now he's giving it at 3.30.
3 He was having a meeting with Mr Barber at 2.00, but now he's having the meeting at 10.00.
4 He was seeing the Finance Director at 3.30, but now he's seeing him at 11.30.

The future (4): possibility and probability

Practice

EXERCISE 1
2 The euro probably won't rise against other leading currencies.
3 There definitely won't be a recession in Europe.
4 Maybe the stock market in Japan will recover.
5 There will probably be a fall in unemployment.
6 Overall taxation will definitely rise.
7 Exports to the US probably won't go up.
8 Exports from the Far East will probably increase.

EXERCISE 2
2 is certain to 5 is likely to 8 is unlikely to
3 are unlikely to 6 is certain to 9 is certain to
4 are unlikely to 7 are likely to
EXERCISE 3

A

Definitely:
I'm confident that
I'm quite sure that

Probably:
I should think that
I expect that
The chances are that

Probably not:
I shouldn't think that
Definitely not:
I'm quite sure + (won't)
I doubt very much whether

B
2 e 6 b
3 a 7 c
4 f 8 d
5 g

EXERCISE 4

2 Their new store is unlikely to attract many customers.
3 They probably won't give us better terms.
4 I'll probably be very busy early next week.
5 I shouldn't think that they'll deliver the equipment this month.

Production

TASK 1 (Sample answers only)
2 a I doubt very much whether I'll change jobs.
   b I definitely won't change jobs.
3 a I may get rich.
   b Perhaps I will get rich.
4 a I will probably get promoted.
   b I should think I'll get promoted.
5 a I shouldn't think I'll marry anyone English.
   b I'm unlikely to marry anyone English.
6 a I'm very unlikely to take control of my company.
   b I definitely won't take control of my company.
7 a I'm very unlikely to have to spend any time doing military service.
   b I definitely won't have to spend any time doing military service.

TASK 2 (Sample answers only)
2 I should think we will lose market share to some of our newer competitors, but we will probably still retain our position as the market leader.
3 New Internet services will probably reach schools and universities all over the country, and I should think that they will be integrated with mobile phone technology.
4 The countries of the Pacific Rim will definitely become more important economically, and I am confident that they will attract a lot of investment.
5 Genetic engineering will probably develop very quickly and I should think that there will be a vast range of medical advances in the next few years.

EXERCISE 1

2 they're asked 7 is let
3 are left 8 are you asked
4 are not allowed 9 I'm contacted
5 is fitted 10 I'm given
6 are kept

EXERCISE 2

2 are paid weekly.
3 is kept at Fort Knox.
4 are built in South Korea.
5 is grown on the Ivory Coast.
6 is stored underground.
7 are tested extensively.
8 are printed in Hong Kong.

EXERCISE 3

2 is built 11 are used
3 are made 12 are added
4 are put 13 are carried
5 are cut 14 are fitted
6 is bolted 15 are taken
7 are attached 16 are checked
8 are fitted 17 are cleaned and polished
9 is prepared 18 are despatched
10 is assembled

EXERCISE 4

2 b
3 a
4 b

Production

TASK 1
2 is advertised in the papers.
3 are asked to send in their CVs.
4 are invited to an interview.
5 is drawn up.
6 are asked back for a second interview.
7 is chosen.
8 are checked.
9 is offered the job.

TASK 2 (Sample only)
The watches are manufactured in Singapore, and then they are shipped to our warehouse in Dresden. Next, they are transported to our distributors. After that they are sold on to retailers and finally they are sold to customers in stores all over the country.
The passive (2): other tenses

Practice

EXERCISE 1
A 2 are being carried out 4 are not being taken
   3 are being affected 5 are doing
B 1 were being displayed 5 were being kept
   2 were waiting 6 were being taken
   3 were standing 7 was waiting
   4 were smashing
C 1 had been sold 4 had been advised
   2 had been paid 5 had visited
   3 had received

EXERCISE 2
   2 'I'll be met 7 'I'll be taken
   3 'I'll be driven 8 won't arrive
   4 'I'll be 9 will be kept
   5 will last 10 won't be given
   6 'I'll be able

EXERCISE 3
2 has just been set up 6 have they sent
3 've made 7 's been demoted
4 has been promoted 8 has treated
5 have been put

Production

TASK 1
2 The Channel Tunnel was opened in 1994.
3 Radium was discovered by Marie and Pierre Curie.
4 The wireless was invented by Marconi.
5 Fiat SPA was founded in 1899.
6 The World Trade Center was destroyed on 11 September 2001.
7 President George W Bush was elected in 2000.

TASK 2 (Sample answers only)
2 It is being re-organized.
3 He was booed and shouted at.
4 They have all been sacked.
5 It has been cut
6 It has been sold.
7 It has been devalued.

TASK 3 (Sample answer only)
The company I work for was founded by two brothers, Jack and Daniel Partridge, back in 1866. They manufactured whisky, but only on a small scale. However, the whisky was well-produced and it soon became very popular. They got into difficulties when liquor taxes were raised, and the company was bought by a major brewer, who still owns it.

The passive (3): passive verbs and infinitives, have something done

Practice

EXERCISE 1
2 have a powerful graphics card added
3 have the programs loaded and tested
4 have a bigger hard disk fitted
5 have extra memory built
6 have them installed
7 have them delivered
8 have it repaired
9 have it fixed
10 have other things customized

EXERCISE 2
2 We get the floors swept every night.
3 We get the air conditioners serviced twice a year.
4 We get the indoor plants changed once a month.
5 We get the windows cleaned every six weeks.
6 We get the central heating system checked once a year.
7 We get oil delivered once every week or so in the winter.

EXERCISE 3
2 We are going to have 5,000 new catalogues printed.
3 When am I going to have my office redecorated?
4 They are having a new office designed.
5 I have had these figures checked.
6 Have you had your hair done?
7 You should have the photocopier mended.
8 We had the new furniture delivered yesterday.
9 I haven't had my car repaired yet.
10 Where did you have those t-shirts made?

EXERCISE 4
2 I’ll have my PA set up a meeting.
3 I’ll get the driver to come and collect you.
4 I’ll get the canteen to send up some sandwiches.
5 I’ll get Barry to come and have a look.
6 I’ll have the personnel manager arrange an interview.
7 I’ll have my secretary send you a catalogue.
8 I’ll get the lawyer to check it carefully.

Production

TASK 1
1 You can have personal stationery made.
   You can have in-company magazines printed.
   You can have documents photocopied in colour.
2 You can have the outside of your office painted.
   You can have wallpaper put up.
   You can have your office maintained regularly.
3 You can have a passport photo taken instantly.
   You can have a black and white portrait taken.
   You can have old photos restored.
TASK 2 (Sample answers only)
2 On the Internet, you can have your own CDs made for you. You can select the tracks you want and you can have the files sent to you for a small fee.
3 In time, computers will be linked to machines that make clothes, so you will be able to have suits made for you in a fraction of the time it takes at the moment.
4 Online shopping is already becoming very popular because you can look at products online and can have them delivered to you at home.
5 Some car manufacturers allow you to have a new car customized according to your preferences. You start with the basic model and then you can have a particular engine fitted; you can have the steering wheel put on the left or the right, and you can have any extras such as air conditioning fitted at the factory.

TASK 3 (Sample answers only)
2 I have my secretary book me a ticket.
3 I get the IT department to give me a new one.
4 I get the garage to come and help me.
5 I have my accountant check the figures.
6 I get an interior designer to do it.

19 Conditionals (1): if you go ...

Practice

EXERCISE 1
2 f 6 i
3 g 7 c
4 b 8 e
5 h 9 a

EXERCISE 2
1 b If the traffic is OK we’ll get to the airport on time.
2 a If the weather is good they’ll have the party in the garden.
   b If it rains they’ll hold the reception in the marquee.
3 a If the play does well it’ll open on Broadway.
   b If the play does badly it’ll close after a week.

EXERCISE 3
1 if  4 when
2 when  5 if
3 if 6 when

EXERCISE 4
2 tell 6 manage
3 goes on 7 must
4 can 8 may
5 may 9 will want

EXERCISE 5
2 right 5 right
3 wrong – if it is 6 wrong – if everyone is still talking
4 wrong – if I go 7 wrong – if you go

20 Conditionals (2): if, unless, etc.

Practice

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

EXERCISE 2
2 unless we improve our offer.
3 unless it’s an emergency.
4 unless demand increases soon.
5 unless you can cut your overheads.
6 unless I can have my job back when I return.

EXERCISE 3
2 in case he loses it.
3 in case he wants to hire a car.
4 in case the office needs to phone him.
5 in case he has to see a doctor.
6 in case it is cold.

EXERCISE 4
2 so that she doesn’t have to find a bank.
3 so that she is able to change her flight times if necessary.
4 so that people are able to phone her.
5 so that she doesn’t end up with a large hospital bill.
6 so that she is able to do some work on the plane.
EXERCISE 5
2 in case
3 so that
4 so that

EXERCISE 6
2 as long as
3 unless
4 So long as

Production

TASK 1 (Sample answers only)
1 I get a better offer from someone else.
2 the government manages to control inflation.
3 I can get the day off.
4 they will sell 50 of them to British Airways.
5 I'll see you at 6.30.
6 that you maintain our service standards.

TASK 2 (Sample answers only)
2 a I can change some at the bank.
   b I need to pay for a taxi.
   c I don't have to look for a cash machine.
3 a I go away next week.
   b I need to contact anyone.
   c I can note down any new contacts.
4 a they don't pay tomorrow.
   b they have forgotten about it.
   c they realize we haven't been paid.
5 a you're going abroad.
   b you get stopped by the traffic police.
   c you can hire a car if you need to.

Conditionals (3): if you went ...

Practice

EXERCISE 1
2 wouldn't spend
3 moved
4 would need
5 went

EXERCISE 2
2 if I had their address, I'd contact them.
3 if I didn’t enjoy my job, I wouldn’t work so hard.
4 if we didn’t spend so much on R&D, we wouldn’t be market leaders.
5 if I had the authority, I’d give you an answer.

EXERCISE 3
2 were, think
3 change, spoke
4 was/were, earn
5 were, produce

EXERCISE 4
2 'll meet, maintain
3 was/were, 'd insist
4 wait, 'll give
5 ring, let

EXERCISE 5

Questionnaire result
Write down the numbers you supplied for each of the questions.

<table>
<thead>
<tr>
<th>Task questions</th>
<th>People questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 ___</td>
<td>1 ___</td>
</tr>
<tr>
<td>4 ___</td>
<td>2 ___</td>
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<td>12 ___</td>
<td>11 ___</td>
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<td>14 ___</td>
<td>13 ___</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td><strong>Total:</strong></td>
</tr>
</tbody>
</table>

Add up your scores and put them on the diagram below. Draw a vertical line on the task axis and a horizontal line on the people axis. The point where the lines cross shows your leadership style.

What the four styles mean:

*Country Club leaders* want everyone to like them, and are keen not to upset people. If you are a ‘Country Club’ leader you need to be more forceful with your employees.

*Impoverished leaders* are afraid of upsetting others and are not very capable of getting things done. If you are one of these, you need to re-evaluate your management style because at the moment you are not pleasing anyone or getting results.

*Authoritarian leaders* care very little about what people think of them. If you are one of these, you get results, but you should realize that they would be even better if you learned to deal with people more effectively.

*Team leaders* are the best type of leaders. If you are a team leader, you are good at managing people and at achieving results.
Production

TASK 1 (Sample answers only)
2 If I lost my job, I’d start my own business.
3 If I were offered a job in Saudi Arabia for five years, I’d seriously consider it.
4 If one of our competitors offered me a job, I’d turn it down.
5 If I lost all my money and credit cards, I’d be covered by my insurance.

TASK 2 (Sample answers only)
2 If I were you, I’d wait another day and then phone them.
3 If I were you, I’d get a Morgan.
4 If I were you, I’d get in touch with the Personnel Officer.
5 If I were you, I’d go to the Brasserie.

TASK 3 (Sample answer only)
... I’d award myself a large pay rise. Then I’d start looking at new areas of the world to do business, and would set up operations in Latin America. I’d spend more on new technology and I’d reduce the workforce.

Conditionals (4): if you had gone ...

Practice

EXERCISE 1
2 had made
3 would have gone
4 had been
5 had waited
6 would have moved
7 Would you have accepted
8 would have stayed

EXERCISE 2
2 hadn’t had, would have come out
3 had been, would have fallen
4 hadn’t started, wouldn’t have seen
5 hadn’t launched, would have gone down
6 hadn’t received, wouldn’t have reached

EXERCISE 3
2 wrong – if there had been
3 wrong – if they had been able
4 right
5 wrong – if there hadn’t been

EXERCISE 4
2 d
3 g
4 f
5 a
6 h
7 e
8 b

EXERCISE 5
2 If we hadn’t felt we could trust each other we wouldn’t have been partners.
3 If he hadn’t lost his driving licence, he wouldn’t have to take taxis everywhere.
4 If you had gone/been on the course, you would know how to operate the equipment.
5 If I hadn’t gone/been to school in France, I wouldn’t be bilingual.

Production

TASK 1 (Sample answers only)
2 If someone had stolen my credit cards and money, I’d have rung the bank.
3 If I had needed to contact the office urgently, I’d have used my mobile.
4 If I had fallen seriously ill, I’d have stayed in the local hospital.
5 If I had missed my return flight, I’d have bought another ticket.

TASK 2 (Sample answers only)
2 They shouldn’t have hired so many people. If they hadn’t taken on so many employees, they wouldn’t have run out of funds so quickly.
3 They should have appointed a competent financial director. If they had had one, they wouldn’t have wasted so much money.
4 Their website shouldn’t have been so complicated. If it had been simpler, it wouldn’t have been so slow.
5 They shouldn’t have had such high prices. If they had had lower prices, they’d have sold more clothes.

Modal verbs (1): suggestions, advice, obligation and criticism – shall I?, should, ought to

Practice

EXERCISE 1
2 Shall we set up a meeting to discuss this?
3 Shall I call back later?
4 Shall I take the boxes down to the Post Room?
5 Shall we cancel this evening and meet up some other time?
6 Shall we stop now and carry on again tomorrow?
7 Where shall I put the new computer?

EXERCISE 2
2 How about waiting until the next financial year?
3 What about organizing a leaving party for Bob Simpson?
4 Let’s share a taxi to the station.
5 Why don’t we see if we can subcontract this work?
6 How about offering them a bigger discount?

EXERCISE 3
2 suggested that I should call back at 5.30.
3 suggested that I should check her references first.
4 suggested going together.
5 suggested that I should do some background research into the company.
EXERCISE 4
2 ought to be accompanied 5 should not be left
3 should report 6 should be deposited
4 ought not to bring

EXERCISE 5 (Sample answers only)
2 You should have tried to look more relaxed and confident.
3 You should have spoken more loudly.
4 You should have tried to stand still.
5 You should have tried to make eye contact with the audience.
6 You should have repeated the main points at the end.
7 You should have allowed time for questions at the end.

Production

TASK 1 (Sample answers only)
2 We ought to introduce flexi-time.
3 Why don’t we set up a company creche?
4 Let’s give everyone incentives to reduce the cost of air travel.
5 How about splitting the company up into independent ‘profit centres’?
6 I don’t think we should stick to only producing the same old models.
7 Let’s have a points system and a reward for the best performing managers.

TASK 2 (Sample answers only)
2 They should have spent much more time making sure it was reliable.
3 He should have saved it as he was going along.
4 They shouldn’t have raised taxes.
5 We shouldn’t have invested all that money in risky Central American companies.
6 She should have written down the date in her diary.

Modal verbs (2): ability, possibility and permission – can, could, may

Practice

EXERCISE 1
2 If you are decisive you can
3 If you are persuasive you can
4 If you are flexible you can
5 If you are numerate you can
6 If you are bilingual you can
7 If you are computer-literate you can
8 If you are logical you can

EXERCISE 2
2 can
3 can’t
4 been able to
5 be able to

Modal verbs (3): obligation and necessity – must, have to, needn’t, can’t, etc.

Practice

EXERCISE 1
2 can’t
3 mustn’t
4 needn’t
5 can’t
6 must

EXERCISE 2
A 2 have to
3 have to
4 don’t have to
5 have to

EXERCISE 3
2 could
3 managed to
4 managed to
5 could

EXERCISE 4
2 i
3 e
4 a
5 d
6 h

EXERCISE 5
2 a
3 b
4 b
5 a

Production

TASK 1 (Sample answers only)
2 I haven’t been able to think of anything.
3 he can speak three languages fluently.
4 be able to give everyone a pay rise.
5 you can buy things over the phone.

TASK 2 (Sample answers only)
1 I could have been a famous actor.
2 you could have got an electric shock.
3 she could have got the top job.
4 could have saved a great deal of money.

TASK 3 (Sample answers only)
1 Could I have a glass of water, please?
2 Could I have a look at your magazine when you’ve finished with it, please?
3 Excuse me, could I get past, please?
4 Could I have the vegetarian meal instead, please?
B 1 have to 5 can’t
2 don’t have to 6 have to
3 can’t 7 have to
4 have to

EXERCISE 3
2 We needn’t discuss the matter any further.
3 We needn’t order any more yet.
4 We must make sure we keep our market share.
5 You must call her right now.
6 I mustn’t be late.

EXERCISE 4
2 had to 7 had to
3 couldn’t 8 couldn’t
4 had to 9 couldn’t
5 didn’t have to 10 had to
6 didn’t have to

EXERCISE 5
1 didn’t need to make 3 needn’t have hired
2 needn’t have spent 4 didn’t need to

Production

TASK 1 (Sample answers only)
2 You must have a receipt if you want a refund.
3 You needn’t pay into the fund every month.
4 You must think about what you are going to say beforehand.
5 You needn’t save your work manually, because you can do it automatically.
6 You needn’t arrange any insurance because all the staff are covered.

TASK 2 (Sample answer only)
I work for a property company. We have a large number of offices that we rent out, and I have to visit our clients on a regular basis to see if they are OK. I have to authorize repairs, but I don’t have to oversee any of the maintenance work that gets carried out. I can’t hire builders myself, as that is done by the Personnel Department.

Modal verbs (4): speculation – may, might, must, can’t

Practice

EXERCISE 1
2 may strike 6 could have
3 might kill 7 could escape
4 may be able to 8 could still be
5 could prevent 9 might start

EXERCISE 2
A 1 might, might, can’t
2 must
3 must, might

EXERCISE 3
2 They must have moved to new premises.
3 The meeting must have been cancelled.
4 He might have gone to lunch.
5 She might have been phoning the Sales Department.
6 It can’t have been repaired properly.

EXERCISE 4
2 must have been making long international calls.
3 can’t be selling many cars.
4 must have lost a lot of money.
5 might be promoted at the end of the year.
6 can’t have been expecting me.
7 can’t have heard the announcement.

Production

TASK 1 (Sample answers only)
2 They might win the election.
3 It may do very well.
4 It could get into serious trouble.
5 It may be completed more that a year behind schedule.

TASK 2 (Sample answers only)
2 They must be coming to the end of a research project.
3 It can’t be a genuine Rolex.
4 He must be ill.
5 She might tell you how to get hold of him.

TASK 3 (Sample answers only)
2 They must have overestimated the numbers of visitors.
3 The reviews might have been unfavourable.
4 It must have been badly managed.
5 It can’t have appealed to people.
6 It might not have been advertised properly.

- ing and infinitive (1): verbs + -ing or infinitive

Practice

EXERCISE 1
2 going 6 writing
3 setting 7 getting
4 using 8 giving
5 doing 9 hearing

EXERCISE 2
2 to do 6 to take
3 to teach 7 to be
4 to finish 8 to meet
5 to go 9 to change

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EXERCISE 3
2 to supply 8 getting
3 to go 9 having
4 to give 10 sending
5 to deliver 11 to be able to
6 to market 12 to contact
7 changing 13 to hearing

EXERCISE 4
3 to be paid 6 being taken over
4 being asked 7 to be sent
5 to be recruited 8 to be disturbed

Production
TASK 1 (Sample answers only)
A 2 I can't stand dealing with difficult customers.
3 I dislike attending meetings.
4 I really enjoy taking clients out.
B 1 I like meeting new people.
2 I really enjoy travelling abroad.
3 I dislike giving presentations.
4 I don't mind commuting.

TASK 2 (Sample answers only)
2 is planning to expand its operation in the US.
3 threatened to take them to court.
4 she decided to set up her own business.

TASK 3 (Sample answers only)
2 to leave school and start working in a factory.
3 seeing my friends in the evening.
4 to buy another car.
5 starting on the new project.
6 to be able to run my own department.
7 restructuring the company completely.

- ing and infinitive (2): verbs and objects

EXERCISE 1
2 They persuaded the bank to finance the project.
3 The court ordered the company to pay compensation.
4 The fall in demand forced us to cut production.
5 They have invited me to speak at the conference.

EXERCISE 2
2 He encouraged me to apply for the job.
3 He advised me to make a formal complaint.
4 He asked me to finish the report as soon as possible.
5 He allowed me to leave early.
6 He warned me not to rush into a decision.

EXERCISE 3
2 They let us go out at the weekends.
3 They made us give a presentation every morning.
4 They made us speak English all the time.
5 They let us watch the TV.

EXERCISE 4
2 doesn't make (them) have
3 enabled (her) to increase
4 has persuaded (California and other US states) to ban
5 has invited (him) to talk
6 encourage (the government) to bring in
7 ask (their passengers) to put
8 lets (childminders) smoke
9 to force (other people) to breathe in

EXERCISE 5
2 I could smell something burning.
3 I didn't see her leave.
4 I heard him give a talk on 'Quality Control'.
5 The visitors watched some robots assembling cars.

Production
TASK 1 (Sample answers only)
1 to buy up some of our competitors.
2 to study at university.
3 to become plumbers and electricians.
4 to give a talk on the management of change.
5 not to walk in Central Park after dark.

TASK 2 (Sample answer only)
It probably won't be as bad as you think. They will make you get up early and they will make you take regular exercise. They won't let you drink alcohol of course, and they will probably put you on a special diet. They may let you have the evenings free, but they won't let you leave the grounds of the spa in case you are tempted to go to a restaurant or bar.

TASK 3 (Sample answers only)
1 I would ask them to explain what had gone wrong and I would tell them to pay the fine.
2 I would encourage her to do what she enjoys most and I would advise her to go to university.

- ing and infinitive (3): changes in meaning

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

EXERCISE 2
2 to look 6 to give
3 to send 7 resigning
4 hearing 8 to say
5 walking 9 to provide

EXERCISE 3
2 to arrange 5 working
3 working, commuting 6 to come
4 to have
EXERCISE 4
2 sell 7 writing
3 seeing 8 offer
4 dealing 9 win
5 move 10 dealing
6 hearing 11 selling

Production

TASK 1 (Sample answers only)
2 to have a coffee break.
3 going to my first interview.
4 to make sure all my files are up to date.
5 running the Personnel Department, I am also in charge of our programme of social events.
6 going on my skiing holiday in February.
7 paying such high taxes.

TASK 2 (Sample answers only)
A 2 I prefer starting work early because I am better in the mornings.
3 I prefer working alone because I can concentrate better.
4 I prefer eating lunch out because it's good to have a change of scene.

B 2 I'd prefer to have a larger house because I am not interested in cars.
3 I'd prefer to work for a woman because they are usually better at managing people.
4 I'd prefer to have more time for myself because I have other interests.

-ing and infinitive (4): other uses

Practice

EXERCISE 1
2 to miss
3 to inform
4 to demand
5 to reduce
6 to increase
7 to attract
8 to prevent

EXERCISE 2
2 how to write
3 what financial institutions to approach
4 what to look out for
5 how to identify
6 where to manufacture

EXERCISE 3
2 b 5 a
3 f 6 d
4 e

EXERCISE 4
2 After leaving university, she got a job with Microsoft.
   or She got a job with Microsoft after leaving ...
3 Instead of offering them a discount, we'll give them better credit terms.
   or We'll give them better credit terms instead of offering them ...
4 We managed to expand without increasing our debts.
   or Without increasing our debts, we ...
5 He worked in industry for many years before joining the government.
   or Before joining the government, he ...
6 The company became more profitable by making 700 workers redundant.
   or By making 700 workers redundant, the company ...

EXERCISE 5
2 to improve 7 to feed
3 Eating 8 to make
4 to mix 9 using
5 to make 10 to manufacture
6 trying

Production

TASK 1 (Sample answers only)
2 to encourage the customers to see more of the merchandise.
3 to have a meeting with an important distributor.
4 to move house.
5 to see if I can change my ticket.

TASK 2 (Sample answers only)
1 Keeping up to date with all the developments in programming.
2 Doing the technical side – particularly systems analysis.
3 Seeing a project successfully to completion.
4 Travelling to the USA to attend major launches.
5 Finding people with not just the right technical qualifications but with the right attitude.

TASK 3 (Sample answer only)
After leaving school I went straight to university to do a degree in Electronic Engineering. Before graduating, I spent a few weeks every year with Olivetti, and after leaving university, I went to work for them full time.

Reported speech (1): statements, thoughts, commands, requests

Practice

EXERCISE 1
2 was 7 was taking
3 could take 8 wasn't
4 didn't have 9 had offered
5 would stay 10 had (never) seen
6 would be
EXERCISE 2
2 d 6 b
3 g 7 h
4 f 8 c
5 a

EXERCISE 3
2 He told me to send the letter immediately.
3 He asked me not to mention the plans to anyone.
4 He asked me to return the form as soon as possible.
5 He told me not to put any calls through to his office.

EXERCISE 4
1 this afternoon
2 the following day
3 there

EXERCISE 5
2 In 1899, Charles Duell said (that) everything that could be invented had been invented.
3 Thomas Watson said there was a world market for about five computers.
4 Leona Helmsley said (that) only the little people paid taxes.
5 J Paul Getty said the secret of success was to rise early, work hard and strike oil.
6 Bill Gates said (that) 640k ought to be enough for anybody.
7 Henry Ford said people could have any colour they liked as long as it was black.

Production

TASK 1 (Sample answers only)
2 I told him (that) it was a great place to work.
3 I told him (that) I was in charge of purchasing.
4 I told him I would need at least 30% extra to even consider moving.
5 He told me they were growing fast and wanted good people.
6 He told me it would be at a very senior level.
7 I told him I would think about it and get back to him.

TASK 2 (Sample answers only)
2 ... you were so old.
3 ... it would take so long.
4 ... he had gone back to Japan.
5 ... it would be so expensive.

TASK 3 (Sample answers only)
2 ... asked her to change our appointment to Friday.
3 ... told him not to drive home.
4 ... asked him to drop off a cheque for me.
5 ... asked them to replace it.
6 ... I asked him for an estimate before he started.

Practice

EXERCISE 1
2 They asked him how many people were going to lose their jobs.
3 They asked him where he could cut costs.
4 They asked him how much money the company had lost.
5 They asked him when the company would return to profit.
6 They asked him who was responsible for the figures.
7 They asked him what dividend the company would pay.
8 They asked him when he was going to resign.

EXERCISE 2
2 I asked her if they had signed the contract.
3 I asked her if she would need to go back again.
4 I asked her if the hotel had been any good.
5 I asked her if she had managed to have any time off.
6 I asked her if she was feeling tired.
7 I asked her if she had had any problems.
8 I asked her if they had liked the idea of a joint venture.

EXERCISE 3
3 how the negotiations are going.
4 if Peter's coming to the meeting?
5 when the talk is going to start?
6 if I should take the job.
7 where their head office is.
8 if they'll accept our offer.
9 if they've sent us an order form?
10 how they got this information.

EXERCISE 4
2 He encouraged me to give a talk at the conference.
3 He refused to give me a pay rise.
4 He denied leaving the office unlocked.
5 He warned me not to leave the hotel after dark (because it was dangerous).
6 He apologized for missing the meeting.
7 He advised me to get an agent.

Production

TASK 1 (Sample answers only)
2 That was Mr Davies from Moretons. He asked me if we could increase his discount to 20%, but I told him that 15% was the most we could offer.
3 That was Janet. She wanted to know when I would be able to go round and fix her computer and I said I would be there first thing on Wednesday.
4 That was Hanborough Chemicals – they asked me if I was certain that we had paid the invoice, and I said I was sure because I had written the cheque myself.
5 That was someone ringing about my car – they asked me how much I wanted for it and I told them I was selling it for $16,000.
Relative clauses (1): who, that, which, whose, whom

**Practice**

**EXERCISE 1**

1. who
2. which
3. who
4. which
5. who
6. which
7. who
8. which
9. who
10. which

**EXERCISE 2**

1. that knows everybody.
2. that you interviewed?
3. that interviewed you?
4. that she doesn't like.
5. that runs on electricity.
6. that can be left out.

**EXERCISE 3**

1. whose mother tongue must be English.
2. whose headquarters are in Helsinki.
3. whose car had broken down.
4. whose key competitors are Sony and Sanyo.
5. whose department was doing well.
6. whose can be left out.

**EXERCISE 4**

1. to whom
2. in which
3. with whom
4. to which
5. by whom

**EXERCISE 5**

1. invoice you were looking for.
2. customers I deal with are very pleasant.
3. we wanted to stay in was fully booked.
4. she works for has a very good reputation.
5. we went to wasn't very good.

Relative clauses (2): where, with, what and non-defining clauses

**Practice**

**EXERCISE 1**

1. Would you like to visit the factory where we make the cars?
2. I recently went back to the town where I used to work.
3. Ivrea is the town where Olivetti has its headquarters.
4. This is the building where they filmed the Pepsi advert.

**EXERCISE 2**

1. with a DVD drive?
2. with a bit more experience.
3. that has a better view.
4. that has a lot of mistakes.
5. with a matching tie.
6. with a sense of humour.

**EXERCISE 3**

1. what you asked me to do.
2. can do what you want.
3. deliver what you need tomorrow.
4. hear what you said.
EXERCISE 4
2 The Oriental Hotel, where many famous people have stayed, is said to be the best in the world.
3 BMW's new Mini, which is built at Cowley in England, has been a great commercial success.
4 Exxon Mobil, which is the world's second largest corporation, is building a $3.5bn pipeline in Chad.
5 Their new range of cosmetics, on which they've spent €10 million, will be launched next month.
6 Mr Warburg, with whom I have discussed your proposal, would like to meet you next week.

EXERCISE 5
2 The room where we held the meeting was a little too small.
3 Brazil, which had high inflation in the 1990s, is now the leading economic power in South America.
4 The negotiators finally reached a formula on which everyone could agree.
5 I found it difficult to hear what the speaker was talking about.
6 Tim Lang, who only joined the company six months ago, is going to be promoted.
7 BMW, whose headquarters are in Germany, produces the new Mini in England.
8 I suggest we have a meeting in Romsey Street, where we rent a few offices.

Production

TASK 1
2 who were concerned about the growing number of addicts
3 which was at the centre of the opium trade
4 who had powerful allies in London
5 whose weapons were all old and outdated
6 which ended in 1842
7 which was signed the following year
8 which broke out in 1856
9 who were assisted by the French
10 which was signed in 1858

TASK 2 (Sample answers only)
2 My boss would like a Rolex watch with a gold strap.
3 My wife would like an Armani dress with a matching handbag.
4 My son would like a mountain bike with 27 gears.
5 My daughter would like a long coat with a high collar.
6 My niece would like an 'Executive Barbie' with a briefcase.

EXERCISE 2
1 is
2 is
3 are
4 is
5 are
6 is
7 is
8 is

EXERCISE 3
2 an
3 some
4 the
5 some
6 much
7 a few
8 much
9 a
10 a little
11 much
12 some

EXERCISE 4
2 some water
3 some equipment
4 a dollar
5 a cheque
6 a letter
7 some news
8 some furniture
9 a hotel
10 some luck

EXERCISE 5
2 a packet
3 a pint
4 a tube
5 a barrel
6 a litre
7 some money
8 some cash
9 some correspondence

Production

TASK 1
2 alcohol
3 time
4 weather
5 money
6 Spanish
7 meat
8 experience

TASK 2 (Sample answers only)
2 Time is money.
3 Meetings are designed to make idle people look busy.
4 Work is the new opium of the people.
5 Men are from Mars.
6 Women are from Venus.
7 Experience is only valued by the person who has it.
8 Productivity can be measured but satisfaction cannot.
Articles: \(a/\text{an}, \, \text{the} \, \text{or} \, \emptyset\) (no article)

**Practice**

**EXERCISE 1**

2 a  7 \(\text{an}\)
3 a  8 \(\text{an}\)
4 a  9 \(\text{an}\)
5 an 10 a
6 an

**EXERCISE 2**

1 A: the
B: a
2 A: a
B: the
3 A: the
B: a
4 A: the
B: a
5 A: a
B: the

**EXERCISE 3**

2 \(\emptyset\)  12 the
3 the  13 \(\emptyset\)
4 \(\emptyset\)  14 the
5 the  15 \(\emptyset\)
6 a  16 \(\emptyset\)
7 the  17 \(\emptyset\)
8 the  18 \(\emptyset\)
9 the  19 the
10 the  20 the
11 the  21 \(\emptyset\)

**EXERCISE 4**

Haiti  2 the
3 \(\emptyset\)
4 the
5 \(\emptyset\)

Zimbabwe  6 \(\emptyset\)
7 \(\emptyset\)
8 the

Somalia  9 the
10 the
11 \(\emptyset\)

Tajikistan  12 the
13 the
14 \(\emptyset\)
15 \(\emptyset\)
16 \(\emptyset\)

North Korea  17 \(\emptyset\)
18 \(\emptyset\)
19 \(\emptyset\)

Mongolia  20 the
21 the

**Production**

**TASK 1 (Sample answers only)**

2 We will ensure that the poor get equal access to education.
3 We will make sure that the rich pay a fair share of tax.
4 We will give new hope to the unemployed.
5 We make a promise that the sick will get free medical treatment.

**TASK 2 (Sample answers only)**

1 Médecins Sans Frontières is an international aid organisation that works in over 80 countries. It provides emergency medical assistance and often operates in countries where there is a war. In addition, the organization trains local personnel and uses the media to raise awareness of countries that are in crisis.

2 The World Food Programme is a branch of the United Nations and is based in Rome. It provides emergency food aid and, for example, it supplied emergency food to Mozambique after the recent floods. In addition, the organization helps to provide long term economic and social development. It is funded by governments, and the largest donors in 2000 were the United States, Japan and the European Union.

**Some and any**

**Practice**

**EXERCISE 1**

2 a  6 some
3 a  7 any
4 any  8 some
5 some

**EXERCISE 2**

1 any  6 some
2 some  7 some
3 any  8 any
4 any  9 any
5 any 10 any

**EXERCISE 3**

2 right
3 wrong – some letters
4 right
5 wrong – any major orders
6 right
7 wrong – some problems
8 right

**EXERCISE 4**

2 somewhere  5 anyone
3 something  6 anywhere
4 someone  7 anything

210 Answer key Units 36–37
Production

**EXERCISE 4**

1. excellent
2. soft
3. raw
4. fresh
5. tough
6. competitively
7. nicely
8. specially
9. widely

**EXERCISE 5**

1. well
2. good
3. well
4. good
5. widely
6. well
7. well

Production

**TASK 1 (Sample answers only)**

1. I needed some legal advice.
2. Yes, they’ve moved somewhere outside Madrid.
3. No, I haven’t said anything to anyone.

**TASK 2 (Sample answers only)**

1. No, you can discuss it with anyone you like.
2. No, you can sit anywhere you like.
3. You can store anything you like.

**TASK 3 (Sample answers only)**

1. Well, we didn’t meet many of the people we wanted to see.
   A lot of them were too busy to see us, and a few people were away on holiday because it was August. I suppose we got a little business out of it but it wasn’t really worth it.
2. Yes – I think I made a lot of progress. There weren’t many people on the course so we all got a lot of attention. The only problem was that we didn’t have much free time at the end – I saw a few famous places like Buckingham Palace, but I would have liked a lot more time off.

**Adjectives and adverbs**

**EXERCISE 1**

1. quarterly
2. punctually
3. late
4. publicly

**EXERCISE 2**

1. recovered briefly
2. collapsed dramatically
3. fell considerably
4. slightly
5. improved steadily
6. improved gradually

**EXERCISE 3**

1. surprisingly good
2. commercially viable
3. totally illegal
4. badly designed
5. terribly quickly

**Comparison (1): comparing adjectives**

**EXERCISE 1**

1. expensive
2. good
3. wealthy
4. big
5. narrow
6. cheap
7. bad
8. profitable
9. long
10. interesting

2. more expensive than
3. better than
4. wealthier than
5. bigger than
6. narrower than
7. cheaper than
8. worse than
9. more profitable than
10. longer than

3. the most expensive
4. the best
5. the wealthiest
6. the biggest
7. the narrowest
8. the cheapest
9. the worst
10. the most profitable

Units 37–39 Answer key 211
EXERCISE 2
1 larger 7 newer
2 more competitive 8 better
3 more expensive 9 more important
4 cheaper 10 older
5 competitive 11 wealthier
6 more popular 12 more lucrative

EXERCISE 3
3 Norway has the longest life expectancy.
4 Mexico has the shortest life expectancy.
5 Norway has the highest GDP per capita.
6 Mexico has the lowest GDP per capita.
7 Mexico has the best unemployment rate.
8 Poland has the worst unemployment rate.

EXERCISE 4
2 the most boring presentation I have ever heard.
3 the most difficult customers I have ever dealt with.
4 the best product we have ever produced.
5 the simplest program I have ever used.

EXERCISE 5
2 the second most profitable company in Korea last year.
3 the third wealthiest person in the world.
4 the fourth biggest killer in the world.

Production

TASK 1 (Sample answers only)
2 The job I do now is harder than my last job.
The job I do now isn't as easy as my last job.
3 Inflation this year is higher than it was last year.
Inflation this year isn't as low as it was last year.
4 Our company isn't as large as our major competitor.
Our company is smaller than our major competitor.

TASK 2 (Sample answers only)
2 The most interesting course I've ever been on was at MIT.
3 The best computer I've ever used was a Mac.
4 The nicest country I've ever visited is Argentina.
5 The most expensive hotel I've ever stayed in is the Oriental in Bangkok.
6 The fastest car I've ever driven was a Ferrari.
7 The most reasonable boss I've ever worked for was Robin Vernede.
8 The worst job I've ever had was filing dividends in the bank.

TASK 3 (Sample answer only)
I work for a local radio station in the south of England and I sell advertising. Our radio station is smaller than the main national stations, but we have a larger local audience base, so our local clients are very interested in our services. It's cheaper than advertising on TV, and we get lost of repeat business because our ads are more effective than newspaper adverts.

Comparison (2): comparing adverbs and nouns

Practice

EXERCISE 1
2 faster 5 more rapidly
3 more reliably 6 better
4 more quickly 7 more clearly

EXERCISE 2
2 the most extensively tested
3 best selling
4 the most efficiently managed
5 the most rapidly developing
6 the most heavily guarded

EXERCISE 3
A B
1 the most 1 more (value) than
2 the fewest 2 less (value) than
3 more (shares) than 3 as much (value) as
4 the most 4 the least
5 as many (customers) as 5 the most

EXERCISE 4
1 more 4 much
2 many 5 less
3 fewer

Production

TASK 1 (Sample answers only)
2 I don't go abroad as regularly as I used to.
3 I work harder than I used to.
4 I stay at work later than I used to.
5 I don't speak English as well as I used to.
6 I don't live as far from work as I used to.

TASK 2 (Sample answers only)
2 the hardest 5 the fastest
3 the most often 6 the most appallingly
4 the best

TASK 3 (Sample answers only)
2 I don't have as much free time as I used to.
3 I go to more dinners than I used to.
4 I don't go on as many training courses as I used to.
5 I get less sleep than I used to.
6 I don't buy as many books as I used to.

Degree: too, not enough, so, such

Practice

EXERCISE 1
2 too (high) 5 too (much work)
3 (clearly) enough 6 enough (money)
4 too (late)
EXERCISE 2
2 We don't have enough food.
3 We haven't brought enough warm clothes.
4 They make us walk too far.
5 We're having too many arguments.
6 We're disagreeing too much.
7 The weather isn't good enough for this kind of exercise.
8 The instructors don't help us often enough.
9 We aren't sleeping enough.
10 We're carrying too much equipment.

EXERCISE 3
2 Your products are too expensive for us to stock.
3 This contract is too complicated for me to understand.
4 My fax wasn't clear enough for him to read.
5 Your quotation wasn't low enough for us to accept.
6 The project was too risky for them to go ahead with.

EXERCISE 4
2 such good graphics; so fast; so user-friendly (software)
3 such a good idea; so clever; so useful (an invention)
4 so tasty; so nicely presented; such good value (a meal in a restaurant)
5 so light; so modern; decorated so beautifully (an office)
6 such good food; such style; such friendly staff (a hotel)
7 so illogical; so useful; so easy to learn (a language)
8 so fair; such a support; so conscientious (a colleague)

EXERCISE 5
2 d The company was in such a bad financial state that they called in the receivers.
3 f Frankfurt was so busy during the book fair that we couldn't get a hotel room.
4 b They treat their employees so well that nobody ever wants to leave.
5 g My laptop is so unreliable that I don't like to use it.
6 a The new drug was so successful that the factory couldn't meet the demand for it.
7 c He had such a good CV that we decided to interview him.

Production
TASK 1 (Sample answers only)
2 He hasn't got enough experience.
3 It isn't big enough for all of us.
4 I find him a bit too demanding.
5 I simply haven't got enough time.
6 I thought it would take up too much of my time.

TASK 2
2 a Their forecasts are too inaccurate for us to use.
   b Their forecasts aren't accurate enough for us to use.
3 a Our tax laws are too complicated for most people to understand.
   b Our tax laws aren't simple enough for most people to understand.
4 a Rents in the city are too high for us to have an office there.
   b Rents in the city aren't low enough for us to have an office there.
5 a The town is too small for us to have a branch in.
   b The town isn't big enough for us to have a branch in.

Production
TASK 1
2 I don't think she is capable of doing the work.
3 Everyone knows that Bordeaux is famous for its fine wines.
4 Mr Renaldinio is responsible for hiring new staff.
5 The Industrial Society is opposed to higher taxes.
6 Would you be interested in arranging a meeting?

TASK 2 (Sample answers only)
2 I'm answerable to the Director of Medical Research.
3 I'm good at executing complex projects.
4 I'd be capable of running any of the research departments.
5 I'd be satisfied with an extra 20%.

Answer: RAW MATERIALS

EXERCISE 2
   5 hiring
   6 manufacturing

EXERCISE 3
   5 annoyed with
   6 sorry about
   7 bad for

EXERCISE 4
   6 rich
   7 famous
   8 popular
   9 interested

Units 41–42  Answer key  213
TASK 3 (Sample answers only)
2 I’m very interested in antique furniture.
3 I’m different to my brother in a lot of ways.
4 I’m not afraid of taking risks.
5 I’m proud of the work that I’ve done for the company.
6 The work I’m doing now is similar to what I did in my last job.

43 Noun + preposition combinations

Practice

EXERCISE 1
2 request for 7 price of
3 advantage of 8 difference between
4 reply to 9 trouble with
5 cheque for 10 solution to
6 experience of

EXERCISE 2
1 in 5 of
2 of 6 in
3 in 7 of
4 of

EXERCISE 3
A 2 by 4 by
3 out
B 1 on 4 on
2 in 5 at
3 on 6 in

EXERCISE 4
1 to 7 at
2 of 8 of
3 for 9 to
4 On 10 in
5 of 11 by
6 to 12 of

Production

TASK 1 (Sample answers only)
2 between what you do and what I do.
3 in crime in inner cities?
4 to the political problems in the Middle East.
5 for coal rises dramatically.

TASK 2
2 ... in a hurry.
3 ... at a loss.
4 ... by car.
5 ... on time.
6 ... for sale.
7 ... in debt.
8 ... on order.

TASK 3
2 out of hand
3 by hand
4 on hand
5 in the hands
6 On the other hand

44 Verb + preposition combinations

Practice

EXERCISE 1
2 of 6 to
3 on 7 on
4 of 8 from
5 on

EXERCISE 2
2 hear about 5 think of
3 write to 6 look at
4 wait for

EXERCISE 3
1 blame 5 insure
2 provide 6 supply
3 Congratulations 7 divide
4 thank 8 spend

Answer: MICHELIN

EXERCISE 4
2 for 6 for
3 to 7 X
4 X 8 X
5 about

Production

TASK 1 (Sample answers only)
2 I’d talk to a friend about it.
3 I’d write to the Investor Relations Department.
4 I’d think about it for a few days.
5 I’d rely on my lawyer’s advice.

TASK 2 (Sample answers only)
2 He provided me with the information.
3 She thanked me for helping her.
4 He asked me for my opinion.
5 They congratulated us on solving the problem.

TASK 3 (Sample answers only)
2 invest it in the stock market.
3 spend it on a new suit.
4 insure it against theft.
Phrasal verbs

Practice

EXERCISE 1
3 PV  6 PV
4 OM  7 PV
5 OM  8 OM

EXERCISE 2
2 a You should never throw away receipts.
   b You should never throw them away.
3 a They’ve closed down the factory.
   b They’ve closed it down.
4 a We’ve managed to keep down inflation.
   b We’ve managed to keep it down.

EXERCISE 3
1 put me through  3 put it off
2 cut us off  4 pick him up

EXERCISE 4
2 look into  7 turn up
3 do without  8 look after
4 taking up  9 hold on
5 run out of  10 call on
6 checked in

EXERCISE 5
1 d  4 d
2 a  5 a
3 d

Production

TASK 1
2 up  5 out
3 into  6 through
4 forward

TASK 2 (Sample answers only)
1 come across: He comes across as being a rather aggressive person.
2 come down: The price of DVD recorders will come down as they become more common.
3 come up with: He thought about the problem and came up with a brilliant solution.
4 come down with: Have tomorrow off – you sound as if you are coming down with a cold.
5 come on: Come on, we have to leave now or we’ll be late.
6 take over: I lost my job when our firm was taken over.
7 take on: They are expanding fast and want to take on 500 new staff.
8 take up: The charity work she does takes up a lot of her time.
9 take to: I’m surprised you liked him; I didn’t take to him at all.
10 take in: There’s too much information to take in all at once.
11 get on: I like my boss – we get on very well.
12 get through: I’ve been ringing her all day but I haven’t managed to get through yet.
13 get by: I don’t need much money; I can get by on very little.
14 get down: The thought of having to do all that filing is really getting me down.
15 get in: Do you know what time Mr Carlton’s flight is getting in?
Progress tests

**Test 1** Units 1–3  
(total = 20 marks)

**QUESTION 1**  
(10 marks)

Fill in the blanks in the following email. Put the verbs in brackets into the present simple (e.g. he works) or the present continuous (e.g. he's/he is working). See the examples.

Dear Jim

Thanks for your message, and yes, I'm back at the ski resort for the next three months. I'm working for Snowtravel again and I know a couple of the other instructors from last year.

At the moment I'm sitting in the new Internet Cafe in the village, which is great to have. It's open at 6 a.m. and not closed until midnight, so it's very convenient, and it means you can contact me any time.

The job is great — at the moment I'm teaching a family — they're just here for a week and I'm giving them private lessons. The three children are making good progress, but the mother and father are a disaster.

The weather isn't very good — in fact right now it's raining a little, so there's no snow in the village. But it's getting colder, and by next month there will be plenty of snow.

I want to come over some time? Please let me know and I'll find you a place to stay.

All the best

Nancy

**QUESTION 2**  
(10 marks)

Complete the following sentences. Put the verbs in brackets into the present simple or the present continuous.

1 A: Where are you coming from?  
   B: I'm Indian — my home town is Mumbai.

2 I'm in the pharmaceutical research division. Currently we are developing a new drug for heart disease.

3 I'm afraid Mr Brasseler is out — he's having lunch with a client.

4 As a rule, cuts in interest rates help companies to create jobs.

5 TJR Systems is a small company that produces software for engineering firms.

6 I use a company car this week because mine is at the garage.

7 As a rule my manager goes abroad once or twice a month.

8 Because of global warming, sea levels are rising slowly.

9 I'm on the 18.30 flight that gets in at 21.25.

10 I'm sorry this is a bad line — where are you calling from?

---

**Test 2** Units 4–6  
(total = 20 marks)

**QUESTION 1**  
(10 marks)

Complete the following text. Put the verbs into the past simple (e.g. he worked) or the present perfect (e.g. he's/he has worked).

James Dyson, one of the UK's most successful inventors, began his career when he was a student at the Royal College of Art. He launched the Sea Truck in 1970, and a few years later he thought up the award-winning Ballbarrow.

In 1978, he built a new kind of machine for removing dust, and this led to the idea of a new kind of vacuum cleaner. It took him 15 years to finish, but when the first DC01 vacuum cleaner came out in 1993, it became an instant success.

Dyson's company is inventing products all the time, and they just developed a new kind of washing machine which already has considerable commercial success.
QUESTION 2

Complete the dialogues. Put the verbs into the past simple or the present perfect.

1 A: ................................ (you/ever/be) to Singapore?
   B: Yes - in fact I ................................ (live) there for two
       years, from 1997 to 1999.
2 A: I ................................ (not/receive) your report
       yesterday - could I see it now?
   B: I'm sorry, but I don't know where it is - I
       ................................ (lose) it.
3 A: I can't find Mrs Langer - ................................ (she/go) to
       lunch?
   B: Yes, she ................................ (leave) about 10 minutes
       ago.
4 A: ................................ (John/send) you those figures yet?
   B: Yes, he ................................ (email) them to me last
       night.
5 A: How many units ................................ (we/sell) last year?
   B: 8,500 – and so far this year we ................................ (sell)
       over 10,000 and it's only May.

QUESTION 3

Rewrite the following sentences using the verb in brackets. See the example.

1 How long ago did you come to England? (be)
   How ................................................................................ England?
2 The last time I updated the web page was on 11 June.
   (not/have)
   I ............................................................................. 11 June.
3 It's not a new car - I bought it over a year ago. (have)
   It's not a new car - I ........................................ over a year.
4 I've rung them again and again, but they won't
   answer. (ring)
   I ................................................................. all day, but they won't answer.
5 The last time they invested in any new equipment
   was years ago. (have)
   They ................................................................. years.

QUESTION 1

In each of the following sentences, fill in the blanks with ONE word only.

1 We haven't had any new orders ............... over a month.
2 We have been producing cars at the Oxford factory
   ............... nearly 80 years.
3 It's several weeks ............... I was last at the office.
4 My boss went on a course ............... September last year.
5 How long ............... did Mr Koczka leave?
6 The last meeting took place ............... 18 July.
7 A lot of the factories here were shut down
   ............... the 1980s.
9 I haven't been feeling well ............... I went to
   that fish restaurant.
10 My colleague worked in Hong Kong ............... five years before coming back to Hamburg.

Test 4 Units 10—11 (total =30 marks)

QUESTION 1

Put the verbs in brackets into the past simple (e.g. he worked), the past continuous (e.g. he was working) or past perfect (e.g. he'd/he had worked).

1 I ................................ (not/pay) the cheque in
   because the bank ........................................ (already/shut)
   by the time I got there.
2 Anja (not/pick up) the phone because she (deal) with another customer when it rang.

3 While I (travel) in South America, I (get) the idea for my new business venture.

4 I (take) the car to the garage this morning because it (make) a strange noise.

5 They (still/not/pay) their bill, so we (send) them a second reminder.

6 When I (reach) the airport, the flight (already/close), so I waited for the next one.

7 Jason (be) worried about last week’s presentation because he (not/prepare) his talk.

8 Sheila was very happy when I last (see) her because she (just/get) a raise.

9 He (lose) his passport while he (travel) to the conference.

10 While I (check) the figures, I (notice) a couple of mistakes.

QUESTION 2 (10 marks)
Complete these sentences. In each one, put one verb in the past simple (e.g. he worked) and the other verb in the past perfect continuous (e.g. he'd/he had been working).

1 When he finally (retire), he (work) for the company for 20 years.

2 We (wait) for over five hours by the time the plane finally (leave).

3 When they (make) the breakthrough, they (try) to solve the problem for two years.

4 He finally (decide) to see a doctor because he (not/feel) well for months.

5 When the accident (happen), he (drive) the lorry for 13 hours without a break.

QUESTION 2 (8 marks)
Read the dialogue. Change the verbs in brackets using will (e.g. he’ll work) or going to (e.g. he’s going to work).

A: I think I’d like to go now – I’ve got a busy weekend ahead.
B: Really? What 1 (you/do)?
A: Well, tonight I 2 (have) dinner with the Jamiesons, and then tomorrow morning I 3 (drive) to Bristol with Frau Müller for a conference.
B: That’s quite a journey – how long 4 (it/take)?
A: About six or seven hours. Of course it means we 5 (need) to leave early because the conference starts at 11.
B: Do you plan to drive back tomorrow night?
A: No, I’ve booked a hotel – we 6 (stay) at the Intercontinental, which 7 (make) things easier.
B: So when do you suppose you 8 (be) back?
A: Late Sunday night I suppose. And in time for work on Monday.
QUESTION 3
(6 marks)
In each of the following sentences, choose the correct answer.

1 Monsieur Degas ........... this afternoon, but he rang to change the appointment to next Thursday.
   a would come 
   b was coming 
   c is going to come 
   d will have come 

2 We ........... our normal suppliers, but we have changed our minds because we have found some new ones that are cheaper.
   a will use 
   b are going to use 
   c will be using 
   d were going to use 

3 Could you look after Mrs Cervenkova tomorrow – I can't do it because I ........... back from the conference when she gets here.
   a will have travelled 
   b was travelling 
   c was going to travel 
   d will be travelling 

4 If sales continue to do this well, we ........... our target by the end of next month.
   a will have reached 
   b are reaching 
   c will be reaching 
   d were reaching 

5 Ring Rodrigo and see how the interview went – I’m sure he ........... by now.
   a will be hearing 
   b is going to hear 
   c will have heard 
   d is hearing 

6 I’m off on holiday on Saturday, so this time next week I .......... on a beach in Barbados.
   a will lie 
   b will be lying 
   c will have lain 
   d am going to lie 

QUESTION 4
(6 marks)
Re-write the following sentences using the words in brackets. See the example.

There’s a very good chance that we will win the contract. (probably)

1 The chances are that there will be more redundancies soon. (likely)

2 I doubt that Tamas will want to come to the meeting. (shouldn’t think)

3 I don’t imagine I’ll get a pay rise this year. (probably)

4 The new IT system is certain to improve our efficiency. (definitely)

5 There’s a chance that Signor Lupelli will come in tomorrow. (might)

6 I shouldn’t think that he will get the job. (doubt)

QUESTION 1
(10 marks)
Read the newspaper article. Underline the correct form of the verb in italics.

The telecoms regulator Oftel 1 has released/has been released figures showing that broadband 2 is taking up/is being taken up rapidly by British households and businesses. The statistics, which 3 published/were published yesterday, 4 show/are shown that over 30,000 subscribers a week 5 are turning/are being turned to high-speed Internet services. The main advantage of broadband is that files 6 can download/can be downloaded by users up to 40 times faster than with a dial-up modem, and the connection 7 can leave/can be left open all the time. Broadband services 8 have reached/have been reached most major towns and cities, but customers in more remote areas 9 do not know/are not known whether the phone lines in their areas 10 will upgrade/will be upgraded.
QUESTION 2 (10 marks)

Re-write the following sentences so that they have the same meaning.

1. A local firm is redecorating our offices.
   Our offices ....................................................... a local firm.
2. They grow a lot of the world's tea in India.
   A lot of ................................................... in India.
3. I'll have the interviews conducted by my assistant.
   I'll get ........................................................... the interviews.
4. His suits are all made in Savile Row.
   He has ........................................................... in Savile Row.
5. Two brothers founded the company in 1896.
   The company ........................................................ in 1896.
6. Nobody has paid the bill yet.
   The bill still.............................................................................
7. They reorganized the department last year.
   The department ................................................... last year.
8. An Italian designer updated our winter range.
   We had ................................................... by an Italian designer.
9. You will be collected from the airport.
   Someone .................................................. from the airport.
10. I'll ask Accounts to send you another copy of the invoice.
    I'll have ................................................... another copy of the invoice.

QUESTION 3 (5 marks)

Complete the sentences using a conditional form so that they have a similar meaning. See the example.

He didn’t do well in the final interview. He didn’t get the job.
If he had done well in the final interview, he’d/would have got the job.

1. You checked the invoice. We didn’t make an expensive mistake.
   If you ........................................................... the invoice.
2. Fiona didn’t come to the meeting because she was in London.
   If Fiona ........................................................... the meeting.
3. We didn’t realize interest rates were going to rise so quickly. We took out a big loan.
   If we ........................................................... the loan.
4. I didn’t know you were planning to leave. I promoted you.
   If I ........................................................... you.
5. They didn’t give a good presentation. They didn’t win the contract.
   If they ........................................................... the contract.

QUESTION 4 (10 marks)

In each of the following sentences, choose the correct answer.

1. I think I’ll check my emails, just .......... Kostas has sent me a message.
   a if  
   b unless  
   c so that  
   d in case  
2. My flight gets in at 9.30, so I’ll call you .......... I get there.
   a when  
   b if  
   c unless  
   d in case
3 Neil’s a good administrator, but if he deals with customers, he always ......... problems.
a is creating
b creates
c created
d would create

4 If that package from Neilson’s arrives this afternoon, .......... it up to my office immediately.
a you are bringing
b you would bring
c bring
d you brought

5 If you .......... tomorrow, you’ll have problems because of the strike.
a will travel
b travelled
c would travel
d travel

6 It’s got a year’s guarantee, so you can bring it back if anything ......... wrong.
a will go
b would go
c goes
d had gone

7 You can go ahead and order the parts as .......... as you get permission from Accounts.
a long
b high
c far
d many

8 It was clear that the strike would go ahead .......... there was a last-minute breakthrough.
a unless
b as long as
c so that
d if

9 If I .......... a bit more experience I’d be in a position to apply for that job, but they need someone more senior.
a have had
b would have had
c will have
d had had

10 I .......... the contract if I had read it properly.
a will have signed
b wouldn’t have signed
c didn’t sign
d signed

Test 8 Units 23–26 (total = 25 marks)

QUESTION 1 (5 marks)
Rewrite these suggestions using the word in brackets.

1 Shall we go out to the new Italian restaurant? (Why)

2 Let’s set up a meeting to discuss this. (How)

3 What about finishing this off tomorrow? (Shall)

4 Why don’t we have a word with the boss? (Let’s)

5 Shall we send them another email? (What)

QUESTION 2 (10 marks)
A Complete the text with have to, don’t have to or can’t.

Capital cities around the world are trying to tackle the problems of busy roads and pollution in different ways. In Athens, on certain days of the week, you can drive if your car number plate ends in an even number, but on the other days, you 1 .......... drive and 2 .......... find some other way of getting to work. In London there is a congestion charge, which means that you 3 .......... drive through central London for free any more – you 4 .......... pay about £5 to take your car into the city centre. There are some exceptions – people with electric cars 5 .......... pay the charge because they don’t cause any pollution.

B Complete the email message with had to, didn’t have to or wasn’t/weren’t allowed to.

Thanks for your message. Yes, Peter and I both went on that course last year. We 6 .......... work from 9 to 1, and 2 to 4.30, but the rest of the time we were free (apart from the homework assignments that we 7 .......... do every night). It was a residential course – and in fact we 8 .......... leave the campus for any reason – they said participants 9 .......... take every opportunity to exchange ideas. At first it felt a bit like being locked in, but it wasn’t too bad, and we found we had a lot more time because we 10 .......... travel to and from home every day.
In each of the following sentences, choose the correct answer.

1. The files aren't here - I ........ them back at the office.
   a. may leave
   b. must be leaving
   c. should have left
   d. must have left

2. If the meeting goes well, they ........ award us the contract.
   a. ought
   b. shall
   c. need
   d. might

3. I haven't seen Simone for ages - she ........ in a different department.
   a. should work
   b. needn't have worked
   c. must be working
   d. ought to have been working

4. It's a pity we sold the shares when we did - we ........ them for another couple of months.
   a. should keep
   b. should be keeping
   c. should have kept
   d. should have been keeping

5. Sorry, but ........ you give me a hand with these boxes? They're very heavy.
   a. might
   b. may
   c. would
   d. shall

6. He worked until 10 p.m. and ........ finish the proposal in time.
   a. managed to
   b. was able
   c. could
   d. succeeded

7. We had to get an interpreter in Japan because none of us ........ speak Japanese.
   a. knew
   b. were able
   c. could
   d. succeeded

8. We were lucky that the security guard put out the fire in time - we ........ the whole warehouse.
   a. were able to lose
   b. managed to lose
   c. could lose
   d. could have lost

9. The CEO is confident that we will ........ increase sales by 10% next year.
   a. can
   b. ought
   c. be able to
   d. manage

10. We .......... them the reminder on Monday morning because the cheque arrived in the post that afternoon.
    a. needed to send
    b. needn't send
    c. needed to have sent
    d. needn't have sent

Complete the dialogue. Put the verbs in brackets into the infinitive (e.g. to work) or the -ing form (e.g. working).

A: How can we justify 1 ................. (spend) so much money on advertising? We agreed 2 ................. (try) and cut down expenditure, but this proposal of yours means 3 ................. (use) even more resources than last year.

B: I realize that, and I would like 4 ................. (make) cuts, but we can't afford 5 ................. (lose) any market share at the moment. If we are hoping 6 ................. (increase) sales, we've got to carry on 7 ................. (advertise).

A: Maybe, but I can't help 8 ................. (feel) that there's a better way. For a start I'd suggest 9 ................. (get) some other advertising agencies to give us some quotes.

B: OK, I'll arrange 10 ................. (see) some others and I'll let you know what they say.

Re-write these sentences using the verb in brackets.

1. He said to me: 'Go on, apply for the job!' (encourage)
   He ................................. the job.
2 He said to me: ‘Don’t drive too fast – there’s a speed camera ahead.’ (warn)
He ........................................................................................................
because there was a speed camera ahead.

3 He said to me: ‘Could you put the offer in writing?’ (ask)
He ........................................................................................................
the offer in writing.

4 My boss said: ‘You have to stay until the project is finished.’ (make)
My boss ............................................................................................
until the project was finished.

5 He said to me: ‘You ought to see a lawyer.’ (advise)
He ........................................................................................................
a lawyer.

QUESTION 3
(5 marks)
Complete the following sentences. Put the verbs into the infinitive or the -ing form.

1 I forgot .................. (take) my mobile phone charger with me on my last trip, so I had to buy a new one.

2 A: Anna, did you remember .................. (send) that contract off to Licia?
B: Yes, I did it yesterday.

3 These figures need .................. (check) – they don’t look right to me.

4 I regret .................. (say) that we will not be able to offer you the job, but we would like to thank you for your interest in the company.

5 When interest rates rise, consumers usually stop .................. (spend) and start saving.

QUESTION 4
(5 marks)
Complete the text. Put the verbs in brackets into the infinitive or the -ing form.

After 1 .................. (leave) university in 1986, Luis Miguel knew that he wanted a career in travel. However, before 2 .................. (start) his own business, he got a job with a local travel firm, where he quickly learned how 3 .................. (operate) a small agency. A year later, he left 4 .................. (set up) his own company, Travelextra, which grew rapidly by 5 .................. (concentrate) on giving excellent value and top class customer service.
3 At the meeting the shareholders asked how the company .......... in the previous year.
  a did
  b had done
  c have done
  d has done

4 I couldn't find Mile Arnoux, so I asked her secretary .......... .
  a was she there
  b where was she
  c where she was
  d where she was being

5 He rang to ask .......... we were still interested in the site or not.
  a whether
  b when
  c where
  d that

6 I didn't receive the ticket, so I rang the travel agent to ask if they .......... it.
  a sent
  b had sent
  c have sent
  d sends

7 My boss was very supportive and .......... me to apply for the promotion.
  a refused
  b threatened
  c apologized
  d encouraged

8 He apologized .......... at the meeting late.
  a to arrive
  b that he arrived
  c of arriving
  d for arriving

9 It's a nice car but I wonder .......... .
  a what it costs
  b what does it cost
  c how much does it costs
  d if it costs

10 I rang to ask when they .........., but in fact they had already relocated.
  a are moving
  b will move
  c shall move
  d were moving

---

QUESTION 1
(10 marks)
Complete the text with the words in the box.

In the corporate market, apartment hotels are rapidly becoming popular with executives 1 .......... travel a great deal. Apartment hotels, 2 .......... share some of the features of traditional hotels such as a reception desks, can be hired for a single night or for several weeks. They are ideal for anyone 3 .......... job takes them away from home for a month or so at a time, because 4 .......... they provide is a space that is much more like home, with a bathroom, sitting room, bedroom and working area. Apartment hotels also come with a kitchen, 5 .......... executives can make meals, and they have laundry facilities as well, 6 .......... helps to keep costs down.

Dominique Villon, 7 .......... consultancy company DSD International advises clients on corporate travel, says they are a welcome development but are not ideal for everyone: 'Apartment hotels are great in places like London, 8 .......... traditional hotels are extremely expensive, but 9 .......... they lack is room service, and that can be a problem for executives 10 .......... don't have the time to cook for themselves.'

QUESTION 2
(10 marks)
Complete the following sentences with a relative pronoun. Sometimes there is more than one correct answer.

1 I have to share an office with a colleague .......... smokes.

2 Passengers without a valid visa will be sent back to the country from .......... they have come.

3 Do you have the number of that hotel .......... Mrs Serdar is staying?

4 What was the name of that man .......... came in yesterday?

5 Manuel's father, .......... set up the company in 1965, has handed control to his son.

6 Can you find out what has happened to the shipment .......... we sent them?
7 We need a translator...mother tongue is Icelandic.
8 In 1987 he moved to Seoul...he set up the Asia division.
9...I am looking for is a job with more responsibility.
10 Please show Mr Kiedrowski to the room...they are holding the meeting in.

**Test 12** Units 35–37 (total = 20 marks)

**QUESTION 1** (7 marks)
Complete the sentences with a, an or some.

1. Take...cash with you for the taxi from the airport.
2. Do you know...hotel in the centre of Istanbul?
3. I've got...money invested in the stock market.
4. He has ordered...new furniture for the office.
5. I'd like...litre of water please.
6. I've got...interesting news for you.
7. In this department they are doing...research into new heat-resistant materials.

**QUESTION 2** (7 marks)
Complete the dialogue. Fill in the blanks with a/an, the or (no article).

A: How long have you been in engineering?
B: About twenty years. Just after I graduated, I went to work for...small company in...Lille.
A: So you haven't always been your own boss?
B: No – I worked there for about five years, but then...company got into trouble and closed down. I had to find...new job, and decided to set up...business of my own. Now we have one hundred employees and specialize in projects in...Middle East, and it's those projects that are...most valuable to us.

**Test 13** Units 38–41 (total = 30 marks)

**QUESTION 1** (8 marks)
Complete the sentences with a suitable adverb or adjective based on the word in brackets. See the example.

The stock market has fallen dramatically (drama) over the last few weeks.

1. The new model has excellent sound insulation and runs almost...silent...
2. I have just received the latest...quarter sales report.
3. I have had...considerable experience of working in the private sector.
4. You’ll like working here, and everyone is very...friendly...!
5. What’s the matter with Stefan? He looks very...angry...about something.
6. The bank was not convinced that the new business would be...viable.
7. It's an excellent Chinese restaurant and the food tastes...authentic...!
8. We ought to look into Mika's proposal; it sounds very...interesting...!
QUESTION 2
Complete the extract from a presentation. Put the adjectives in brackets into the correct comparative or superlative form.

The shop in Alan Street has some advantages. For a start, it is in 1 ......................................... (busy) street in the town, so there would be a lot of potential customers. As it is the town centre, it would be 2 ......................................... (convenient) than going out to the Retail Park for a lot of people. As far as the rent is concerned, they’re both about the same – in fact Alan Street is a little 3 ......................................... (cheap).

However, if we now take a 4 ......................................... (close) look at the Retail Park outlet, you’ll see that it also has a number of advantages. Firstly, it was only built last year, so it feels much 5 ......................................... (modern) than Alan Street. It’s also in the 6 ......................................... (good) position of all of the shops there, which would be very helpful. So all in all, although the Retail Park outlet is 7 ......................................... (not/easy) to get to as Alan Street, I think it would meet our needs.

QUESTION 3
Complete the sentences by changing the words in brackets to comparative or superlative adverbs.

1 The new temp types ......................................... than my usual secretary, but she’s not as good at shorthand. (fast)
2 The original Barbie was a great success and quickly became the ......................................... selling toy in the USA. (good)
3 Car engines run ......................................... if they use the correct grade of motor oil. (efficient)
4 I did ......................................... in the exams than I had expected. (bad)
5 As he arrived ........................................., he had to unlock the office and turn on the lights. (early)

QUESTION 4
Complete the dialogue with the words in the box.

A: How do you find the new car compared to the old one?
B: Well, the Audi got through 1 ......................................... petrol – it only did about 20 miles a gallon, but it was quite old. The Citroën is better and uses 2 ......................................... fuel, but of course it doesn’t carry as 3 ......................................... people – it’s just a normal five-seater, but that’s all I really need.

A: What about luggage space?
B: The Citroën doesn’t have as 4 ......................................... room as the Audi, but that doesn’t really matter as I don’t set up exhibitions myself any more, so I take 5 ......................................... cases than I used to.

QUESTION 5
Re-write the sentences.
1 I couldn’t carry the boxes. They were too heavy.
The boxes were ......................................... lift.
2 The bill was too high. I refused to pay it.
The bill was ......................................... that I refused to pay it.
3 He can’t join the Army. He is too young.
He isn’t ......................................... to join the Army.
4 The design was so good that everyone copied it.
It was ......................................... that everyone copied it.
5 We couldn’t take on the project. It was too big for us.
The project was ......................................... to take on.

Test 14 Units 42-45 (total = 30 marks)

QUESTION 1
Complete the puzzle opposite to find the missing word.

1 What are the main differences ......................................... the two offers you have received?
2 Southern Africa is rich ......................................... minerals such as gold.
3 She’s very enthusiastic ......................................... the new project and is really looking forward to starting.
4 I enclose a ......................................... for $300 made payable to Lawsons Inc.
5 We had to sell all our stock at ......................................... notice, so we didn’t get the best price.
6 I am writing in ......................................... to your letter of 18 November.
7 A further rise in interest rates would be bad ......................................... business.
8 I complained to the manager that I was not satisfied ......................................... the service I had received.
9 Yes, I can confirm that the house is for ........................................., and the asking price is $950,000.
10 There have been no delays so we expect the flight to arrive on ......................................... .

226 Progress tests Units 38-45
QUESTION 2  (5 marks)

Complete the sentences with a suitable word.

1 Mr Salepçioglu is very keen on the venture, but I’m not sure that I agree ........................................ him.

2 The correct mixture consists ........................................ 25 parts of petrol to one part of oil.

3 I may be able to come on Friday – it depends ........................................ how work goes this week.

4 You can always rely ........................................ Laura for good advice.

5 How much do you pay ........................................ electricity per quarter?

QUESTION 3  (5 marks)

Re-write the following sentences using the verb in brackets.

1 Could you give us tea and coffee at 11 a.m.? (provide)
   Could you ........................................ tea and coffee at 11 a.m.?

2 He said thanks because I came to the meeting. (thank)
   He ........................................ coming to the meeting.

3 An airbag stops you hitting the steering wheel in an accident. (protect)
   An airbag ........................................ hitting the steering wheel in an accident.

4 What is your clothes expenditure in a year? (spend)
   How much ........................................ clothes in a year?

5 The bank will lend us $2 million. (borrow)
   We can ........................................ the bank.

QUESTION 4  (10 marks)

Re-word the verbs in italics using a two- or three-part phrasal verb based on the verb in brackets. See the example.

   It’s a binding contract, and that means we can’t withdraw from it now. (back)
   It’s a binding contract, and that means we can’t back out of it now.

1 I’m calling to see if we can delay the tour. (put)
   I’m calling to see if we can ........................................ the tour.

2 Someone needs to tidy this office. (clear)
   Someone needs to ........................................ this office.

3 I want you to discover what is going on in the sales department (find)
   I want you to ........................................ what is going on in the sales department.

4 The man who came for an interview got lost and eventually arrived two hours late. (turn)
   The man who came for an interview got lost and eventually ........................................ two hours late.

5 It’s not a very reliable scanner – it seems to stop working all the time. (break)
   It’s not a very reliable scanner – it seems to ........................................ all the time.

6 Leave the problem with me and I’ll investigate what has gone wrong. (look)
   Leave the problem with me and I’ll ........................................ what has gone wrong.

7 The loss of the order is a serious blow, but we will recover from it. (get)
   The loss of the order is a serious blow, but we will ........................................ it.

8 I’ll call you as soon as I’ve registered at the hotel. (check).
   I’ll call you as soon as I’ve ........................................ at the hotel.

9 I’m very lucky because I like my boss. (get)
   I’m very lucky because I ........................................ my boss.

10 Martine Sanchez is the Head of Personnel, and she’ll take care of you during your visit. (look)
   Martine Sanchez is the Head of Personnel, and she’ll ........................................ you during your visit.
Progress tests – Answer key

**Test 1**

**QUESTION 1**

1. 'm/am sitting 6. 'm/am giving
2. open 7. are making
3. doesn't close 8. 's/is raining
4. means 9. 's/is getting
5. 'm/am teaching 10. Do you want

**QUESTION 2**

1. do you come 6. 'm/am using
2. 're/are developing 7. goes
3. 's/is having 8. are rising
4. help 9. gets
5. produces 10. are you calling

**Test 2**

**QUESTION 1**

1. was 6. took
2. launched 7. came
3. thought 8. became
4. built 9. have just developed
5. led 10. has already had

**QUESTION 2**

1. Have you ever been, 4. Has John sent, lived
2. didn’t receive, 5. did we sell, ‘ve/have lost
3. has she gone, left

**Test 3**

**QUESTION 1**

1. for 5. ago 8. in
2. for 6. on 9. since
3. since 7. in 10. for
4. in

**QUESTION 2**

1. has been entertaining 2. open 3. won
4. has been trying 5. has been acting

**QUESTION 3**

1. long have you been in 2. haven't updated the web page since
3. 've/have had it for 4. 've/have been ringing them
5. haven't invested in any new equipment for

**Test 4**

**QUESTION 1**

1. didn't pay, had already shut 6. can be downloaded
2. didn't pick up, was dealing 7. can be left
3. was travelling, got 8. have reached
4. took, was making 9. do not know
5. still hadn't paid, sent 10. will be upgraded

**QUESTION 2**

1. retired, 'd/had been working 2. 'd/had been waiting, left
3. made, 'd/had been trying 4. decided, hadn't been feeling
5. happened, 'd/had been driving

**Test 5**

**QUESTION 1**

1. 's/is going to get 4. 'll/will give
2. 'll/will email 5. are they going to do
3. 'll/will take

**QUESTION 2**

1. are you doing 5. 'll/will need
2. 'm/am having 6. 're/are staying
3. 'm/am driving 7. will make
4. will it take 8. 'll/will be

**Test 6**

**QUESTION 1**

1. has released 6. can be downloaded
2. is being taken up 7. can be left
3. were published 8. have reached
4. show 9. do not know
5. are turning 10. will be upgraded

**QUESTION 2**

1. are being redecorated by 2. the world's tea is grown
3. my assistant to conduct 4. all his suits made
5. was founded by two brothers 6. hasn't been paid.
7. was reorganized 8. our winter range updated
9. will collect you 10. Accounts send you

**Test 7**

**QUESTION 1**

1. unless 4. unless
2. when 5. in case
3. if

**QUESTION 2**

1. was/were, 'd/would ring 2. improve, 'll/will close
3. had, 'd/would study 4. don't have, won't give
5. would you develop, were

**QUESTION 3**

1. ... hadn't checked the invoice, we'd/would have made an expensive mistake.
2. ... hadn't been in London, she'd/would have come to the meeting.
3. ... had realized that interest rates were going to rise so quickly, we wouldn't have taken out a big loan.
4. ... had known you were planning to leave, I wouldn't have promoted you.
5. ... had given a good presentation, they'd/would have won the contract.

**QUESTION 4**

1. d 4 c 7 a 9 d
2. a 5 d 8 a 10 b
3. b 6 c
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