Introduction

The DELTA Business Communication Skills series uses a learner-centred approach to develop key communication and language skills essential for today's international business environment. The series is designed for learners of business English at pre-intermediate and intermediate level, either pre-service or in-service, and it can be used either in the classroom or for self-study.

Business English Language Practice aims to support the other books in the series by developing grammar and vocabulary skills. It is split into two sections – Grammar and Vocabulary – each containing 12 units, which focus on the key areas covered in the rest of the series.

- The Grammar section covers meaning, plus use and form.
- The Vocabulary section covers meaning, spelling, pronunciation, collocations and word families.

Each unit has a Practice section and a Reference section.

The book also contains:

- Needs analysis. This encourages you to consider what you need to focus on in order to get the most out of the book and your learning.
- Learning journal. This provides the opportunity to reflect and personalize what you have studied in the book.
- Answer key. This is designed to enable you to work either alone or with a teacher.

How to use this book

Step 1
Start by working through the Needs analysis (pages 5–6). This will help you to:

- consider your strengths and weaknesses in English grammar and business vocabulary;
- identify and practise your immediate and future needs for grammar and vocabulary;
- determine the order in which you work through the units in this book.

Step 2
Familiarize yourself with the Learning journal (page 7), to which you are asked to refer at the end of every Practice section.

Step 3
Work through the units in the order you feel most appropriate to your needs and interests.

We hope you enjoy using this book.

Susan Lowe and Louise Pile
Authors

About the authors: Susan Lowe and Louise Pile have extensive general and business English teaching and teacher-training experience. They have written and edited a range of print and multimedia language-learning materials.
Needs analysis

Consider how effective you are in business grammar and vocabulary by answering the questions below and on the next page. Choose the correct options to complete the sentences. Then check your answers on page 74 and work through the Prioritizing your needs section on page 6.

Grammar

Present tenses
1. My boss ______ work before 7 a.m. at least twice a week.
   a. starts  b. is starting  c. does start
2. At the moment, sales ______ very quickly.
   a. increase  b. are increasing  c. increased

Past tenses
3. Only six people ______ the training yesterday.
   a. attend  b. are attending  c. attended
4. What ______ at your appraisal last week?
   a. did you discuss  b. you discuss  c. do you discuss

Will and going to
5. Are you late? ______ you a lift to work if you like.
   a. I'll give  b. I give  c. I giving
6. It's already decided. We ______ the conference in May this year.
   a. are going to hold  b. held  c. hold

Modals
7. I'm not sure what to do about the meeting. I ______ just postpone it.
   a. can  b. shall  c. might
8. Stop here. You ______ go into the chemical research lab.
   a. don't need to  b. mustn't  c. couldn't

Conditionals
9. If I were you, I ______ for the job.
   a. would apply  b. apply  c. applied
10. If sales ______ further, the company will be in trouble.
    a. will fall  b. fall  c. are falling

-ing forms and infinitives
11. My colleague suggested ______ out for lunch.
    a. to go  b. go  c. going
12. Are you hoping ______ promotion?
    a. to get  b. getting  c. get

Comparatives and superlatives
13. James is much ______ at finance than Henry.
    a. good  b. better  c. well
14. The Oxford branch is ______ successful in the whole company.
    a. the more  b. more  c. the most

Relative clauses
15. My boss, ______ is the head of HR, is planning to retire early.
    a. who  b. which  c. that
16. The department ______ I work in is under tremendous pressure.
    a. what  b. that  c. who

Articles
17. Have you seen ______ report we were talking about earlier?
    a. the  b. a  c. —
18. I'm ______ designer and I work for Shiptons.
    a. an  b. a  c. the

Determiners
19. I'm sorry, but I don't have ______ money on me.
    a. some  b. any  c. many
20. Don't worry. We've still got ______ time left before the meeting.
    a. a little  b. little  c. few

Passives
21. Due to a lack of support, the exhibition ______.
    a. has been cancelled  b. has cancelled  c. cancelled
22. All staff reaching their target ______ a bonus.
    a. will give  b. will be given  c. give

Reported speech
23. My boss told me she ______ her job.
    a. would hate  b. hating  c. hated
24. Sylvie said she ______ to take early retirement.
    a. wanted  b. will want  c. want

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Vocabulary

Companies and offices
1 KP Recruitment hasn’t been in business for very long. It is _______ company.
   a an upcoming    b a well-established   c a multinational
2 The media are reporting the unexpected ______ between JG Construction plc and Designit.
   a merge    b merger    c merged

Finance
3 Sales have continued to go down over the last few months – they’ve ______ to 10,000 units per month.
   a dropped    b increased    c evened out
4 We don’t make much money on those products, but we do on the £754 – it’s quite ______.
   a profit    b profitable    c profitably

Human resources
5 Helmut is only 59, but he’s already planning what he’ll do during his ______.
   a retirement    b pension    c application
6 JF Electronics looks after its staff – all ______ have good salaries and opportunities for training.
   a employees    b employers    c employment

Logistics
7 The goods are being loaded onto the lorry, about to be ______.
   a delivered    b dispatched    c ordered
8 Our usual ______ has let us down, so we are looking for a new one.
   a supply    b supplier    c supplies

Meetings and conferences
9 Linda took notes in the meeting, so she is typing up the ______.
   a minutes    b handouts    c agenda
10 Are you able to ______ the meeting tomorrow?
   a attendance    b attendee    c attend

People and places
11 The Head of Production speaks to workers on the ______ every day.
   a office    b factory    c shop floor
12 Helen currently ______ a team of 12 people.
   a manages    b managers    c managed

Planning
13 We should not open any more offices. However, we need to ______ and produce a wider range of goods.
   a downsize    b diversify    c expand
14 Next year’s results aren’t ______ – we had good results last year, but bad ones this year.
   a predictable    b predict    c prediction

Production and processes
15 Eduardo earns more money if he works the night ______.
   a stock    b shift    c batch
16 We’re planning to ______ more to meet demand.
   a produce    b product    c production

Projects and teams
17 Have we got a ______? We need to know the start and end dates for the project.
   a specification    b deadline    c schedule
18 Before starting the project, we need ______ of costs.
   a estimate    b an estimation    c estimated

Sales and marketing
19 We’re ______ the advertising campaign in May this year.
   a promoting    b inquiring    c launching
20 GlobePharm plc is reducing its prices to remain ______.
   a compete    b competition    c competitive

Telephone and e-mailing
21 I’m on a train. If I ______, I’ll call you back.
   a get cut off    b get through    c leave a message
22 Please refer to the prices in the ______ document.
   a attach    b attachment    c attached

Training
23 How many ______ are there on each day of the training course?
   a programmes    b exams    c sessions
24 This course should help participants ______ writing skills.
   a develop    b development    c developed

Prioritizing your needs

Step 1
Each unit of Business English Language Practice focuses on a different area. After you have completed the Needs analysis, look at the contents page and think about which areas you need to work on. Developing your awareness of what you already do well and what you could do better will allow you to focus on improving those skills you really need.

Step 2
Note down the units you would like to work through in order of priority for you, in terms of the area in which you feel the weakest (using your answers to the questions on this page and page 5 as a guide), or which is currently of most importance to you. If necessary, discuss and agree this with your teacher.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Unit and focus area</th>
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Step 3
Before you start working through the units – in the order you have decided on – look at the Learning journal on page 7.
Learning journal

During the course
As you work through each unit, summarize helpful language (grammar and/or vocabulary) from each unit. An example is given, but what you note down will depend upon your own learning pattern.

Unit:
Useful language:

Example

Unit: Articles
Useful language:
‘America’, but ‘the USA’
I am a web editor.
Can I speak to the manager?

After the course
It is important to consolidate your learning, both during the course and afterwards at work. After you have completed each unit, you should decide how you will continue to develop your language skills, for example which practice exercises you will do or which reference sections you need to look at again. Note that it is helpful to give yourself realistic deadlines! Make notes, for example using a framework like the one below.

Unit:
I need to:

To do this better, I intend to:

Example

Unit: Projects and teams
I need to:
be able to talk about projects to clients and my team members

To do this better, I intend to:
- do all the practice exercises again in the next two weeks.
- use five of the words and phrases at the team meeting next month.

This book is designed to be used during and after a course, so keep it with you and refer back to it whenever you need to, and keep adding to your notes!
Present tenses

Before you do these exercises, look at page 56 of the Reference section.

1. Complete the advertisement using the correct form of the verbs in brackets.

1. ______ (you/want) to improve your telephone skills?
2. ______ (you/often/feel) nervous about giving a presentation?

The company PTL ______ (provide) one-to-one tuition. Delegates often ______ (say) how much they ______ (value) the individual support they ______ (receive) from the experienced trainers.

3. ______ (you/work) for a small company?
4. We ______ (not/just/offer) face-to-face training, and ______ (our/word) ______ (not/only/involve) large businesses. Each month, we also ______ (run) courses for employees of small firms and individuals. Before a course, our head trainer always ______ (meet) clients and ______ (find) out what their needs are.

2. Complete the conversation using the correct form of the verbs in brackets.

Bipun: Hi, Atul. Good to see you again. ______ (you/give) the keynote speech?
Atul: No, I ______ (not/do) that. I ______ (just/lead) a workshop.
Bipun: Oh, really? I ______ (work) on the exhibition stand this morning. But I ______ (not/plan) to be here after 1 p.m. ______ (you/do) anything at lunchtime?
Atul: Not really. Let’s meet up.
Bipun: Sure. Anyway, who ______ (you/work) for these days?
Atul: I’m still at Xcom, although I ______ (not/manage) the same project anymore. I ______ (now/run) a project to develop new DVD-based toys. The company ______ (face) increased competition, so who knows how long I’ll be there!
Bipun: It’s the same for me. We ______ (not/sell) as many TV games as we used to. The market ______ (change), but the company ______ (not/keep) up with these changes.

3. Put the words in the correct order to form sentences. Then decide whether each sentence describes:
a routine activities  
b events happening around now

1. you / get / lift / work / Do / usually / a / to / ?
2. taking / just / Sally’s / tea / a / break
3. moment / Manchester / not / in / the / We’re / living / at
4. pay / rises / often / get / Employees / don’t / very
5. most / Staff / days / start / a / work / 7.30 a.m.
6. doing / boss / What / your / is / right now / ?

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4. a) Write three sentences about what happens at your company using these phrases.
   - every day
   - at least twice a month
   - never

   b) Write three sentences about what is happening at your company using these phrases.
   - now
   - currently
   - this morning

5. Correct the errors in these sentences. Three of them do not contain errors. Then decide whether each sentence describes:
   a) temporary situations
   b) facts / permanent situations

   1. The company I work for produces electrical equipment.
   2. I work in the finance department for a few days.
   3. We recruit for a new Marketing Manager at the moment.
   4. My colleague’s on leave, so I handle all his PR this week.
   5. I’m helping out a colleague with this paperwork, as he’s overwhelmed!
   6. The TVs in this shop don’t cost very much.
   7. How many staff are you having?
   8. I’m not belonging to any union.

6. Match the sentence halves.

   1. What are you doing ...
   2. We’re moving ...
   3. Mandy isn’t going to the show this year ...
   4. I’m attending a conference next Friday ...
   5. Why aren’t we promoting our own products at ...

   a) ... after work on Friday?
   b) ... the July exhibition?
   c) ... because she’s going on holiday that week.
   d) ... offices in the summer.
   e) ... so can we meet another time?

7. Write the verbs in brackets in the present simple or present continuous.

   1. What _______ (you/do) next weekend?
   2. Staff members usually _______ (take) their annual leave in July.
   3. I _______ (not/understand) that. Can you explain it again, please?
   4. We often _______ (use) financial consultants.
   5. We _______ (recruit) a new Finance Manager at the moment.
   6. Where _______ (you/come) from? Germany?
   7. Jenna _______ (not/run) the course today. She’s ill.
   8. I really _______ (not/like) that idea.
## Past tenses

Before you do these exercises, look at page 56 of the Reference section.

### Form: Past simple

1. Complete the sentences using the correct past simple form of the verbs in brackets.

1. When ______ you ______ your own business? (start)
2. Yesterday, I ______ ______ work until 9 p.m. (finish)
3. The engineer ______ over three hours trying to fix the photocopier. (spend)
4. I really ______ the presentation skills seminar last week. (enjoy)
5. The company ______ its profits by 15% last year. (increase)
6. The course ______ ______ as much as we expected. (cost)
7. Unfortunately, we ______ ______ the project on time. (complete)
8. My boss hates flying, so she ______ to Edinburgh by train. (go)

### Form: Present perfect

2. Find and correct the errors in these sentences. Two of the sentences are correct.

1. I work at Colourlines since January.
2. How long you have been a consultant?
3. I haven’t travelled abroad on business for two years.
4. I earned almost £1,000 in sales since June.
5. I’m sorry, I didn’t start on the new project yet.
6. Martin and I have worked together on four projects this year.
7. How long do you know my boss?
8. My new employers haven’t contact me recently about my starting date.

### Use: Finished and unfinished time

3. What is the difference in meaning between the sentences in each pair?

1. a. Did you enjoy your holiday in Scotland?
   b. Have you enjoyed your holiday in Scotland?
2. a. I didn’t finish my application.
   b. I haven’t finished my application.
3. a. I worked overseas for about ten years.
   b. I have worked overseas for about ten years.

### 4. Match the sentence halves. Then decide whether each one describes events that:

A have finished  B started in the past and are continuing

1. My boss gave a speech last week ... a. ... in June, as the weather was bad.
2. I haven’t sent the e-mail yet about ... b. ... about economic developments.
3. The car broke down yesterday. ... c. ... the printers before lunch as we agreed?
4. I didn’t take my holiday ... d. ... to attend the marketing seminar?
5. How many colleagues have you invited ... e. ... so I had to take the bus to work.
6. Did you call ... f. ... the new HR policies.
5 Complete the time phrases in the sentences using the words in the box. Which verbs are in the past simple? Which are in the present perfect?

<table>
<thead>
<tr>
<th>ago</th>
<th>already</th>
<th>already</th>
<th>ever</th>
<th>for</th>
<th>in</th>
<th>last</th>
<th>never</th>
<th>since</th>
<th>this</th>
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1. We only put a job advert in the local paper ______ week, and we’ve ______ had over 50 applicants.
2. I received the consultancy contract three days ______, but I haven’t had time to read it _____.
3. Ginny has only worked here ______ a year, but she’s ______ become a director.
4. ‘When did you join Steelcom?’
   ‘I’ve been here ______ 2001.’
5. ‘Have you ______ been to France?’
   ‘I’ve ______ been, but I’d love to go.’
6. I sent off three bids ______ June and I’ve already done two more ______ week.

Consolidation 6 Complete the e-mail using the correct form of the verbs in the box.

be come get not/hear post promise not/receive
speak tell not/write

Hi Trudy

I’m afraid I ______ all the reports yet. The production team ______ me their report two weeks ago, and I ______ the marketing team’s on Friday by e-mail. Marco from Sales ______ me yesterday that he ______ his team’s report yet. Apparently, he only ______ back from Paris on Wednesday and he ______ really busy since then. Also, I ______ from Sam in Logistics. When I ______ to him back in June, he ______ to send in his report in good time. Anyway, the result of
Will and going to

Before you do these exercises, look at page 57 of the Reference section.

Form: Will and going to

1 Choose the correct options.
   1 We’re going to / are going to make a profit this year.
   2 Why he won’t / won’t he come for lunch?
   3 Who’s going / Who going to lead the meeting today?
   4 Wait for me. I / I’ll just fetch my coat.
   5 Are you going / You going to work late today?
   6 Shall / Will I give you a hand?
   7 I expect I’ll be / I be in Barcelona tomorrow.
   8 What are we going to do / we do about all this?

Use: Schedules

2 Complete the e-mail about a conference using will/won’t and the verbs in brackets.

Sally, please 1 ______ (you/let) staff know about the conference?

It 2 ______ (begin) at nine with a welcome address by the Chair. Then there
3 ______ (be) a speech by one of our trustees, followed by a break. This
year, the morning and afternoon workshops 4 ______ (not/last) two hours,
but just 90 minutes, and they 5 ______ (take) place in the main conference
suite instead of the annexe. Lunch 6 ______ (not/be) until 12.30. Also, the
closing speech 7 ______ (not/happen) unless we find a speaker. Any ideas?

Use: Spontaneous offers/decisions

3 Match the sentences.

1 That door keeps banging.  
   a Don’t worry, we’ll call you a cab.
2 Gosh, this bag is heavy.  
   b Sorry, I’ll shut it for you.
3 I’m tired – I’m off home.  
   c Poor you – shall I get you some paracetamol?
4 My car won’t start.  
   d I think I’ll join you.
5 I’ve got a real headache.  
   e I didn’t know. I’ll get her a card.
6 It’s Sian’s last day on Friday.  
   f I’ll carry it for you.

Use: Predictions

4 Make predictions about yourself and other people (e.g. your boss,
a colleague, a friend) using will/won’t.

1 (on the 20th of this month) My boss definitely won’t be at work on the 20th
   of this month – she’ll be on holiday in Spain.
2 (tomorrow at 3 p.m.)
3 (Friday lunchtime)
4 (next summer)
5 (in five years’ time)
Use: Plans 5 Write about things you or other people are/aren't planning to do over the next seven days using going to. Use these ideas.

- buy a computer  - ride a motorbike  - give a presentation  - eat pineapple
- go on a bus  - attend a meeting  - take a course  - start work early
- have a holiday  - buy a present

Example: My boss isn't going to buy a computer, but he is going to take a course.

Use: Predictions based on evidence 6 Match the sentences.

1. I didn't hear my alarm clock.
2. That screw looks a bit loose.
3. I feel so tired.
4. Interest rates are low.
5. It's been really cold for weeks
6. Are you really going to Geneva?
7. Whiteside is losing money.
8. The new server isn't very reliable.

a. More people are going to buy a house.
b. It's going to be a long winter.
c. You're going to have to learn French.
d. Management is going to make staff redundant.
e. The company isn't going to get a new one, though.
f. I'm not going to get to work on time.
g. I'm going to fall asleep soon.
h. Oh yes – do you think the chair's going to collapse?

Consolidation 7 Complete the dialogues using the correct form of will / going to.

1. 'Did you pick up the Business Journal for me?'
   'Oh no, I forgot. I ________ go back for it now.'
2. 'What about having a meeting on Friday about the project?'
   'Good idea, I ________ ask my line manager if he's available.'
3. 'Are you both leaving already?'
   'Yes, we ________ to visit a client.'
4. 'Have you booked your flight yet?'
   'No, I think I ________ do it later once I've checked prices.'
5. 'Why have you booked the Hotel Magnifico for next week?'
   'We ________ launch a new product there.'
6. 'What ________ wear to the office dinner?'
   'I'm not sure yet.'
7. 'Did you see the training course brochure?'
   'Yes, I ________ do the presentation skills course.'
8. 'Shall we all go out for lunch?'
   'I'm afraid Jason and I ________ attend an exhibition.'
9. 'Did you speak to Jenny?'
   'Whoops! I forgot. I ________ phone her now.'
Modals

Before you do these exercises, look at page 57 of the Reference section.

Form: Modals
1 Find and correct the errors in these sentences. Two of the sentences are correct.
   1 May I to use your phone, please?
   2 You don’t have come to the exhibition.
   3 You mustn’t stay late tonight.
   4 Jack coulds help us, I think.
   5 My boss doesn’t can speak French.
   6 You shouldn’t working here so late.
   7 I cant ring my boss now; he’s already left.
   8 Shall I give you a hand?

Use: Offers / polite requests
2 Put the words in the correct order to form offers/requests.
   1 pick / I / Shall / up / later / you / ?
   2 that, / you / Could / repeat / please / ?
   3 here, / sit / May / I / please / ?
   4 Jane, / to / I / Can / speak / please / ?
   5 moment / interrupt / I / May / for / you / a / ?
   6 order / I / Shall / a / taxi / ?

Use: Ability
3 Write four sentences about things you are/aren’t able to do using can/can’t.
   Use these ideas if you want.
   - speak Chinese  - use Word  - drive a car  - ride a bike  - use PowerPoint
   - play rugby  - chair meetings well  - give good presentations

Example: I can use Word, but I can’t use PowerPoint.

Use: Obligation / lack of obligation
4 Rewrite the sentences using have to / don’t/doesn’t have to / must/mustn’t.
   1 It is essential that visitors don’t touch the exhibition.
      Visitors ___________ touch the exhibition.
   2 Is it necessary for you to work until 6 p.m.?
      Do ___________ work until 6 p.m.?
   3 It isn’t necessary for them to send the report off today.
      They ___________ send the report off today.
   4 It is essential that all staff sign in before 8 a.m.
      All staff ___________.
   5 Don’t tell anyone about the new contract – it’s a secret.
      You ___________.
   6 Don’t forget to ask Maggie about the meeting.
      You ___________.

14 Modals
Use: Permission 5 Write sentences asking for permission to do the following.

1 Start work later tomorrow
   May I start work later tomorrow, please?

2 Spend some money from your department’s budget

3 Take a day off next week

4 Use a colleague’s computer

5 Use your boss’s office for a while

6 Take a short break

Use: Possibility 6 Write five things you may/might (not) do over the following week using these phrases.

- take a day off work  - go to a football match  - work on Saturday
- give a presentation  - buy a new TV  - have lunch out

Example: I might take a day off work next week.

Use: Advice 7 Complete the sentences using should/shouldn’t.

1 It’s very late. I think we ...
2 Sales are down, but I don’t think we ...
3 That camera’s on special offer. I think you ...
4 I’m fed up with my job. Do you think I ... ?
5 The train fares are quite expensive. I think we ...
6 I’ve seen a job ad for a marketing manager. Do you think I ... ?

Consolidation 8 Choose the correct options.

1 All the staff think you shall / should apply for the new manager job.
2 May / Could you send in the next candidate, please?
3 I can’t / mustn’t understand a thing Sharon is saying.
4 I can see you’re busy. Shall / Must I give Pam a call for you?
5 Having a new CEO must / may help the situation here at work.
6 The company shall / might not invest in WEK any more.
7 Unfortunately, I can’t / couldn’t make last Tuesday’s meeting.

→ NOW TURN TO YOUR LEARNING JOURNAL AND MAKE NOTES ON THIS SECTION.
## Conditionals

Before you do these exercises, look at page 58 of the Reference section.

### Form: Conditionals

1. Match the sentence halves. Then decide whether each sentence uses conditional 1 or conditional 2.

   1. We’ll have to increase production ... a. ... we’ll probably close down.
   2. What would you do ... b. ... if your company closed down?
   3. If participants’ feedback gets worse, ... c. ... if sales increase further.
   4. People wouldn’t believe us if ... d. ... we told them how bad things were.
   5. If we don’t find a buyer for the company soon. ... e. ... if I found a better one.
   6. I would change jobs ... f. ... we’ll have to cancel the business programme.

### Use: Conditional 1

1. Choose the correct options.
   1. If I still feel ill tomorrow, I’ll stay / stay at home.
   2. If it doesn’t / won’t rain later on, I’ll go for a walk during my lunch break.
   3. I might come / came to the party, if you don’t / won’t mind.
   4. Will you chair the meeting if Myra will take / takes the minutes?
   5. I’m not / won’t be surprised if I won’t / don’t get the job.
   6. Bob will help / helps you with the report if you ask / will ask him.

   **If the if clause comes first in the sentence, the intonation rises on it:** If you want to check, have a look in the manual.

### Use: Conditional 2

1. Complete the sentences using the correct form of the verbs in brackets.
   1. If you ________ (be) late for work again, your line manager ________ (sack) you.
   2. We ________ (go) without you if you ________ (not/hurry) up.
   3. If we ________ (see) Jim, we ________ (give) him your message.
   4. We ________ (stop) for a break if you ________ (be) tired.
   5. If we ________ (not/leave) soon, we ________ (miss) the bus!
   6. Business ________ (improve) if interest rates ________ (go) down.
   7. If you ________ (not/read) the report carefully, you ________ (not/understand) it.

2. Complete the sentences using the correct form of the verbs in brackets.
   1. If I were younger, I ________ (study) foreign languages.
   2. If the office wasn’t so small, I ________ (put) another desk in.
   3. I ________ (go) shopping if I ________ (have) more time.
   4. If the company ________ (offer) Jack more money, he might stay on here.
   5. He wouldn’t get the job, even if he ________ (try).
   6. We ________ (not/attend) the course if we ________ (not/enjoy) it.
   7. More people ________ (shop) here if we ________ (reduce) our prices.
   8. If I ________ (live) outside the city centre, I ________ (need) a car.
5 Complete the e-mail using the words in the box.

be built make might moved would

Of course, if we 1_________ a new factory in Lanchester, we 2_________ definitely make huge savings. For example, land costs there would 3_________ twice as cheap as here in Bilton. We also think that if we 4_________ to Lanchester, the company might perhaps 5_________ savings in terms of insurance costs. Also the cost of wages 6_________ be lower.

6 Write sentences to say what you would do in these situations.

- you win $1m
- you lose your job
- the price of petrol rises substantially

Example: If I won $1m, I'd buy a yacht.

7 Give advice using the ideas in the box.

buy new laptop organize a social event send out marketing flyers
speak to a manager take on more staff

1 A colleague wants to improve his computer equipment.
   If I was/were you, I'd buy a new laptop from Superdeals.
2 Your team needs advice for increasing sales.
3 Your colleague needs to deal with a bullying boss.
4 Your staff have to get a project back on schedule.
5 The team manager needs to improve morale.

8 Find and correct the errors in these sentences. Three of the sentences are correct.

1 If you will want help, Janet will assist you.
2 We'll go out for lunch if the weather gets better.
3 What would you do if your boss would make you redundant?
4 If all the staff will book flights together, they get a discount.
5 I come and see you later in the office if I have time.
6 If you rang the office, you probably wouldn't get an answer anyway.
7 You might enjoy yourself at the conference if you come.
8 If I would be you, I'd tell your boss about your concerns with the project.
9 We won't finish this report if we won't do it today.
10 We wouldn't come to the meeting even if you would invite us.
**-ing forms and infinitives**

> Before you do these exercises, look at page 58 of the Reference section.

### Form: -ing forms and infinitives

1. Match the sentence halves.
   1. I'm afraid that smoking ... a. ... without saying goodbye.
   2. Are you interested in ... b. ... filling in the forms?
   3. Have you decided ... c. ... isn't permitted in the building.
   4. Please don't leave ... d. ... to work more and more hours.
   5. The CEO expects staff ... e. ... to change jobs?
   6. Did you have difficulties in ... f. ... finding out more about the company?

### Use: Verb + infinitive

2. Complete the sentences using the correct form of the verbs in the box.
   - check
   - get
   - meet
   - pay
   - take
   - turn
   1. We decided _______ a taxi.
   2. My boss agreed _______ for my business trip.
   3. I forgot _______ off the machine when I went out.
   4. Have you arranged _______ Merlin later on?
   5. I offered _______ my colleague's e-mails while she was off sick.
   6. I've managed _______ tickets to the opera for our clients.

### Use: Verb + object + infinitive

3. Rewrite the sentences so that they mean the same.
   1. ‘Could you please help me to finish this report?’
      My colleague asked me if I could help him finish this report.
   2. ‘I hope you get the promotion.’ My friend wanted me ...
   3. ‘You mustn't tell anyone about the staff changes.’ Our boss told us not ...
   4. ‘There may be further redundancies next year.’ We were warned to expect ...
   5. ‘Don’t forget to post that letter.’ My colleague reminded me ...
   6. ‘I told you that you shouldn’t be late.’ You were warned ...

### Use: Adjective + infinitive

4. Complete the sentences using the verbs in the box. Add to in the correct place.
   - bring
   - concentrate
   - do
   - see
   - sit
   - work
   1. You need to be determined _______ well.
   2. It's too hot in this office _______ on anything.
   3. Has it been interesting _______ on this project?
   4. I was surprised _______ so many people at the event.
   5. It's hard _______ in front of a screen all day.
   6. How expensive was it _______ in the staff on overtime?
**Use: Preposition + -ing form**

<table>
<thead>
<tr>
<th>about losing</th>
<th>at making</th>
<th>before going</th>
<th>in attending</th>
<th>of talking</th>
<th>on writing</th>
</tr>
</thead>
</table>

5 Complete the sentences using the phrases in the box.

1. Are you interested ______ the conference?
2. I'm really tired ______ about this.
3. Are you worried ______ your job?
4. Please concentrate ______ the e-mail.
5. Jeremy is the best person ______ money.
6. Let's meet up in the canteen for lunch ______ to the meeting.

**Use: Verb + -ing form**

6 Use the prompts to write sentences.

1. you / enjoy / play / badminton / free time?
2. I / suggest / go / home
3. stop / make / that / noise
4. I / not / mind / work / late
5. we need / to keep / promote / product
6. you / finished / write / article?

**Use: -ing forms as nouns (gerunds)**

7 Put the words in the correct order to form sentences.

1. Spending / gone / has / goods / down / on / electrical
2. be / for / time / Making / appraisals / will / impossible
3. start / meeting / the / Waiting / for / to / was / boring
4. of / part / best / staff / managing / is / The / my / role
5. is / differences / cultural / Understanding / key / to / international / business

**Consolidation**

8 Complete the sentences using the correct form (-ing form or infinitive) of the verbs in brackets.

1. I promised ______ (give) my colleague a lift.
2. Don't you mind ______ (chair) meetings?
3. I dislike ______ (have) to work Saturdays.
4. My boss suggested ______ (hold) the product launch next week.
5. Have you finished ______ (write) your report?
6. I enjoy ______ (work) here.
7. My friend asked me ______ (help) her with her application.
8. I really hope ______ (go) to the United States one day.
9. Are you good at ______ (manage) staff?
10. (work) ______ at Electox is great.
Comparatives and superlatives

Before you do these exercises, look at page 59 of the Reference section.

Form: Comparatives and superlatives

1 Find and correct the errors in these sentences.
   1 Is it easier to take the train or drive?
   2 Which is the more successful product out of these three?
   3 Your TV is more modern than mine.
   4 This car is less efficient as my previous one.
   5 Is your role the same than mine?
   6 Our office is much bigger now.

Use: Comparatives

2 Complete the sentences using the words in the box.
   bit expensive further more nearer than
   1 The new office is ______ to my home than the previous one.
   2 Taking a taxi would be quicker for you ______ waiting for a bus.
   3 Please could you work a ______ faster, everyone?
   4 The company cars are ______ economical than they used to be.
   5 Is your new workplace much ______ away than your last one?
   6 Buying a new car would be much more ______ than repairing this one.

3 Complete the sentences using the appropriate comparative form of the adjectives in bold.
   1 Jacky’s desk isn’t very big. Mine is ______.
   2 My current job isn’t difficult. Yours is ______.
   3 The sales assistants aren’t very helpful. They used to be ______.
   4 I found the first session quite interesting, but I thought the second one was even ______.
   5 Gosh, this task is too complicated! Let’s try one that’s ______.

Use: Superlatives

4 Complete the sentences using the appropriate superlative form of the adjectives in bold.
   1 This office is very old. It’s ______ in the whole building.
   2 Mikka’s a very good worker. He’s ______ worker I know.
   3 The IT suite here is modern. It’s ______ suite the company has.
   4 My line manager is so funny. He’s ______ man I’ve ever met.
   5 My desk is really small. I think it’s ______ in the whole office.
   6 The sales figures are low. They’re ______ we’ve had in ages.
5 Put the words in the correct order to form sentences.
1 member / creative / the / Lema / is / least / staff / of
2 in / city / is / London / the / biggest / England
3 comprehensive / the / report / Your / is / most / read / I’ve
4 interesting / the / is / My / job / least / here
5 their / lowest / since / Sales / are / at / 1999

6 Complete the sentences using comparative or superlative adverb form of the adjectives in brackets.
1 Between January and March, Forby’s share price rose _______ than in the previous year. (sharp)
2 In this quarter, our share price dropped _______ than investors predicted. (quick)
3 Bolt’s share price has increased much _______ than Profi’s. (dramatic)
4 Of Priceextra, 100pc and Profi, Profi saw its share price fall _______. (slow)
5 Shares in logistics companies are being sold cheaply, but those of mailing companies are being sold _______. (cheap)

7 Rewrite the sentences so that they mean the same.
1 There are fewer staff at Compete than three years ago.
   There aren’t as many staff at Compete as three years ago.
2 The Xtra project is more important to us than the BriefU project.
   The BriefU project is ____________________________ .
3 The amount of time spent on paperwork is similar in our London and Berlin offices.
   People in London spend about the same ____________________________ .
4 Sally’s computer is much more efficient than mine.
   My computer isn’t ____________________________ .
5 Fewer people are taking part in training than ten years ago.
   Not as ____________________________ .

8 Complete the sentences using the correct form of the words in brackets.
1 My colleague speaks German _______ than I do. (good)
2 The project is not as _______ as I expected. (complicated)
3 You will all need to work _______ this year. (hard)
4 Who’s your _______ salesman this month? (bad)
5 We need to be _______ than we have been. (organized)
6 Mark is _______ PA we’ve ever had. (reliable)
7 Sales are not going as _______ as we hoped. (good)
Relative clauses

🌟 Before you do these exercises, look at page 59 of the Reference section.

Form: Relative clauses

1 Look at these sentences and decide whether each one:
   a gives essential information
   b gives non-essential, extra information
   c could leave out the relative pronouns
   d contains pronouns that could be replaced with that.

1 The man who has just left is the CEO.
2 I haven’t managed to read the report that you wrote.
3 The work on the building, which only started in June, is already behind schedule.
4 An award will be given to the staff member whose sales are the highest.
5 Mikka Erkkiven, who has joined us from Helsinki, will be working in Finance.
6 Janet Staples, whose role has recently changed, isn’t coming to today’s meeting.
7 The man who just walked past is my boss.
8 The woman who you need to talk to is in Unit C2.

2 Add the missing commas to these sentences.

1 Joseph who lives in Birmingham works in the HR department.
2 Marian Cavender whose team is based in New York is taking early retirement.
3 Kris who runs the logistics department is thinking of setting up his own business.

Use: Defining clauses

3 Choose the correct options.

Dear Mr Wang

I am writing to apologize for the problems 1 that / who you had with
the order 2 that / what you placed on 21 March (ref 30549).
It is likely that the staff member 3 who / which processed your order
made a mistake when writing down the details 4 whose / which you
gave them, although we cannot say for certain 5 which / whose fault it is.
Sam Coleson, 6 that / who is our Deliveries Manager, will call you asap
to discuss a compensation package 7 which / who we hope will be
acceptable to you.
I apologize again for any difficulties 8 that / who you may have.

Yours sincerely
Frances McCarthy
4 **Combine the sentence pairs into one sentence using who, which or whose.**

1. Madis is about 50 years old. Madis is our team leader.
   Madis, who is about 50 years old, is our team leader.
2. Britta comes from Sweden. Britta has just been made Production Manager.
3. The printer cost $1m. The printer has helped us to extend our business.
4. John’s car has broken down. John has become Head of Department.
5. Our new software was expensive. Our new software has enabled us to improve our company’s systems.
6. Nadja’s colleague is off sick. Nadja is leading today’s meeting.
7. The offices are very old. The offices are located in Coventry city centre.
8. Petra is often late for work. Petra is the lead organizer for the annual conference.

5 **What is the difference in meaning between the sentences in each pair?**

1. a. The printer which we bought last month has already broken down twice.  
   b. The printer, which we bought last month, has already broken down twice.
2. a. There are two staff members who are based in California.  
   b. There are two staff members, who are based in California.

6 **In which of these sentences can the relative pronoun be left out?**

1. The meeting, which is scheduled for 12 p.m., has been postponed.
2. The member of staff that made the suggestion was praised by management.
3. Do you know about the contracts which Siobhan is sorting out?
4. We haven’t seen the e-mail that our colleague was speaking about.
5. I listened to the voicemail which you left me.
6. I haven’t seen the woman who has been taken on in Accounts.

7 **Find and correct the errors in the sentences. Three of the sentences are correct.**

1. I’ve found out the names of those employees which will need to move offices.
2. I hope to move to an organization that has a better reputation than this one.
3. The fax to Thorns, that I should have sent yesterday, is still on my desk.
4. The exhibition, which will take place in June, is going to be held in Stuttgart.
5. The software which I ordered it hasn’t arrived yet.
6. Joona who is our latest recruit used to work for GOAL.
7. Our regular receptionist, who is excellent by the way, is on leave today.
8. Jakob’s the person which computer was found damaged.

→ NOW TURN TO YOUR LEARNING JOURNAL AND MAKE NOTES ON THIS SECTION.
Articles

★ Before you do these exercises, look at page 60 of the Reference section.

Form: Alan

1 Write a or an before the nouns.

1 ___ result  6 ___ pension scheme
2 ___ desk  7 ___ university
3 ___ hour  8 ___ event
4 ___ worker  9 ___ question
5 ___ engineer  10 ___ European

Use: Alan

2 Add a, an or another to the sentences where necessary.

1 We’ve launched new product.
2 My brother works as teacher.
3 Are you operator or receptionist?
4 It’s very exciting project.
5 That was lovely cup of coffee. Can I have cup?

Form: The

3 Match the categories (1–8) with the examples (a–f). Then decide which examples are preceded by the and which have no article (–).

1 continent  a Alps
2 road  b Daily Telegraph
3 city  c Edinburgh
4 mountain range  d fire brigade
5 river  e Nile
6 emergency service  f South America
7 newspaper  g supper
8 meal  h Willow Terrace

Use: The

4 Find and correct the errors. Three of the sentences are correct.

1 Frankfurt Airport is in Germany.
2 Is your office in city centre?
3 I usually have breakfast at work these days.
4 My favourite programme, Business Time, is on radio tonight.
5 My uncle used to be in police.
6 Our company is biggest in the sector.
7 My line manager and I live in same street.
8 I’d like my computer to go on left of the desk.
9 What’s time, please?
10 I’ve been working in the south-east of Scotland for three years.
Use: Alan, the

5 What is the difference in meaning between the sentences in each pair?

1 a The CEO has just sacked the receptionist.
   b The CEO has just sacked a receptionist.
   Sentence (a) implies that there is only one receptionist.
   Sentence (b) implies that there is more than one.

2 a I found a mobile under the table.
   b I found the mobile under the table.

3 a Tara needs the new computer.
   b Tara needs a new computer.

4 a I love the music playing in reception.
   b I love music playing in reception.

5 a Jakob sat at a large table to do his work.
   b Jakob sat at the large table to do his work.

6 a Did you get a job in Madrid?
   b Did you get the job in Madrid?

Consolidation

6 Complete the sentences with an, the or no article (-).

1 Oh dear, _____ sky’s really dark.

2 I’m exhausted. I really need _____ holiday.

3 Is Estonian _____ hard language to learn?

4 What’s _____ colour of your new office furniture?

5 _____ dinner’s ready, everyone.

6 Please don’t touch _____ wires. They’re dangerous.

7 Have you seen our car? I’ll clean _____ car tomorrow, I think.

8 Khalid is _____ most experienced operator.

9 _____ swimming is a popular activity among staff.

10 This is _____ best day of my life!

11 I stayed in _____ dirty hotel in the city last year.

12 Have you been to _____ bank yet?

13 You’d better hurry – we’ve only got half _____ hour for lunch.

14 I live in _____ north of Spain.

15 Have you ever been to _____ France?

16 _____ fruit and veg are good for you.
Determiners

* Before you do these exercises, look at page 60 of the Reference section.

<table>
<thead>
<tr>
<th>Form</th>
<th>1 Put these words into the correct column.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>advice employees energy euros finance information leaflet lorry manager marketing offices suggestion warehouse</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>countable singular</th>
<th>countable plural</th>
<th>uncountable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

See the 'Spelling' section on page 67 for more on countable and uncountable nouns.

Use: Some and any 2 Complete the sentences using some or any.

1. There have been _____ applicants for the job already.
2. Haven’t you sold _____ tickets yet?
3. I’d like _____ more information about your training courses, please.
4. Have you got _____ tea left?
5. I’m sorry, but I haven’t got _____ money on me.
6. We haven’t had _____ problems with the new software.
7. Please could you pass me _____ headed paper?
8. They haven’t put _____ prices on these goods.
9. The IT department has ordered _____ new printers.
10. There hasn’t been _____ interest in our new range.

Use: (A) little and (a) few 3 What is the difference in meaning between the sentences in each pair?

1 a. Few staff were at the meeting.
   b. A few staff were at the meeting.
2 a. I speak little English.
   b. I speak a little English.
4 Complete the sentences using (a) little or (a) few and the words in the box.

<table>
<thead>
<tr>
<th>hotels</th>
<th>milk</th>
<th>mistakes</th>
<th>people</th>
<th>petrol</th>
<th>reports</th>
</tr>
</thead>
<tbody>
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<td></td>
</tr>
<tr>
<td>suggestions</td>
<td>time</td>
<td>unemployment</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1 My PA’s excellent at typing and makes very ________ ________.
2 Yesterday, I had to write ________ ________ on behalf of my boss.
3 I’d like ________ ________ in my coffee, please.
4 I love it here. There are ________ ________ I’d rather stay in than this one.
5 Would you like ________ more ________ to help you?
6 There’s ________ ________ in this region. We’re so lucky.
7 Could you hurry up? We’ve got very ________ ________.
8 We’ve got ________ ________ left, so I’m sure we’ll get home.
9 We’ve had ________ good ________ today, so thank you for these.

Use: Much, many, a lot of / lots of

5 Choose the correct options.

1 We haven’t had many / much enquiries today.
2 Do you drink much / many coffee?
3 There are much / a lot of taxis outside the office.
4 I haven’t got much / many time.
5 I eat a lot of / much fast food.
6 We saw lots of / much good practice in the company.
7 How much / many foreign languages do you speak?
8 There aren’t many / much experienced staff here.
9 I’ve got many / a lot of envelopes if you need some.
10 People had lots of / much good ideas at the meeting.

Consolidation 6 Choose the correct options.

Dear Sally
How are things?
Is there 1 any / many more news about Dave leaving?
I’ve just got back from a business trip to Stuttgart. Unfortunately, 2 a few / few irritating things happened. Firstly, I had 3 some / any trouble with the car on the way to the airport. I had 4 little / few time before the flight, so I rushed into one of the airport shops to buy 5 some / any magazines – and ended up losing my wallet. Although 6 a lot of / much people joined in the search, we couldn’t find it, and with just 7 a little / a few minutes before the flight, I had to go without it. Then I’d ordered 8 some / any food for the flight, but I didn’t get 9 anything / something at all, so I was starving by the time I arrived. Finally, 10 a few / a little baggage handlers were off sick, so there were 11 some / any delays at baggage reclaim.

→ NOW TURN TO YOUR LEARNING JOURNAL AND MAKE NOTES ON THIS SECTION.
Passives

Before you do these exercises, look at page 61 of the Reference section.

Form

1 Which of the underlined verbs are passive?

Online psychometric testing 1 is being introduced by a national charity in 2011. The company 2 is adopting the system to help it shortlist applicants for jobs. Such tests 3 have been used widely by international companies for over a decade, but 4 have not been chosen as often by voluntary organizations. 'Twenty potential candidates 5 are asked to complete the tests, after which five applicants 6 are shortlisted', said a spokesman. 'Psychometric tests can indicate a candidate’s suitability to work in this field. So far, we 7 have found the system really helpful in our recruitment process.'

2 Find and correct the errors in these passive sentences.

1 A leading London accountant was elect to a senior post within the industry.
2 An established insurance firm, which locates to the north of Warsaw, has gone bankrupt.
3 MK Vehicles has taken over by its rivals.
4 It is expect that staff at R Media will receive a pay increase of 4%.
5 A project aimed at helping companies become more competitive have been launched by SMT Finance Group.

Use: Formal/impersonal

3 Which sentence in each pair is more formal? Which sentences use the passive?

1 a Employees are not required to do overtime.
   b We don’t require employees to do overtime.
2 a Someone will deal with the complaints straight away.
   b The complaints will be dealt with straight away.
3 a All delegates are requested to check in between 9 and 11 a.m.
   b Please could all delegates check in between 9 and 11 a.m.?
4 a A decision was expected yesterday.
   b Everyone expected a decision yesterday.

Use: By

4 Use the prompts to write passive sentences, adding by where necessary.

1 meeting / cancel / last Tuesday / Regional Manager
   The meeting was cancelled last Tuesday by the Regional Manager.
2 applicants / interview / next week / HR Manager
3 seminar / currently / organize / Training Director
4 presentation / give / yesterday / Jon
5 £1,000 / spend / already / on software / IT Assistant
6 eco-friendly taxi / might / develop / Coventry company / next two years
Complete the description of a recruitment process using the words in the box.

are been given have is sent will

All new jobs 1 ________ advertised in the local paper. Applicants are 2 ________ a comprehensive application pack in the post. Once completed forms have 3 ________ received, a meeting is arranged to shortlist candidates and to decide when interviews 4 ________ be held. Letters are then sent out to shortlisted applicants, inviting them to an interview led by the HR Director. After the interviews 5 ________ been arranged and have taken place, the successful candidate 6 ________ sent a letter offering him/her the position. All unsuccessful candidates are 7 ________ feedback on their application and interview.

Rewrite the sentences so that they mean the same.

1. The company has promoted two members of staff.
   Two members of staff 1 ________.

2. Someone else will sign off the invoices while Jack is on leave.
   While Jack is on leave, the invoices 2 ________.

3. The organization launched the new Inspire me DVD yesterday.
   The new Inspire me DVD 3 ________.

4. People send in their timesheets to Finance every Friday.
   Every Friday, timesheets 4 ________.

Find and correct the errors in the passive sentences in the article.

Exhibitors from around the world have invited to take part in the country’s largest flooring trade show. Over 140 firms have already booked space at the Big Floor Fair, which being organized by Erkki OY. The three-day event will bring together importers, exporters, manufacturers and wholesalers. Show spokesman Peter Laing said: ‘Last year’s show attended by over 1,000 delegates – but I think that record will be broke this year! An advert for the show placed in a national newspaper three weeks ago, and we have already received twice as many enquiries as this time last year.’
Reported speech

Before you do these exercises, look at page 61 of the Reference section.

Form: Reported speech

1 Match the sentence halves.
   1 We asked all our colleagues ... a ... ignore rumours of redundancies.
   2 Ann said not to ... b ... to help us with deliveries, as we were so busy.
   3 Mark told his team to ... c ... apply for promotion, as she was so talented.
   4 I advised my colleague to ... d ... want to do any more overtime.
   5 Staff said they didn’t ... e ... wait for her if she was late for the meeting.

Use: Tense change

2 Rewrite the sentences as reported speech using past tenses.
   1 ‘Staff morale isn’t very good.’ Markus said ...
   2 ‘Job losses are highly likely.’ Benjamin said ...
   3 ‘I’ve finished all my tasks.’ I told my boss I ...
   4 ‘I can’t attend the team meeting.’ Jacky said she ...
   5 ‘Sales will rise over the next three months.’ My boss said ...
   6 ‘The photocopier doesn’t work.’ Carole said ...
   7 ‘I don’t like working weekends.’ She said she ...
   8 ‘We don’t know why the office is so cold.’ We said we ...

Use: -ing form

3 Rewrite the sentences as reported speech.
   1 ‘I didn’t want Jenny to resign.’ He denied ...
   2 ‘Why don’t we travel to the conference together?’ My colleague suggested ...
   3 ‘I think the May Hotel is the best place to stay.’ My boss recommended ...
   4 ‘We went to a good conference in Milan last year.’ Sheila mentioned ...
   5 ‘I’ve found a few problems with the budget.’ Gerard reported ...
   6 ‘I’m afraid it was me that switched off the machine.’ The new operative admitted ...

Use: Infinitive

4 Rewrite the sentences as reported speech using the verbs in the box.
   agree decide
   offer promise
   refuse want
   1 ‘No, I’m not going to write the report for you.’ My assistant ...
   2 ‘I could give you a lift to the station.’ A colleague ...
   3 ‘Oh, if you really want me to, I’ll give the presentation next month.’ Cecile ...
   4 ‘I’ll definitely finish the summary by Friday.’ My boss ...
   5 ‘We’re finally made up our minds. We’re going to leave.’ Two staff members ...
   6 ‘I’d like you to arrange a meeting next week.’ My boss ...
5 Complete the dialogue using the words in the box.

Marie: So what did Horst want to see you about yesterday?

Joachim: Oh, he just asked me to _______ the opening talk at the conference in Bilbao. I was a bit surprised. I expected him to _______ Joanne, as she’s got more experience.

Marie: I see – did you say yes?

Joachim: At first I said no, but he _______ me to reconsider.

Marie: You mean he actually warned _______ not to disagree with him?

Joachim: It wasn’t exactly a warning, but I felt he was telling me _______ what he wanted. Anyway, after a long silence, I agreed. He then invited _______ to go and see him tomorrow, so we can prepare the talk together.

Marie: That sounds good.

Joachim: Hmm. I suppose so, although I’ve got to fly out on Monday already. Martin reminded me _______ all the appointments I’ve got next week.

Marie: Well, I’d better let you get on. Good luck!

6 Add the correct time phrases to the reported speech.

1 'I’m starting the review tomorrow.'
   She said she was starting the review _______.

2 'I went to Japan on business two years ago.'
   She said she went to Japan on business two years _______.

3 'The staff are all in a meeting now.'
   He said the staff were all in a meeting _______.

4 'You didn’t sell enough stock yesterday.'
   She said I didn’t sell enough stock _______.

7 Read the voicemail message, then complete the e-mail below reporting what Carolyn has told you.

So, while I’m away, please could you check my e-mails? Please could you also open any post addressed to me? Oh yes, don’t forget to deal promptly with any orders. It might be a good idea to get some help from Sam. I don’t want a big pile of invoices to do when I get back, so please could you process the invoices as they come in? I think there will also be a few bills to deal with. I don’t know exactly when I’ll be back, but it will probably be ...

Hi Sam

I’ve just heard from Carolyn about covering her leave. She asked me _______. She also asked _______.

She reminded me _______. She recommended _______ Carolyn said she _______ lots of invoices to do and asked _______. She also said she _______. She told me that she _______.

NOW TURN TO YOUR LEARNING JOURNAL AND MAKE NOTES ON THIS SECTION.
Companies and offices

★ Before you do these exercises, look at page 62 of the Reference section.

Meaning
1 Choose the correct options.

1 Although the training organization TrainULike only set up business last year, it is doing well. It is expanding / increasing into new markets.

2 The renowned electronics firm DigiKom has a good reputation. It is recognized / seen internationally.

3 The Chairman of the upcoming new company wanted to establish a solid client base / basis before moving into new areas.

4 When choosing a new job, a clean environment / economy is important to many people.

5 When the contractor came into the office, he worked at the hot / limited desk.

6 Despite reports in the press of a hostile takeover, the two companies had in fact decided to work together and had merged / partnered.

Spelling
2 Complete the missing words.

1 Last year, GlobalTrain, a large training company, took over LearnLocal, a small company based in south-west England.

2 Have you heard that PG Trips and FunHols are merging? They hope to have a stronger presence on the holiday market by working together.

3 Because of our successful marketing strategy and the innovative results from research and development, we are now in the top ten of our sector.

4 To remain competitive, we need to reduce our prices and deliver more quickly.

5 After the scandal surrounding the members of the Board, the company’s reputation went downhill.

6 To gain access to the company premises, you need to show your security pass at the gate.

Pronunciation
3 Mark the sounds that run together between separate words in the phrases below. Not all the phrases have sounds that run together.

1 We have to close offices in the regions.

2 A good reputation requires hard work.

3 RJ Chemicals is recognized internationally.

4 Take the lift to the third floor.

5 The takeover resulted in job losses.

6 A clean and friendly working environment is important to me.

7 We work solely with well-known companies.

8 We support upcoming companies in their development.
Collocations 4 Which words can go in front of company and office?

____ company

____ office

Word families 5 Complete the diagram.

<table>
<thead>
<tr>
<th>Noun</th>
<th>Verb</th>
<th>Adjective</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>to make a profit</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>4</td>
<td>expanding</td>
</tr>
<tr>
<td>5</td>
<td>to have a (good) reputation</td>
<td>6</td>
</tr>
<tr>
<td>7</td>
<td>8</td>
<td>merging</td>
</tr>
<tr>
<td></td>
<td></td>
<td>competition</td>
</tr>
<tr>
<td>9</td>
<td></td>
<td>10</td>
</tr>
<tr>
<td>11</td>
<td></td>
<td>12</td>
</tr>
<tr>
<td>trade</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Consolidation 6 Think of vocabulary relating to companies and offices that you might need to understand and/or use.

1. Note it down.
2. Put it into sentences that you are likely to come across.
3. Practise saying and writing them.

→ NOW TURN TO YOUR LEARNING JOURNAL AND MAKE NOTES ON THIS SECTION.
Before you do these exercises, look at page 63 of the Reference section.

### Meaning

1. Label the sales graph using the correct phrases from the box.

   - By is used to give an amount by which something has changed, e.g. increase by 10%, fall by 5%. It is used to give the actual figure, e.g. increase to 20,000, fall to 300. At is used to give a stable figure, e.g. even out at £6,000.

<table>
<thead>
<tr>
<th>exact figure (at past point)</th>
<th>long-term outlook</th>
<th>rough figure (at future point)</th>
</tr>
</thead>
<tbody>
<tr>
<td>short-term outlook</td>
<td>to be up by 30%</td>
<td>to drop</td>
</tr>
<tr>
<td>to nose-dive</td>
<td>to even out</td>
<td>total sales figures</td>
</tr>
</tbody>
</table>

---

### Spelling

2. Choose the correct options.

1. The **economical** climate is not very stable at the moment.
2. We can’t plan too far ahead because of the **unstable** of the markets.
3. Nobody is interested in that product any more – it’s become completely **unprofitable**.
4. Prices have plummeted. It is difficult to **predict** whether they will pick up again soon or not.
5. What’s the **financial** forecast?
6. Interest **rates** have finally evened out.
7. The Finance Director was convinced that the **investment** in new machinery would bring long-term benefits.
8. Following the takeover, **shear** prices dropped dramatically.
Pronunciation 3 Look at the letter o in bold in these words. Write the words in the correct column of the table.

board meeting drop forecast foresee loans nose-dive overheads profit rocket total sales figures

<table>
<thead>
<tr>
<th>/ɔ/ as in cost</th>
<th>/əʊ/ as in overdraft</th>
<th>/ɔ:/ as in shortage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Collocations 4 Which words can go in front of figures? Write as many verbs, nouns or adjectives as you can.

figures

Word families 5 Complete the table.

<table>
<thead>
<tr>
<th>verb</th>
<th>noun</th>
</tr>
</thead>
<tbody>
<tr>
<td>to rise</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>an increase</td>
</tr>
<tr>
<td>3</td>
<td>a drop</td>
</tr>
<tr>
<td>to fall</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>a decrease</td>
</tr>
<tr>
<td>to nose-dive</td>
<td>6</td>
</tr>
</tbody>
</table>

Consolidation 6 Think of vocabulary relating to finance that you might need to understand and/or use.

1. Note it down.
2. Put it into sentences that you are likely to come across.
3. Practise saying and writing them.

NOW TURN TO YOUR LEARNING JOURNAL AND MAKE NOTES ON THIS SECTION.
Human resources

★ Before you do these exercises, look at page 64 of the Reference section.

Meaning 1 Match the definitions (1–6) with the words/phrases (a–f).

1 someone who goes for a job interview
2 to send your CV to a potential new employer
3 to take on new members of staff
4 offering training to employees
5 a way of contributing to money received later in life
6 to tell your company you are leaving

a to apply for a job
b a candidate
c a pension scheme
d to give notice
e to recruit
f staff development

Spelling 2 Unjumble the words and phrases.

1 boj palntapicio  j a
2 episanpaea  a
3 yomlpere  e
4 yncdndreua  r
5 nnpioes  p
6 mpdveotleen  d

Pronunciation 3 Put the words in the correct column of the table, according to their stress pattern.

application apply recruitment recruit appraisal appraisee employer employee employ salary company notice

<table>
<thead>
<tr>
<th>ooOo</th>
<th>o0</th>
<th>oOo</th>
<th>ooO</th>
<th>Ooo</th>
<th>Oo</th>
</tr>
</thead>
<tbody>
<tr>
<td>application</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Collocations

4 Complete the sentences.

1. My company is trying to speed up its ________ process so we can fill ________ posts with as little delay as possible.

2. Alex isn't in the office today. He went to the doctor's yesterday and has been signed ________ ________ for a week.

3. Many employees are joining the ________ at the moment due to the restructuring of the ________, which is putting some jobs at risk.

4. The marketing department is expanding. It is taking on more ________ to work on the TV campaigns.

5. Our members of staff need to improve their presentation ________, so we are offering ________.

6. Tim believes he has enough managerial experience, so he intends to ________ ________ for the Project Manager post that HR is currently ________ on the intranet at work.

Word families

5 Complete the table.

<table>
<thead>
<tr>
<th>noun</th>
<th>verb</th>
<th>adjective</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>to apply for</td>
<td>2</td>
</tr>
<tr>
<td>redundancy</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>to employ</td>
<td>7</td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>9</td>
<td>recruitable</td>
</tr>
<tr>
<td>appraisal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(staff) development</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>(staff) development</td>
<td>11</td>
<td></td>
</tr>
</tbody>
</table>

Consolidation

6 Think of vocabulary relating to human resources that you might need to understand and/or use.

1. Note it down.
2. Put it into sentences that you are likely to come across.
3. Practise saying and writing them.

NOW TURN TO YOUR LEARNING JOURNAL AND MAKE NOTES ON THIS SECTION.
Logistics

Before you do these exercises, look at page 65 of the Reference section.

Meaning
1 Complete the diagram using the words in the box.

- batch
- by rail
- consignment
- freight
- in stock
- in the warehouse
- invoice
- to mail out
- to pay in instalments
- to order
- to dispatch
- unit price

- groups of goods
- before goods are delivered
- movement of goods
- money relating to goods

Spelling
2 Choose the correct options.

1. The last consignment was damaged when it was delivered.
2. Due to increasing freight costs, it is difficult to remain competitive.
3. Can you please send the invoice by the end of the week, as we are reaching our year end?
4. Your options are to pay in three instalments or in full.
5. Crawford & Sons supplied the electrical components on time.
6. We need to check all deliveries before signing for them, in case they are damaged and we can’t claim compensation later.
Pronunciation 3 Think about the pronunciation of the letters in bold in the following words. Tick the correct column.

/ɪʃ/ as in chair  /ʃ/ as in shop

shipment dispatch purchase confirmation batch insurance financial check

Collocations 4 Which words and phrases can go with the noun transport and the verb to transport?

Word families 5 Write the corresponding adverbs for these adjectives.

1 careful
2 considerate
3 direct
4 fast
5 immediate
6 slow
7 speedy
8 swift

Consolidation 6 Think of vocabulary relating to logistics that you might need to understand and/or use.

1 Note it down.
2 Put it into sentences that you are likely to come across.
3 Practise saying and writing them.

→ NOW TURN TO YOUR LEARNING JOURNAL AND MAKE NOTES ON THIS SECTION.
Meetings and conferences

Before you do these exercises, look at page 66 of the Reference section.

1 Match these words (1–4) with their synonyms (a–d).
   1 to participate in a meeting
   2 to organize
   3 an attendee
   4 a visual
      a a graph
      b to arrange
      c to attend a meeting
      d a participant

2 Match these words (1–6) with their antonyms (opposites) (a–f).
   1 to hold a meeting
   2 to pass round handouts
   3 to reach an agreement
   4 to book the room
   5 a successful event
   6 to attend a conference
      a to disagree
      b to cancel the venue
      c to cancel a meeting
      d a failure
      e to collect in (completed) forms
      f to miss an event

3 Unjumble the words.
   1 n t t p p o a i e m n
   2 s o n n q u r e i a e i t
   3 t n m s u i e
   4 t t e e n g o a i
   5 o o p o h t c p y
   6 e e e o o e i v d c n f r n c
      a ________
      q ________
      m ________
      n ________
      p ________
      v ________

4 Mark the /a/ sound in these words and phrases. There may be more than one in some words.
   1 presenter
   2 organize
   3 cancel
   4 write up a report
   5 agree
   6 book a venue
   7 projector
   8 attendance
Collocations

5 Complete the phrases using the verbs in the box. There may be more than one possible answer.

<table>
<thead>
<tr>
<th>arrange</th>
<th>attend</th>
<th>book</th>
<th>cancel</th>
<th>fill in</th>
<th>hold</th>
<th>make</th>
<th>postpone</th>
</tr>
</thead>
<tbody>
<tr>
<td>reach</td>
<td>take</td>
<td>write up</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1 ______ an agreement / a conclusion
2 ______ a form / a questionnaire
3 ______ a report / the minutes
4 ______ a room / a venue
5 ______ the minutes / notes
6 ______ a meeting / a conference / an event
7 ______ an appointment / a booking
8 ______ a suggestion / a proposal / an offer

Word families

6 Choose the correct noun that relates to each of the verbs in bold.

1 to disagree ______ disagree / disagreeing / disagreement
2 to postpone ______ postpone / postponement / postponant
3 to attend ______ attendance / attendance / attend
4 to organize ______ organizational / organization / organizement
5 to present ______ presentation / presentment / presentation
6 to negotiate ______ negotiator / negotiator / negotiatator
7 to book ______ book / booking / bookment
8 to participate ______ participial / participant / participer
9 to discuss ______ discuss / discussion / discussment
10 to speak ______ speaker / speaker / speakal

Consolidation

7 Think of vocabulary relating to meetings and conferences that you might need to understand and/or use.

1 Note it down.
2 Put it into sentences that you are likely to come across.
3 Practise saying and writing them.

NOW TURN TO YOUR LEARNING JOURNAL AND MAKE NOTES ON THIS SECTION.
People and places

★ Before you do these exercises, look at page 67 of the Reference section.

Meaning

1 Match these words (1–5) with their synonyms (a–e).

1 head of buying        a co-worker
2 colleague             b shop floor
3 team leader           c premises
4 factory               d chief buyer
5 offices               e team manager

2 Match these words (1–5) with their antonyms (opposites) (a–e).

1 subordinate          a boss
2 partner               b city-centre location
3 on the outskirts      c on an industrial estate
4 easily accessible     d employee
5 in the countryside   e out of the way

Spelling

3 Complete the missing words.

1 The offices were on a hill of ___ a river.
2 The ___ office was in the city centre, but the distribution centre was on the ___.
3 The warehouse wasn't in a pretty ___ of ____ , but it was near the motorway, so a ___ was good.
4 The international company was in ___ most countries in South America, as well as Europe and Japan.
5 The team manager delegated the job to his ___.
6 I work with a team of five people. We get on very well. Not everyone is lucky enough to have good ___.
7 He bought 50% of the company's shares and became a ___.
8 We were lucky to find such a good ___; she is very efficient at organizing our meetings and typing up the minutes.
Pronunciation  4 Look at the letter a in bold in these words. Write the words in the correct column of the table.

<table>
<thead>
<tr>
<th>assistant</th>
<th>based in</th>
<th>factory</th>
<th>industrial estate</th>
<th>location</th>
<th>manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>partner</td>
<td>sales manager</td>
<td>subordinate</td>
<td>warehouse</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>/e/ as in pay</th>
<th>/ea/ as in trade fair</th>
<th>/æ/ as in manufacture</th>
<th>/a:/ as in farther</th>
<th>/ə/ as in attend</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

Collocations  5 Use the nouns and adjectives in the boxes below to complete these phrases. Some can be used more than once.

1. _______ centre
2. _______ location
3. _______ manager
4. head of _______

Nouns

| call | development | distribution | finance | sales | team | training |

Adjectives

| central | easily accessible | financial | industrial | pretty | rural |

Word families  6 Write the professions relating to these verbs and nouns.

1. to manage
2. to buy
3. to assist
4. to manage selling
5. law
6. to train
7. science
8. economy
9. engineering

Consolidation  7 Think of vocabulary relating to people and places that you might need to understand and/or use.

1. Note it down.
2. Put it into sentences that you are likely to come across.
3. Practise saying and writing them.

NOW TURN TO YOUR LEARNING JOURNAL AND MAKE NOTES ON THIS SECTION.
Planning

Before you do these exercises, look at page 65 of the Reference section.

Meaning

1 Complete the crossword.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td></td>
<td>9</td>
</tr>
<tr>
<td>10</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Down
1. When you think about the future and decide what to do
2. When companies move into new or different areas of business, they _________.
3. To forecast the future, to say what you think will happen.
4. Something that may have a negative impact on your future success.
5. When you think you can do something, you feel _________. to do it.
6. Specific goals you set for the future.

Across
7. Targets or goals that are realistic and can be achieved.
8. A plan or target.
9. The way you see things to be in the future, the whole picture.
10. A plan for success, the way forward.

Spelling

2 Complete the sentences using the words in brackets in the correct form.

1. Our Head of Planning is currently ________ (analyze) the data so she can set realistic targets.
2. Last year, JK Roberts ________ (diversify) into mobile technologies.
3. We need to have at least five good ________ (strategy) in place, so we can prove to Head Office that we are aware of future challenges.
4. They can’t decide on a final plan. Since our meeting two months ago, they have ________ (draw up) three different versions.
5. The present reduction in the number of orders is ________ (enable) us to focus on improving processes.
6. Because the CEO needed figures last month, Alex has already ________ (set) targets for next year.
Pronunciation 3 Think about the pronunciation of the letter r in bold in these words. Tick the correct column.

<table>
<thead>
<tr>
<th>word</th>
<th>pronounced /r/</th>
<th>not pronounced</th>
</tr>
</thead>
<tbody>
<tr>
<td>risk</td>
<td></td>
<td></td>
</tr>
<tr>
<td>forecast</td>
<td></td>
<td></td>
</tr>
<tr>
<td>currently</td>
<td></td>
<td></td>
</tr>
<tr>
<td>predict</td>
<td></td>
<td></td>
</tr>
<tr>
<td>realistic</td>
<td></td>
<td></td>
</tr>
<tr>
<td>diversify</td>
<td></td>
<td></td>
</tr>
<tr>
<td>failure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>concern</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Collocations 4 Look at the collocations in italics. Which are correct? Correct the incorrect ones.

1. We need to draw strategies.
2. Long-term plans were shown up at the last Board meeting.
3. Either you accept the risks or you come up with new ideas.
4. David is working with an external agency to do targets for the whole department.
5. Before going any further, let’s assess the risks involved in this project.
6. I’m only interested in hearing about achieve goals, not unrealistic ones.

Word families 5 Choose the correct options.

1. They cautious / cautiously set targets for the next year.
2. We can’t wait any longer – we need an immediately / immediate decision.
3. I am confident that we have agreed realistic / realistically goals.
4. Don’t you think those targets are unrealistic / unrealistically?
5. Our CEO speaks very optimistic / optimistically about the future, which is good.
6. The sales team is extremely ambitiously / ambitious and hard-working.

Consolidation 6 Think of vocabulary relating to planning and the future that you might need to understand and/or use.

1. Note it down.
2. Put it into sentences that you are likely to come across.
3. Practise saying and writing them.

→ NOW TURN TO YOUR LEARNING JOURNAL AND MAKE NOTES ON THIS SECTION.


Production and processes

Before you do these exercises, look at page 69 of the Reference section.

Meaning 1 Complete the crossword.

For more on passives, see page 61.

Down
1 'To work _______' means when workers in a factory work set hours around the clock.
2 a company or person who provides materials or services so that production can take place
3 Before a new product is launched, it is useful to _______ it.
4 Items that are produced are often costed per _______.
5 These initials stand for 'quality assurance'.

Across
4 Production often needs to meet a deadline, and so runs to _______.
6 to put new machinery in place
8 when a sample batch of new products is released on the market (5, 3)

Spelling 2 Correct the spelling mistakes in the words in italics.

1 The company implanted a new health and safety procedure.
2 The order was delivered in consinements.
3 Because of the large order, the produktion line had to work through the night.
4 The staff worked hard to keep to shedule.
5 RS Engineering changed supplier because deleivery times were too long.
6 The technical testing team checks the qualities of the goods, as well as making sure they work.
7 We try to keep storage costs down by not having too much in stoke.
8 The forklift truck has broken down three times in the last year. We need to do more regular maintenances on it to try and avoid this happening again.
9 We have invested a lot of money in quality asurance, so we expect a high-quality end product.
Pronunciation 3 Mark the main stressed syllable in these words.
1 a process
2 to install
3 installation
4 a product
5 to produce
6 a warehouse

Collocations 4 Match the sentence halves.
1 When a new customer put in ...
2 Staff at Brown Chemicals have regular training so they know how to follow ...
3 Logiline has had to put up its prices due to the increase in ...
4 Companies that store less in ...
5 We do regular testing so we can assure ...
a ... health and safety procedures.
b ... a bulk order. RS Engineering had to take on extra staff.
c ... the warehouse can get more on the shop shelves and sell more.
d ... the highest quality of our products.
e ... transport costs by 20% over the last five years.

Word families 5 Write the corresponding verbs for these nouns.
1 process to process
2 maintenance
3 update
4 schedule
5 product/production
6 purchase/purchasing
7 supplies/supplier
8 delivery

Consolidation 6 Think of vocabulary relating to production and processes that you might need to understand and/or use.
1 Note it down.
2 Put it into sentences that you are likely to come across.
3 Practise saying and writing them.

→ NOW TURN TO YOUR LEARNING JOURNAL AND MAKE NOTES ON THIS SECTION.
Projects and teams

* Before you do these exercises, look at page 70 of the Reference section.

### Meaning

1. Choose the best option (a or b) to replace the words in *italics*.

1. Rupert is good at keeping projects on track, so he’s been appointed as *project manager*.  
   a. project leader  
   b. project control

2. Although Hugo retires at the end of the month, he wants to *take the project to the end*, which is in three months’ time.  
   a. conclude the project  
   b. see the project through

3. Before the project starts, we need to clarify the customer’s *requirements*.  
   a. specifications  
   b. necessaries

4. I’m afraid the contractor has *quoted too low a price*. The actual costs will be higher.  
   a. underestimated  
   b. quoted below

5. The project manager provided the team with the *timeframe* for the work they were about to start.  
   a. schedule  
   b. calendar

6. Sasha was brought into the team because of her excellent IT *knowledge*.  
   a. talent  
   b. skills

### Spelling

2. Complete the missing words.

1. How much time have we got? What’s the *s___u_le*?

2. Can you explain to Pete what he needs to do? I haven’t got time to *f___him*.

3. Now our lorry is repaired, we can deliver the *c___n_t*.

4. What? Work can’t start yet? Why have we got to *p___p___the project*?

5. Our customer’s not happy with the design – we need to *m___f___n_s*.

6. Tommy is going to be off sick for a few weeks, so we need to *r___e___z_e the team*.

### Pronunciation

3. Put these words in the correct column of the table, according to their stress pattern.

```
- customer  developments  modifications  postpone  progress  project
- reorganize  requirements  schedule  specifications
```

<table>
<thead>
<tr>
<th>Oo</th>
<th>oO</th>
<th>oOo</th>
<th>Ooo</th>
<th>oOoo</th>
<th>oOoOo</th>
</tr>
</thead>
<tbody>
<tr>
<td>customer</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4. Two of the words in Exercise 3 belong in two categories. Which words are they, and why?
Collocations 5 Complete the phrases in italics using the verbs in the box.

<table>
<thead>
<tr>
<th>confirm</th>
<th>delay</th>
<th>deliver</th>
<th>make</th>
<th>sign</th>
<th>work with</th>
</tr>
</thead>
</table>

1. I’m afraid we’ve not been granted planning permission yet. We’ll have to _______ the start date.

2. None of the team members has foreign language skills, so they are planning to _______ people from a translation agency when they start the project in Europe.

3. That’s the absolute latest the project has to be completed, so yes, I can _______ the deadline.

4. John had negotiated well, and he and the supplier reached agreement. They were both hoping to _______ the contract as soon as possible.

5. During the team meeting, the project manager was careful to _______ notes so that she had a record of the discussion in case any problems arose later.

6. We always aim to _______ a consignment within 14 days of the order being placed.

Word families 6 Rewrite these nouns and noun phrases using a verb or verb phrase.

1. project proposal _______ to propose a project
2. project leader _______
3. reorganization of the team _______
4. confirmation of a deadline _______
5. schedule _______
6. modification _______
7. specification _______
8. estimation of costs _______
9. delay _______

Consolidation 7 Think of vocabulary relating to projects and teams that you might need to understand and/or use.

1. Note it down.
2. Put it into sentences that you are likely to come across.
3. Practise saying and writing them.

Being a team player is a good thing, until the project goes horribly wrong.

→ NOW TURN TO YOUR LEARNING JOURNAL AND MAKE NOTES ON THIS SECTION.
Sales and marketing

★ Before you do these exercises, look at page 71 of the Reference section.

Meaning 1 Match these phrases (1–6) with their definitions (a–f).

1 to advertise
2 to appeal to
3 cold-calling
4 a competitor
5 a potential customer
6 promotional materials

a to promote a product or service in such a way so as to encourage people to buy it
b materials such as brochures or websites used to promote items
c a possible new customer
d another company offering similar services or selling similar products to your own
e to attract, to be liked by
f when a salesperson phones a potential customer without prior arrangement

Spelling 2 Look at the words in italics in the sentences below. Rewrite them according to the instructions in brackets.

US/UK = change the spelling to the American/British spelling
plural = change the word to the plural
present/past tense = change the verb to the tense indicated

1 We organised the sales conference in a very short space of time. (US)
2 The Sales Department had an enquiry which could lead to a huge contract. (plural)
3 Johann set up the stand at the Frankfurt trade fair. (present tense)
4 Have you had many potential customers enquiring about your services following the publicity campaign? (UK)
5 Mario is the top sales representative in Europe. He sells over half a million units per quarter. (past tense)
6 Is it ethical to publicize new medicines before they’ve been fully tested? (UK)

Pronunciation 3 Mark the sounds that run together in these sentences.

1 His job is to look into attracting new customers.
2 Head Office has decided to set up a new distribution centre.
3 It is good practice to follow up cold calls with written confirmation.
4 Why not take out an advert to promote sales?
5 You could sell on the Internet.
6 We hope to move into markets overseas.
Collocations 4 Choose the correct options.
1 Our regional sales rep followed up / moved up the enquiry with a quote via e-mail.
2 I usually attract / attend the trade fair in San Francisco.
3 They’re hoping to market / shop their products in South America as well as in the USA.
4 By the end of the negotiation, they still weren’t able to incline / agree payment terms.
5 A huge amount of money was invested in firing / launching the advertising campaign.
6 The Marketing Department really needs to promote / quote the new products better, as sales have been very slow.

Word families 5 Look at the verbs in the box below and answer these questions.
1 What is the equivalent noun for each verb?
2 Which of the words have more than one possible spelling?
3 Which nouns have no plural?

<table>
<thead>
<tr>
<th>to distribute</th>
<th>to enquire</th>
<th>to launch</th>
<th>to pay</th>
<th>to promote</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>to publicize</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>to sell</td>
</tr>
</tbody>
</table>

Consolidation 6 Think of vocabulary relating to sales and marketing that you might need to understand and/or use.
1 Note it down.
2 Put it into sentences that you are likely to come across.
3 Practise saying and writing them.

→ NOW TURN TO YOUR LEARNING JOURNAL AND MAKE NOTES ON THIS SECTION.
Telephoning and e-mailing

Before you do these exercises, look at page 72 of the Reference section.

Meaning

1 Complete the definitions.
   1 When you make a phone call and you manage to speak to the person, you
      g________ th________.
   2 When you make a phone call but don’t manage to speak to the person, you may
      l________ a m________ on their a________ or on their v________.
   3 Sometimes when using a mobile phone, you might get c________ o________ if
      reception isn’t very good.
   4 If you have a document to send to your business associate, you can send it in an
      e-mail a________.
   5 If an e-mail would be useful for someone else to see, you can f________ it on to
      that person.
   6 However, if the content of the e-mail is c________, then you need to think carefully
      about who you send it to.
   7 I need to see the Sales Manager. Can you call her to make an a________, please?
   8 I’m sorry you’ve had so many problems. Please put your c________ in writing, and
      we will look into it.

Spelling

2 Decide whether each of these words is spelled correctly or incorrectly.
Correct the incorrect ones.

<table>
<thead>
<tr>
<th></th>
<th>correct</th>
<th>incorrect</th>
<th>correction</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>recipient</td>
<td>✔️</td>
<td>☐</td>
</tr>
<tr>
<td>2</td>
<td>addresse</td>
<td>✔️</td>
<td>☐</td>
</tr>
<tr>
<td>3</td>
<td>to forward</td>
<td>✔️</td>
<td>☐</td>
</tr>
<tr>
<td>4</td>
<td>notification of</td>
<td>✔️</td>
<td>☐</td>
</tr>
<tr>
<td>5</td>
<td>requesting information</td>
<td>✔️</td>
<td>☐</td>
</tr>
<tr>
<td>6</td>
<td>enquiry</td>
<td>✔️</td>
<td>☐</td>
</tr>
<tr>
<td>7</td>
<td>complaint</td>
<td>✔️</td>
<td>☐</td>
</tr>
<tr>
<td>8</td>
<td>organize</td>
<td>✔️</td>
<td>☐</td>
</tr>
<tr>
<td>9</td>
<td>appointment</td>
<td>✔️</td>
<td>☐</td>
</tr>
<tr>
<td>10</td>
<td>confidential</td>
<td>✔️</td>
<td>☐</td>
</tr>
<tr>
<td>11</td>
<td>receiver</td>
<td>✔️</td>
<td>☐</td>
</tr>
<tr>
<td>12</td>
<td>attachment</td>
<td>✔️</td>
<td>☐</td>
</tr>
</tbody>
</table>
Pronunciation

Look at the letters in bold in these words and phrases. Write the words in the correct column.

thank get through answer the telephone address the sender take a message
text reception confidential notification cut off recipient attachment

/ʊ/ as in table /θ/ as in think /ð/ as in then /ʃ/ as in location

<table>
<thead>
<tr>
<th>/ʊ/ as in table</th>
<th>/θ/ as in think</th>
<th>/ð/ as in then</th>
<th>/ʃ/ as in location</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Collocations

Complete each set of collocations with the correct verb.

1. _______ cut off / a message / a call / an e-mail
2. _______ a message / a call
3. _______ a call / an appointment

5 How many verbs can go with each of these nouns?
1. _______ an appointment
2. _______ an e-mail
3. _______ a call

Word families

Complete the verb relating to each of the nouns.

<table>
<thead>
<tr>
<th>noun</th>
<th>verb</th>
<th>noun</th>
<th>verb</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. attachment</td>
<td>a _______</td>
<td>6. notification</td>
<td>n _______</td>
</tr>
<tr>
<td>2. recipient</td>
<td>r _______</td>
<td>7. request</td>
<td>r _______</td>
</tr>
<tr>
<td>3. reception</td>
<td>r _______</td>
<td>8. complaint</td>
<td>c _______</td>
</tr>
<tr>
<td>4. receiver</td>
<td>r _______</td>
<td>9. enquiry</td>
<td>e _______</td>
</tr>
<tr>
<td>5. addressee</td>
<td>a _______</td>
<td>10. response</td>
<td>r _______</td>
</tr>
</tbody>
</table>

Consolidation

Think of vocabulary relating to telephoning and e-mailing that you might need to understand and/or use.

1. Note it down.
2. Put it into sentences that you are likely to come across.
3. Practise saying and writing them.

NOW TURN TO YOUR LEARNING JOURNAL AND MAKE NOTES ON THIS SECTION.
Training

Before you do these exercises, look at page 73 of the Reference section.

Meaning 1 Find words in the word search to complete these sentences.

1. The handouts or presentation slides form part of the course __________.
2. When trainers want to see what you have learnt, they may give you a __________.
3. When a company organizes training, they __________ training courses.
4. ‘To go on a course’ means ‘to __________ a course’.
5. Training helps people develop certain __________, such as becoming better at giving presentations or negotiating.
6. The main aim of training is for the participants to __________ something new.
7. If you have taken a test, you will probably want to know the __________ so you know how well you have done.
8. Bespoke training will establish your __________ before starting the course.
9. A course leading to a qualification may have an __________ instead of a small test.
10. ‘To train’ a person means ‘to __________’ him/her.
11. If you have to pass an exam, you may have to __________ hard.
12. Most training courses plan in coffee __________.
13. ‘Results’ means ‘__________’.
14. A training course may be divided into a number of __________.

Spelling 2 Write the past simple and present perfect tenses of these verbs and verb phrases.

1. attend 2. take part 3. participate 4. train 5. teach 6. learn
7. study 8. run 9. fund 10. do well 11. fail 12. give feedback

For more on past tenses, see page 56.
Pronunciation

3 Look at the letter s in bold in the words below. Write the words in the correct column(s).

- session
- workshop
- course materials
- skills
- self-development
- test marks
- pressure
- stress
- needs
- analysis
- assessment
- results

<table>
<thead>
<tr>
<th>/s/ as in study</th>
<th>/z/ as in feels</th>
<th>/ʃ/ as in show</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Collocations

4 Choose the correct verbs.

1 run / make a session
2 make / develop skills
3 do / make well
4 make / take an exam
5 have / do a break
6 make / do homework
7 take / give feedback
8 become / get results

5 Choose the correct adverbs.

1 to study hard / hardly
2 to do well / good
3 to do badly / bad
4 to listen attentively / attendly
5 to participate fully / full
6 to develop skills quick / quickly
7 to take part wantly / willingly
8 to teach enthusiastically / enthusiastic

Word families

6 Write the verb and noun related to each of these adjectives.

1 studious
2 participatory
3 trained
4 learned
5 assessed

Consolidation

7 Think of vocabulary relating to training that you might need to understand and/or use.

1 Note it down.
2 Put it into sentences that you are likely to come across.
3 Practise saying and writing them.

→ NOW TURN TO YOUR LEARNING JOURNAL AND MAKE NOTES ON THIS SECTION.
**Present tenses**

**PRESENT SIMPLE**

**Form**
- Look at how the present simple is formed.

<table>
<thead>
<tr>
<th>+ subject</th>
<th>+ infinitive (+ -s with he/she/it)</th>
</tr>
</thead>
<tbody>
<tr>
<td>My manager</td>
<td>cycles to work.</td>
</tr>
<tr>
<td>- subject</td>
<td>+ do not (don't) / does not (doesn't) + infinitive</td>
</tr>
<tr>
<td>Staff</td>
<td>don't start work early.</td>
</tr>
<tr>
<td>? Do/Does</td>
<td>+ subject + infinitive</td>
</tr>
<tr>
<td>Do you</td>
<td>enjoy your job?</td>
</tr>
</tbody>
</table>

- The letter y changes to i: I carry -> he carries
- Note these short forms: do not = don't; does not = doesn't

**Use**
- The present simple is used to talk about:
  - facts and permanent situations.
  - This branch *doesn't open* until 9 a.m.
  - routines and schedules.
  - The train *leaves* at 4 p.m.
- It is often used with time phrases such as rarely, often, usually, never, on Saturdays, sometimes, every day/week/year.

**PRESENT CONTINUOUS**

**Form**
- Look at how the present continuous is formed.

<table>
<thead>
<tr>
<th>+ subject</th>
<th>+ to be (am, are, is) + infinitive + -ing</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>am working late tonight.</td>
</tr>
<tr>
<td>- subject</td>
<td>+ to be (am, are, is) + not + infinitive + -ing</td>
</tr>
<tr>
<td>We</td>
<td>are not (aren't) investing any money.</td>
</tr>
<tr>
<td>? to be (Am, Are, Is)</td>
<td>+ subject + infinitive + -ing</td>
</tr>
<tr>
<td>Are you</td>
<td>writing that report?</td>
</tr>
</tbody>
</table>

- Note these short forms:
  I am = I'm; he/she/it is = he's/she's/it's; they are = they're

**Use**
- The present continuous is used to talk about:
  - activities taking place at or around the time of speaking.
  - We're currently updating our HR policies.
  - temporary or changing situations.
  - I'm not working in London long term, just until the end of the year.
  - future arrangements.
  - When are you meeting Gill for lunch?
- The present continuous is often used with time phrases such as now, at the moment, currently, this (year/month/week).
- One-word time phrases are often placed between be and the -ing form.
  I am currently applying for a new job.
- The present continuous is not usually used with these verbs: hear, think, like, feel, love, believe.

**Past tenses**

**PAST SIMPLE**

**Form**
- Look at how the past simple is formed.

<table>
<thead>
<tr>
<th>+ subject</th>
<th>+ infinitive + -ed</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>wanted to change my job.</td>
</tr>
<tr>
<td>- subject</td>
<td>+ didn't + infinitive</td>
</tr>
<tr>
<td>My colleague</td>
<td>didn't go to the conference.</td>
</tr>
<tr>
<td>? Did/Didn't</td>
<td>+ subject + infinitive</td>
</tr>
<tr>
<td>Did you</td>
<td>arrive on time for the meeting?</td>
</tr>
</tbody>
</table>

- Verbs already ending in -e just add -ed: decide -> decided
- Many verbs are irregular and don’t end in -ed. (See page 80).
- Note how did is used in questions and negative sentences.

**Examples**
- My company *launched* a new product yesterday.
- We *didn't finish* work until 6 p.m. last night.
- Why *didn't you come* to the staff party?

**Use**
- The past simple is used to talk about:
  - events in the past that are finished.
  - The presentation *took place* two weeks ago.
  - periods of time in the past that are finished.
  - Did you spend the whole of last week in Istanbul?
- The past simple is often used with words such as last (week/month/year), (two days) ago, yesterday and in (2007/January).

**PRESENT PERFECT**

**Form**
- Look at how the present perfect is formed.

<table>
<thead>
<tr>
<th>+ subject</th>
<th>+ have / has + past participle</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>have finished the project.</td>
</tr>
<tr>
<td>- subject</td>
<td>+ haven't / hasn't + past participle</td>
</tr>
<tr>
<td>My colleagues</td>
<td>haven't felt very well lately.</td>
</tr>
<tr>
<td>? Have / Has</td>
<td>+ subject + past participle</td>
</tr>
<tr>
<td>Have you</td>
<td>seen the agenda for the meeting?</td>
</tr>
</tbody>
</table>

**Examples**
- I've *lost* the file on the Staken project.
- We *haven’t finished* writing the report.
- Has Mikka *left* the organization yet?

**Use**
- The present perfect is used to talk about:
  - events that started in the past and are continuing.
  - My boss has *gone* to New York to visit clients.
  - things that happened in the past that have a strong link with what is happening now (often with just).
  - The rise in oil prices has *led* us to increase our own prices.
- The present perfect is often used with words such as for (three months / two years), since (Saturday / 1998 / 3 p.m.), already, this (week/month/year), yet, ever/never.
Will and going to

Form: Will
- Look at how sentences using will are formed.

<table>
<thead>
<tr>
<th>+ subject</th>
<th>+ will</th>
<th>+ infinitive</th>
</tr>
</thead>
<tbody>
<tr>
<td>We</td>
<td>will</td>
<td>pick yo up at ten.</td>
</tr>
<tr>
<td>- subject</td>
<td>+ will not</td>
<td>+ infinitive</td>
</tr>
<tr>
<td>I</td>
<td>won’t</td>
<td>be in tomorrow.</td>
</tr>
<tr>
<td>?</td>
<td>Will/Won’t</td>
<td>+ subject</td>
</tr>
<tr>
<td>Will</td>
<td>you</td>
<td>book the meeting room?</td>
</tr>
</tbody>
</table>

Examples
By the end of the day, I will be exhausted.
I won’t be happy unless I get a pay rise.
What will Mark talk about at the conference?

Use: Will
- Sentences with will are used to:
  - make general predictions.
    By 11 a.m. tomorrow, I’ll probably be on the beach.
  - make spontaneous offers, promises and decisions.
    I’ll open the door for you.
  - talk about scheduled events.
    The meeting will start at 2.30 p.m.
- Note that shall (I/we) can be used to make offers.
  Shall I help you with that?
  Shall we give Max a lift?

Form: Going to
- Look at how sentences using going to are formed.

<table>
<thead>
<tr>
<th>+ subject</th>
<th>+ to be</th>
<th>+ going to + infinitive</th>
</tr>
</thead>
<tbody>
<tr>
<td>We</td>
<td>are</td>
<td>going to start now.</td>
</tr>
<tr>
<td>- subject</td>
<td>+ to be + not</td>
<td>+ going to + infinitive</td>
</tr>
<tr>
<td>Gill</td>
<td>isn’t</td>
<td>going to take her exams.</td>
</tr>
<tr>
<td>?</td>
<td>to be</td>
<td>+ subject</td>
</tr>
<tr>
<td>Are</td>
<td>you</td>
<td>going to attend the conference next week?</td>
</tr>
</tbody>
</table>

Examples
I’m going to meet Eleri later.
Marcus isn’t going to resign after all.
When are the employees going to leave?

Use: Going to
- Sentences with going to are used to:
  - talk about a plan or intention.
    I’m going to move to London.
  - make predictions based on evidence.
    We’re going to have problems – the machine’s still broken.

---

Modals

Form
- Look at how sentences with modal verbs are formed.

<table>
<thead>
<tr>
<th>+ subject</th>
<th>+ modal</th>
<th>+ infinitive</th>
</tr>
</thead>
<tbody>
<tr>
<td>My colleague</td>
<td>can</td>
<td>speak French fluently.</td>
</tr>
<tr>
<td>- subject</td>
<td>+ modal + not</td>
<td>+ infinitive</td>
</tr>
<tr>
<td>I</td>
<td>could not (couldn’t)</td>
<td>believe what I heard.</td>
</tr>
<tr>
<td>?</td>
<td>modal</td>
<td>+ subject</td>
</tr>
<tr>
<td>May</td>
<td>I</td>
<td>sit here?</td>
</tr>
</tbody>
</table>

- Modal verbs do not change their form, e.g. they do not take -s in the third person singular.
  U/we/he/she/it/you/they can
- Note these short forms:
  can + not = cannot/can’t
  could + not = couldn’t
  should + not = shouldn’t
  shall + not = shan’t
- There is no to in the infinitive after modal verbs.
  Staff must keep the equipment clean. (not to keep)

Examples
I can’t understand this at all.
You shouldn’t use taxis unless absolutely necessary.
May I ask you a quick question?
Do I have to do that now?

Use
- Modals are used to:
  - talk about ability (can).
    I can speak three foreign languages.
  - give advice (should).
    You should speak to your boss.
  - make suggestions/offers (shall).
    Shall we make a start?
  - make a polite request (may / can / could).
    May I use your office, please?
  - ask for permission (may / can / could).
    Could I start work a bit later, please?
  - talk about obligation (have to / must / mustn’t).
    You must fill in your leave form by Friday.
  - talk about lack of obligation (don’t have to).
    We don’t have to go to work tomorrow.
  - talk about possibility (may / might / could).
    This project might be very complicated.
- Shall is only ever used with the first person (I and we).
- Of the three verbs can, could and may, can is less formal, could is neutral and may is more formal.
- Have to and must essentially mean the same, but with must the speaker is saying what they think it is necessary to do, while with have to, they are talking more about facts.
- Mustn’t and don’t have to are totally different.
  You mustn’t do something = Don’t do it, you are not allowed to do it.
  You don’t have to do something = It isn’t necessary to do it, but you can if you wish.
Conditionals

Form
- Look at how conditionals are formed.

<table>
<thead>
<tr>
<th>conditional 1</th>
<th>If present tense, will/won’t + infinitive (without to)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>If we leave now, we’ll arrive on time.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>conditional 2</th>
<th>If past simple, would/wouldn’t + infinitive (without to)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>If you reduced the price, we would buy the house.</td>
</tr>
</tbody>
</table>

- You can often use may/might/could instead of will/would.
  I could/might do more voluntary work if I wasn’t so busy.
  If I don’t get the promotion, I might/may leave.

Use
- Conditionals are used to:
  - talk about future possibilities (conditional 1).
    If you speak to Jane, she’ll let you leave early.
  - give advice and make suggestions (conditional 2).
    If I was you, I wouldn’t take the job.
  - talk about imaginary or future situations (conditional 2).
    If we had lots of money, we would stay in an expensive resort.
  - It is also correct to say If I were you ... instead of If I was you ... in conditional 2.
  - The if part of the clause can come at either the beginning or the end of the sentence. When the if clause comes first, it has a comma after it.
  If you ring Dampo today, they’ll probably get back to you by tomorrow with a quote.
  They’ll probably get back to you by tomorrow with a quote If you ring Dampo today.

-ing forms and infinitives

Form
- Look at these infinitive forms.

<table>
<thead>
<tr>
<th>subject + verb</th>
<th>(not) to + infinitive</th>
</tr>
</thead>
<tbody>
<tr>
<td>I’ve asked</td>
<td>not to work on Terje’s project.</td>
</tr>
<tr>
<td>subject + verb</td>
<td>object + infinitive</td>
</tr>
<tr>
<td>We want</td>
<td>Gill to stay here for a few months.</td>
</tr>
</tbody>
</table>

- Look at these -ing forms.

<table>
<thead>
<tr>
<th>subject + verb</th>
<th>verb + -ing</th>
</tr>
</thead>
<tbody>
<tr>
<td>I don’t enjoy</td>
<td>doing overtime any more.</td>
</tr>
</tbody>
</table>

Use
- Infinitives are used:
  - after certain verbs (e.g. want, hope, need, plan, decide, offer, promise).
    Have you decided to attend the meeting after all?
  - after certain verbs + an object (e.g. ask, tell, warn, expect).
    Surely management can’t expect us to work such long hours.
  - after adjectives (e.g. good, wrong).
    It’s good to see you again.

Examples
- We really need to increase sales.
- My boss hasn’t asked me to go to the conference.
- It’s important to have a good work-life balance.

- -ing forms are used:
  - as nouns (called gerunds).
    Working here has been challenging, to say the least.
  - after prepositions.
    Are you interested in doing some overtime?
  - I’m not good at working to deadlines.
  - after certain verbs (e.g. enjoy, finish, mind, dislike, keep, suggest).
    Jamie suggested going out for lunch.
  - I’m going to keep looking for a new job.

- Some verbs can take both infinitives and -ing forms with little difference in meaning (e.g. like, love, hate).
  I love travelling. = I love to travel.

- However, some verbs (such as remember, forget, stop) change their meaning, depending on whether they are followed by the -ing form or the infinitive.
  I remembered to send the form. (= I remembered to do it, then I sent it.)
  I remembered sending the form. (= I remembered the act of sending the form.)
Comparatives and superlatives

Form: Adjectives and adverbs
- Look at how comparatives and superlatives of adjectives are formed.

<table>
<thead>
<tr>
<th>adjective</th>
<th>comparative</th>
<th>superlative</th>
</tr>
</thead>
<tbody>
<tr>
<td>short adjectives (one syllable)</td>
<td>small</td>
<td>+ -(e)r smaller</td>
</tr>
<tr>
<td>longer adjectives ending in -y (two syllables)</td>
<td>easy</td>
<td>y → i + -(e)r easier</td>
</tr>
<tr>
<td>longer adjectives not ending in -y (two or more syllables)</td>
<td>important</td>
<td>more/less + adjective more important</td>
</tr>
</tbody>
</table>

- Look at how comparatives and superlatives of adverbs are formed.

<table>
<thead>
<tr>
<th>adverb</th>
<th>comparative</th>
<th>superlative</th>
</tr>
</thead>
<tbody>
<tr>
<td>carefully</td>
<td>more/less + adverb more carefully</td>
<td>the most/least + adverb the most carefully</td>
</tr>
</tbody>
</table>

- Some adjectives have irregular forms.
  - far–further–the furthest
  - bad–worse–the worst
  - good–better–the best
- Some adverbs have irregular forms.
  - fast–fastest
  - hard–harder
  - good–well
- The letter y at the end of an adjective changes to i in front of the superlative and comparative endings.
- The word than is used when comparing two things.

Examples
I find Paris more interesting than Rome.
Sales of all these perfumes are good, but sales of Enterprise perfume are the best.
The work is easier than I expected.
Please could you speak more clearly?

Use
- Comparatives and superlatives are used to:
  - compare two things (comparatives).
    - I am a fast worker, but my colleague is faster.
  - compare three or more things (superlatives).
    - Yesterday was a bad day, and so was the day before, but today is the worst day I’ve had this year!

Form: Other phrases for making comparisons
- There are other useful phrases for making comparisons.
  - the same as
  - as ... as
  - not as ... as
- Note how the adjectives in these phrases remain unchanged.
  - My desk is the same design as yours.
  - Our Frankfurt office is as successful as our Hamburg one.
  - This computer isn’t as expensive as that one.

Relative clauses

Form
- Look at the forms used in relative clauses.

<table>
<thead>
<tr>
<th>defining clauses</th>
<th>non-defining clauses</th>
</tr>
</thead>
<tbody>
<tr>
<td>who (refers only to people)</td>
<td>The man who you just saw speaks four languages.</td>
</tr>
<tr>
<td>which (refers only to things)</td>
<td>The company which you used to work for has gone bankrupt.</td>
</tr>
<tr>
<td>that (refers to people and things)</td>
<td>The town that I come from is called Tidlington. The colleague that most people admire is Sally.</td>
</tr>
<tr>
<td>whose (refers to people and things)</td>
<td>The manager whose time-keeping is the worst is Bill. The company whose sales have fallen most sharply is Concepts.</td>
</tr>
</tbody>
</table>

- Whom is only used in formal English. It is used to refer to the object of a clause.
  - The officer to whom you should speak is off sick.
- Whose is used to show possession.
- In defining clauses, who/which and that can generally be used interchangeably.
- That is not used in non-defining clauses.

Examples
We’ll be listening to a talk by Sally, whose father started the company.
Do you want to speak about the changes that are soon to take place here?
We don’t enjoy working with Michael, who is our new team leader.

Use
- **Defining clauses** are used to give essential information about a person or thing.
  - I know the name of the woman who applied for the job.
  - One staff member whose work is always exceptional is Jill.
  - The office that/which is at the end of the corridor is the biggest.
  - That/which/who can be left out in defining clauses where the relative pronoun is the object of the clause.
  - The man (that/who) I spoke to turned out to be the CEO.
- **Non-defining clauses** are used to give extra, non-essential information about a person or thing.
  - Siobhan, who works in finance, has handed in her notice.
  - Tartu, which is in South Estonia, is the location for our next conference.
  - Maxine, whose sales were disappointing in January, won’t be team leader next year.
    - Note the use of commas in non-defining clauses to separate the non-essential information.
    - The manager, who is on holiday this week, has been promoted. (Non-defining clause: there is only one manager (who happens to be on holiday this week).) The manager who is on holiday this week has been promoted. (Defining clause: there are several managers, but the one we are talking about is the one who is on holiday this week.)
Articles

Form
- A is used in front of consonants (b, c, d, etc.).
  He's got a big car.
- An is used in front of vowels (a, e, i, o, u).
  This is an easy job.
- An is used before words which start with a vowel sound.
  an hour (h is silent)
  a hair
  a European (starts with a /j/ sound)

Use
- The indefinite article a/an is used to:
  - talk about singular countable nouns.
    I’ve just sent an e-mail to my boss.
  - talk about someone’s job.
    He’s an accountant.
- An + other = another.
  I’ve just got another job.
- The definite article the is used when:
  - it is clear what you are talking about.
    He took the box down to the warehouse. (a box and warehouse that we know about)
  - you have already mentioned what you are talking about.
    There’s a new job in Finance. The job will involve budgeting.
    - referring to superlatives.
    I’ve got the best job in the whole world.

- No articles are used to:
  - make generalizations.
    Unemployment is rising fast.
  - talk about general uncountable or plural nouns.
    There isn’t enough information.

- Note these other uses:
  - Continents, cities, countries (except republics, kingdoms, states) do not take an article.
    Africa, Madrid, France, etc.
  - Island groups, regions, republics/kingdoms/states take the definite article.
    the Canaries, the Far East, the United Kingdom, etc.
  - Mountains, oceans/seas, rivers take the definite article.
    the Andes, the Atlantic, the Rhine, etc.
  - Lakes do not take an article.
    Lake Lucerne, Lake Victoria, Lake Eyrie, etc.
  - Compass points and positions take the definite article.
    the north, the south-west, at the top, on the left, etc.
  - Roads and airports do not take an article.
    Victoria Road, Frankfurt Airport, etc.
  - Hotels and cinemas take the definite article.
    the Ibis, the Odeon, etc.
  - Newspapers take the definite article.
    the Guardian, the New York Times, etc.
  - Companies and sectors do not take an article.
    Siemens, electronics, etc.
  - Sports do not take an article.
    football, badminton, etc.
  - Nationalities take the definite article.
    the British, the French, etc.
  - Emergency services take the definite article.
    the police, the fire brigade, etc.
  - Meals do not take an article.
    lunch, dinner, etc.
  - Media usually take the definite article.
    on the radio, but: on television

Determiners

Form
- The use of determiners depends on whether the noun they go with are countable or uncountable.
- Countable nouns have singular and plural forms.
  - an office, two offices, etc.
- Uncountable nouns have no plural forms.
  - finance, information, etc.
- Some nouns have both countable and uncountable forms, with different meanings.
  Here’s a paper. (countable = a newspaper)
  Here’s some paper. (uncountable = writing paper)

Use
- Look at how determiners are used with countable and uncountable nouns.
  - some: in positive sentences with plural countable nouns and uncountable nouns; in requests/offers.
    We’ve got some meetings next week.
    There’s some paper over here.
    Would you like some cheese?
  - any: in negative sentences and questions with plural countable nouns and uncountable nouns.
    Have you got any information about the candidates?
    I haven’t got any books on my office shelf.
  - much: in negative sentences and questions with uncountable nouns.
    They didn’t give us much advice.
  - many: in negative sentences and questions with plural countable nouns.
    Staff didn’t offer us many suggestions.
  - a lot of / lots of: in positive sentences with plural countable nouns and uncountable nouns.
    There’s a lot of help available.
    I’ve just eaten lots of sweets.
  - (a) few: with plural countable nouns.
    I’ve got a few euros.
    I’ve got little energy left.
  - (a) little: with uncountable nouns.
    I’ve got little energy left.

- Note that:
  - little/few are negative ideas.
    We’ve got little time left. (= nearly none)
    a little / a few are positive ideas.
    We’ve got a little time left. (= not much but some)
- The determiners any, some and no can be combined with thing/body/one to create pronouns.
  anything, something, nothing; anybody, somebody, nobody; anyone, someone, no one

‘Stan, I’ve come to trim some of your job benefits.’
Passives

Form
- Look at how the passive is formed.

<table>
<thead>
<tr>
<th>+ subject</th>
<th>+ to be</th>
<th>+ past participle</th>
</tr>
</thead>
<tbody>
<tr>
<td>The course</td>
<td>has been</td>
<td>cancelled.</td>
</tr>
</tbody>
</table>

- subject + to be + not + past participle

- Ginny wasn’t given promotion.

<table>
<thead>
<tr>
<th>? (not) to be</th>
<th>+ subject</th>
<th>+ past participle</th>
</tr>
</thead>
<tbody>
<tr>
<td>Was Fred met</td>
<td>at the station?</td>
<td></td>
</tr>
</tbody>
</table>

Examples
Our IT policy is being reviewed.
Unfortunately, the project won’t be completed on time.
Who has been given the job?

Use
- The passive is used to:
  - emphasize an action, rather than who does it (or if no one knows who does it).
  - Information about the conference must be sent out by Wednesday.
  - describe a system or process.
  - All invoices are processed by the finance department.
  - be formal or impersonal.
  - Members of staff were requested to submit their timesheets by the end of the month.
- By can be used to say who carries out an action.
  - Next week’s team meeting will be led by Marcus Everett.

Reported speech

Form
- Look at the forms used in reported speech:
  - tense change: verbs usually change to the past (e.g. am/is → was; are → were; have/has → had; can → could; will → would; do/does → did; want → wanted; come → came)
    - I have an important meeting after lunch.
    - She said she had an important meeting after lunch.
    - We usually finish work at 4 p.m.
    - He said they usually finished work at 4 p.m.
  - infinitive with to (e.g. after tell, agree, ask, decide, expect, refuse)
    - I’m sorry, but you can’t attend the training course.
    - My boss refused to let me attend the training course.
  - ing form (e.g. after admit, suggest, deny)
    - ‘Shall we have a catch-up this afternoon?’
    - My colleague suggested having a catch-up that afternoon.
  - object + infinitive with to (e.g. after advise, ask, invite, tell, warn)
    - Don’t forget to phone Jessy about the product launch.
    - Jeremy reminded me to phone Jessy about the product launch.

Examples
She said she didn’t want to come with us.
He told me to wait for five minutes.
They invited us to attend the conference.

- These common time changes are used in reported speech:
  - now → then; yesterday → the day before; ago → before;
  - this (week) → that (week); tomorrow → the next/following day
- However, if the ‘reporting’ takes place in the same period, the time reference stays the same.
  - ‘We launched the new product yesterday.’
  - She told me they launched the new product yesterday.
    (reported on the same day as the statement was made)
- If you are reporting something and you think that it is still true, you don’t need to change the tense to the past.
  - I like living in Madrid.
  - She said she likes living in Madrid.
- Watch out for pronouns – they also need to change (usually from first person to third person).
  - I’m going to send her my report tomorrow.
  - He said he was going to send her his report the next day.
- It is not always necessary to include that.
  - He said (that) he felt tired.

Use
- Reported speech is used to tell someone what you/someone else said.

Examples
Siraj told Atul she wouldn’t cover his shift for him.
The team leader said I didn’t have to work afternoons.
I reminded Jim to take some leave.
Companies and offices

Meaning
Here are some definitions and examples of vocabulary relating to companies and offices.

**competitive** – when a company offers good products or services at a good rate

to **close offices** – to cease trading from premises when a business no longer needs as many offices, perhaps due to less demand or because of rising costs

to **expand into new markets** – to start operating in new regions or countries

**a good reputation** – when a company is respected and valued by people

**a hot desk** – a desk usually used by contractors, one which does not have a specific employee associated with it

to **merge** – to combine to become one (e.g. two companies)

**a multinational company** – a company that operates in more than one country

on the **third floor** – when an office is on level 3 or on the third storey of a building

**open-plan** – when an office has no interior walls, so that all members of staff are working in the same room rather than in individual offices

**the production industry** – companies that produce goods (e.g. cars, steel, plastics)

**profitable** – when a business makes a profit and is not loss-making

to be **recognized internationally** – to be known about and well-thought-of around the world

**a security pass** – a card allowing entry to premises or building, possibly with a photo of the holder

**the service industry** – companies that offer a service (e.g. training, leisure, marketing)

**a solid client base** – a number of reliable and regular clients/customers

to **take over** – to buy another company

to **trade (in)** – to do business (in a particular field)

**a tower block** – a building with very many floors

an **upcoming company** – a new company making an impression on the market

**a well-established company** – a company that has been in business long enough to have a solid client base and good reputation

**the working environment** – the place and atmosphere within which people work

Notice the prepositions used: expand into, on the third floor, trade in stocks and shares.

To take over can also be used in the sense of taking over responsibility: Mike is going to take over the role of Chief Buyer when Shirley retires.

Examples
We’ve expanded into exciting new markets in the Far East and we are starting to be recognized internationally.

RightFix, a relatively new and upcoming company offering domestic repair services, already has quite a solid client base and a good reputation.

Our small, family-run business just can’t compete with large, profitable multinationals.

Spelling
When spelling vocabulary relating to companies and offices, remember:

- that a final e is sometimes dropped in verb forms. *merge* – *merging, take over* – *taking over*
- irregular verbs: *take over* – *took over* – *taken over; shrink* – *shrank* – *shrunken*
- that British and American spelling sometimes differs.

**to be recognized** internationally (UK) – **to be recognized** internationally (US)

Pronunciation
When speaking, think about sounds that run together, including between separate words. Sounds often run together when a consonant sound precedes a vowel sound.

**close offices** /kloʊ/ **take over** /teɪk ˈəʊvər/ **expand into new markets** /ɪkˈspænd ɪntu njuː ˈmɑːkɪnts/ **recognized everywhere** /rɪˈkɒrnɪzd ˈɛvəɹweər/ **working environment** /ˈwɜːkɪŋ ɪnˈvɜːrntmənt/

Compare the above phrases with the following ones where the sounds between the two words do not run together. This is usually because the first word ends with a consonant sound and the next word starts with a consonant sound.

**good reputation** **well-known company** **multinational company** **third floor**

Collocations
Here are different verbs and nouns that can be used with some key vocabulary (in **bold**) relating to companies and offices.

an upcoming / well-known / internationally recognized / multinational company

a(n) open-plan / old-fashioned / modern / well-designed office

a pleasant / stressful / friendly / noisy working environment

a profitable / reputable / successful / struggling business

a production / service / tertiary / secondary / primary / struggling / booming industry

Examples
Rafael works in a large, open-plan office, which he finds quite noisy. The government is trying to support struggling businesses. I prefer working for a multinational company because I have the chance to work in different countries.

Word families
The table shows how some nouns, verbs and adjectives in the area of companies relate to one another.

<table>
<thead>
<tr>
<th>Noun</th>
<th>Verb</th>
<th>Adjective</th>
</tr>
</thead>
<tbody>
<tr>
<td>competition</td>
<td>to compete</td>
<td>competitive</td>
</tr>
<tr>
<td>decline</td>
<td>to decline</td>
<td>declining</td>
</tr>
<tr>
<td>expansion</td>
<td>to expand</td>
<td>expanding, expandable</td>
</tr>
<tr>
<td>growth</td>
<td>to grow</td>
<td>growing</td>
</tr>
<tr>
<td>merger</td>
<td>to merge</td>
<td>merging, merged</td>
</tr>
<tr>
<td>profit</td>
<td>to make a profit</td>
<td>profitable</td>
</tr>
<tr>
<td>reputation</td>
<td>to have a reputation</td>
<td>reputable</td>
</tr>
<tr>
<td>shrinkage</td>
<td>to shrink</td>
<td>shrinking</td>
</tr>
<tr>
<td>trade</td>
<td>to trade</td>
<td>trading</td>
</tr>
</tbody>
</table>

Examples
We are making the most of the **shrinking** market. (adjective)

Despite being a multinational company, business has **shrunk** over the last two years. (verb)

We are merging with a **reputable** company. (adjective)

A bad write-up can harm a company’s **reputation**. (noun)
Finance

Meaning
Here are some definitions and examples of vocabulary relating to finance.

- to be up by 30% – to have increased by 30%
- a cost – an amount of money a company or person has to pay to buy something
- to decrease – to fall; to drop; to go down
- to drop – to decrease; to go down
- the economic climate – the situation in which the economy finds itself
- to even out – to become more stable, having previously fallen or increased (e.g. costs or sales)
- an exact figure – a figure which is known precisely, so often used when talking about figures in the past
- to fall – to decrease; to drop
- a financial forecast – a prediction, looking to the future as to what the financial situation will be
- to increase – to go up; to rise
- interest rates – the percentage that determines the amount of interest that people and companies have to pay (e.g. when they borrow money)
- an investment – something in which money is invested for the future
- a loan – an amount of money that is borrowed, usually from a bank
- a long-term outlook – when you look ahead to the distant future (e.g. when predicting how well a company will do in ten years’ time, rather than just in the next six months)
- market instability – when a market is not very stable
- market stability – when a market is stable
- to nose-dive – to go down or drop rapidly
- overheads – costs that a company has to pay all the time, such as salaries, electricity and rent
- to predict – to forecast; to say what you think will happen in the future
- profitable – when a product or service makes a profit
- to rise – to increase; to go up
- to rocket – to increase rapidly
- a rough figure – a figure which is not known precisely, so often an estimate for talking about figures in the future
- share prices – the costs to buy or sell shares
- total sales figures – the complete number of items sold
- unprofitable – not profitable

Spelling
When spelling vocabulary in the field of finance, remember:
- irregular verb forms: rise → rose, fall → fell
- adjectives are formed from nouns in different ways: stability → stable, economy → economic, profit → profitable
- negative forms of adjectives and/or nouns often add un- or in- as prefixes: profitable → unprofitable, stability → instability

Pronunciation
When speaking, think about how you pronounce certain letters and sounds. The letter o has different sounds in different words.
/o/: to rocket, to drop, profit, cost, long-term
/oʊ/: to nose-dive, overheads, total sales figures, loans
/ə/: forecast, foresee, board meeting, shortage, source

Collocations
Here are different verbs, nouns and adjectives that can be used with some key vocabulary (in bold) relating to finance.

overhead / investment / rising / falling / marketing / sales / production / distribution / recruitment costs
to decrease / increase / spread out costs
exact / long-term / rough / sales / short-term / total figures
to double-check / finalize / look into / predict figures
to forecast / improve / promote sales

Examples
Production costs have been rising steadily over the last five years. We plan to spread out costs for promoting sales throughout the year rather than have a large investment in springtime, even though this is what our competitors do.
At this stage, I can only give you rough figures of what the repair will cost. When I have completed my assessment, I can provide more exact figures.

Word families
The table shows how some nouns and verbs in the area of finance have the same form.

<table>
<thead>
<tr>
<th>noun</th>
<th>verb</th>
</tr>
</thead>
<tbody>
<tr>
<td>a decrease</td>
<td>to decrease</td>
</tr>
<tr>
<td>a drop</td>
<td>to drop</td>
</tr>
<tr>
<td>a fall</td>
<td>to fall</td>
</tr>
<tr>
<td>a nose dive</td>
<td>to nose-dive</td>
</tr>
<tr>
<td>a rise</td>
<td>to rise</td>
</tr>
<tr>
<td>an increase</td>
<td>to increase</td>
</tr>
</tbody>
</table>

Examples
We have experienced a drop in sales and we expect they will continue to drop for the foreseeable future unless we do something about it. Although overhead costs have been increasing since the beginning of the year, the Head of Finance doesn’t expect the increase to continue beyond the end of summer.

Notice the difference between economic and economical. Economic relates to the economy and economical means ‘not needing much of something’.
Human resources

Meaning
Here are some definitions and examples of vocabulary relating to human resources.

annual leave – the time an employee can take for holidays each year and still be paid

to apply for a job – to send a CV and personal information to a potential employer to try and get work with them

an appraisal – an (often) annual meeting between boss and member of staff to discuss achievements and problems and to plan ahead

an appraiser – a person having an appraisal

an appraiser – a person doing an appraisal

to be made redundant – to lose your job because of economic or restructuring reasons

a candidate – a person being interviewed and considered for a vacant post

to employ – to give someone a job and pay them a salary

an employee – a person who is employed

an employer – a person, company or organization who employs someone

to give notice – to inform an employer that you are leaving your job

a job application – when a potential candidate informs an employer that he/she is interested in a vacant post and supplies information about skills and experience

to join a company – to start working for a company
to leave a company – to stop working for a company

a pension scheme – when an employer or employee pays money into a specific account for use when the employee retires

to recruit – to take on new members of staff, usually after a selection process (e.g. after interviews)

recruitment – the taking-on of new members of staff
to retire – to stop working and draw on a pension, usually when you get older

salary – the money an employee earns in a year

sick leave – when an employee is not able to work due to ill health

staff development – training offered to members of staff to develop their skills

a union – an organization that supports and represents the rights of workers

a vacancy / a vacant position – a job that is not filled

Having looked at the job applications, there are six suitable candidates, and we're hoping to recruit one of them by the end of the month.

Spelling
When spelling vocabulary in the field of human resources, remember:

- that y sometimes changes to i in these situations:
  - verb → noun: apply → applicant
  - verb forms: apply → applies/applied (but applying)
  - plurals: salary → salaries, vacancy → vacancies
- irregular verbs: leave (a company) → left (a company)
- uncountable nouns (no plural form): (staff) development, (to give) notice, (annual/sick) leave

Pronunciation
When speaking, think about word stress.

- Notice how the stress within these words stays the same for both the verb and the noun form:
  to recruit – recruitment
to appraise – appraisal
to employ – employer/employment

- However, the stress within these words changes between the verb and noun:
  to apply – an application
to employ – an employee

Collocations
Here are different verbs and nouns that can be used with some key vocabulary (in bold) relating to human resources.

to be signed off / go off / take sick leave to belong to / be a member of / join a union to apply for / advertise / fill a vacant post recruitment process / figures

Examples
Stefan was signed off on sick leave for three weeks. Are you a member of a union?
Recruitment figures for the north of the region have gone up in the last six months.

Word families
The table shows how some nouns, verbs and adjectives in the area of human resources relate to one another.

<table>
<thead>
<tr>
<th>noun</th>
<th>verb</th>
<th>adjective</th>
</tr>
</thead>
<tbody>
<tr>
<td>application</td>
<td>to apply</td>
<td>applicable</td>
</tr>
<tr>
<td>appraisal</td>
<td>to appraise</td>
<td></td>
</tr>
<tr>
<td>(staff) development</td>
<td>to develop</td>
<td></td>
</tr>
<tr>
<td>employment</td>
<td>to employ</td>
<td>employable</td>
</tr>
<tr>
<td>employee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>employer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>recruitment</td>
<td>to recruit</td>
<td>recruitable</td>
</tr>
<tr>
<td>redundancy</td>
<td>to be made redundant*</td>
<td>redundant*</td>
</tr>
<tr>
<td></td>
<td>to make someone redundant*</td>
<td></td>
</tr>
</tbody>
</table>

*Strictly speaking, these are verb phrases, not verbs in their own right.

Examples
The result of the interviews was that no one was perfect, but two candidates were recruitable. (adjective)
Can you send in your application with a covering letter stating why you should be considered for the job? (noun)
My line manager is very busy at the moment, as she is having to appraise six people in the next two weeks. (verb)
Logistics

Meaning
Here are some definitions and examples of vocabulary relating to logistics.

a **batch** – a group of products handled together, often having come off the production line at the same time

a **bulk order** – a large order, often containing several different items

by **rail** – when goods are transported by train

by **sea** – when goods are transported by ship

**confirmation of delivery** – when the customer acknowledges with the supplier receipt of delivery (i.e. that he/she has received the goods)

a **consignment** – a shipment of goods

a **container** – a box on the back of a lorry that can be loaded from one means of transport to another

**customs** – when imported goods are examined at a border in case any duty needs to be paid

to **deliver** – to supply the finished products to the customer

a **delivery** – a consignment or products being delivered

da **discount** – when a lower price is offered (e.g. when a large order is placed)

**to dispatch/despatch** – to send a delivery out from the warehouse

**freight** – cargo; goods transported, often by a slower – and therefore less expensive – means of transport

**goods** – products; items

**to have in stock** – to have finished goods in the warehouse ready for delivery

**insurance** – financial protection in case a consignment is lost, delayed or damaged

an **invoice** – a document showing the final amount owing

a **lorry** – a large road vehicle that can transport containers by road

**to mail out** – to send (often small) goods out by post

to **order** – to request products or services to be delivered

a **pallet** – a wooden tray on which goods for delivery can be stacked and then moved by fork-lift truck

**to pay in full** – to pay the entire amount owing

**to pay in instalments** – to pay the amount owing in stages, perhaps a small amount each month

**to purchase** – to buy (e.g. supplies or end products)

a **shipment** – when goods are shipped or transported together

**to supply** – to provide materials or services so that production can take place

**transport costs** – the money needed to send goods by road, rail, sea or air

a **unit price** – how much a single item costs

a **warehouse** – where finished goods are stored before delivery

*Do not confuse customs with customers.*

Examples
If we have the items in stock, we can dispatch your order today. It makes sense to take out insurance when shipping goods overseas.

You never know if there will be delays at customs or if the consignment will get damaged as it is moved from lorry to ship. JBC Electronics plc usually give good discounts for bulk orders. I’d like to confirm receipt of delivery, order number XP-0912, and to let you know we’ll pay the invoice in full by the end of the month.

Freight transport costs have increased recently, so we might need to look into other options.

Spelling
When spelling vocabulary in the field of logistics, remember:

- that $y$ sometimes changes to $i$:  
  - verb → noun: **supply** → **supplier**  
  - verb forms: **supply** → **supplies/supplied** (BUT supplying)  
  - plural: **supply** → **supplies, delivery** → **deliveries**  
  - adjective → adverb: **speedy** → **speedily**

- irregular verbs: **pay** → **paid**, **have in stock** → **had in stock**

- uncountable nouns have no plural: **insurance**

- British and American spelling sometimes differs:

  UK | US
  ---|---
  **despatch** | **dispatch**
  **instalment** | **installment**

Pronunciation
When speaking, take care to make the distinction between the sounds **/a/** and **/æ/**.

- The sound **/æ/** is often denoted by the letters **ch**: batch, purchase

- The sound **/æ/** is often denoted by the letters **sh**, sur + vowel, cial or tion: ship, insure, financial, confirmation.

Collocations
Here are different verbs and nouns that can be used with some key vocabulary (in **bold**) relating to logistics.

**to place / put in an order**

to have in stock / to store in the warehouse

to pay in full / instalments / cash

to pay by bank transfer / cheque

to order / mail out / deliver goods

to transport freight / goods / a consignment / by road / by rail / by sea

Examples
Nicky mailed out the replacement goods as soon as she received the request.

Freight is usually transported as cheaply as possible to keep profit margins up.

We normally request that new customers pay in full.

Word families
The table shows how some adjectives and adverbs can be used in relation to logistics, and how the adjectives and adverbs relate to one another.

<table>
<thead>
<tr>
<th><strong>adjective</strong></th>
<th><strong>adverb</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>considerate</td>
<td>considerately</td>
</tr>
<tr>
<td><strong>direct</strong></td>
<td>directly</td>
</tr>
<tr>
<td>fast</td>
<td>fast</td>
</tr>
<tr>
<td>immediate</td>
<td>immediately</td>
</tr>
<tr>
<td>slow</td>
<td>slowly</td>
</tr>
<tr>
<td><strong>speedy</strong></td>
<td>speedily</td>
</tr>
<tr>
<td>swift</td>
<td>swiftly</td>
</tr>
</tbody>
</table>

Note that fast has the same form, whether it is an adjective or an adverb.

Examples
We need **immediate** action to solve this logistics problem.

(Adjective)

The warehouse will dispatch the goods **immediately**. (Adverb)

That was a **speedy** response to my request to place an order with you – thank you! (Adjective)

The administrator dealt with the invoices **speedily** and efficiently. (Adverb)
Meetings and conferences

Meaning
Here are some definitions and examples of vocabulary relating to meetings and conferences.

an appointment – an arranged meeting with someone, e.g. bank manager, customer

to arrange a meeting – to organize a meeting, such as inviting participants and booking the venue

to attend a meeting – to take part in a meeting

an attendee – a person who attends a meeting

to book a room – to reserve a room (e.g. to use for a meeting)

to cancel a venue – to withdraw a booking when the room or location of a meeting or conference is no longer needed

to collect in forms – to take back forms, such as feedback forms or questionnaires, from participants of a conference

to disagree – to not have the same opinion as someone else

a graph – a diagram which may have lines or bars representing figures, such as sales over time

to hold a meeting – to have a meeting

to make a suggestion – to make a proposal; to put an idea forward

to miss a meeting – to fail to attend a meeting, even though you intended to, perhaps because you are held up in traffic or an earlier meeting runs on longer than you expected

the minutes – the report or summary from a meeting, often showing action points and when they are to be done and by whom

to negotiate – to try and reach agreement with a partner who may have different objectives to your own, often involving the need to compromise

to organize a conference – to arrange a conference

to pass round handouts – to give papers (possibly photocopies) to participants of a meeting or conference

a participant – a person who attends or takes part in a meeting or conference

to participate in – to take part in; to attend; to be present at

to postpone – to push the date of a meeting or conference back to a later date

a projector – a piece of equipment that shows the computer screen on the wall or bigger screen so that a large number of people can see it

to reach an agreement – to finally have the same opinion; to agree in the end after a discussion or negotiation

a videoconference – a conference with audio and visual input held at a distance via the Internet

a visual – something like a graph, chart, diagram or photograph, used perhaps to support a point being made in a presentation

to voice an opinion – to say what you think

Notice the prepositions in the following: participate in a meeting, take part in a meeting, be present at a meeting, attend a meeting (no preposition).

Spelling
When spelling vocabulary in the field of meetings and conferences, remember:

- double consonants: appointment, questionnaire
- sounds have different spellings: ʃʃ show, negotiate
- ʃʃ conference, photocoppy
- some words do not have a singular form: minutes

Pronunciation
- The sound /s/ (schwa) is very common in spoken English. It is a short, unstressed sound.
- Notice that the letters and combination of letters vary, but often the following are pronounced /s/:
  - –er or –or at the end of a word when the syllable is not stressed: speaker, projector
  - –er in the middle of a word that is not stressed: interview
  - the letter a at the beginning of a word or in the middle of a word when the a is not the stressed syllable:
    - appointment, disagree
    - the indefinite article a in a sentence where it is not stressed for importance of meaning: lead a discussion
    - the e in –el at the end of a word when the syllable is not stressed: cancel

Collocations
Here are different verbs and nouns that can be used with some key vocabulary (in bold) relating to meetings and conferences.

to reach / postpone an agreement

to reach / postpone a conclusion

to fill in a form / a questionnaire

to write up a report / the minutes

to book a room / a venue

to cancel a room / a venue / a meeting

to take the minutes / notes

to attend / hold / postpone / arrange a meeting

to make / postpone / cancel an appointment

Examples
Tita wrote up the minutes after attending the project progress meeting.
If you attend the conference, could you please fill in the questionnaire and hand it back HR, so they can decide whether to send other people in the future?
Despite holding a meeting, management postponed any agreement.

Word families
Nouns can be made from verbs by adding certain endings. Here are some typical endings of nouns in the area of meetings and conferences.

- ment (disagree → disagreement)
- tion – if the verb ends in s, then no t is added (present → presentation, discuss → discussion)
- er or –or (present → presenter, direct → director)
- ant (participate → participant)
- ance (attend → attendance)
- ing (book → booking)

Examples
Jens usually participates in the staff development conference. (verb)
There were fewer participants at this year’s conference. (noun)
We're here to discuss potential redundancies and what we can do to avoid them. (verb)
The discussion was lively, but no agreement could be reached. (noun)
People and places

Meaning
Here are some definitions and examples of vocabulary relating to people and places.

- **an assistant** – someone who supports someone above them, such as a Technical Assistant who assists the Technical Director
- **to be based in** – to be located somewhere; to have your company in a particular place
- **a call centre** – a place where people work on telephones answering calls from customers
- **a central location** – in the town or city centre
- **a colleague** – someone you work with; a co-worker
- **an employee** – someone who works for someone else (who is their employer)
- **an employer** – a person, company or organization who employs someone
- **a factory** – a building or series of buildings which house production of some kind
- **Head of Sales** – the person in charge of sales
- **an industrial estate** – an area where several factories, offices or distribution centres are located all together
- **a manager** – a person who is responsible for a department, team or project
- **an office** – a place where business is carried out, usually consisting of a room or rooms with desks where members of staff work
- **on the outskirts** – on the edge of a town or city
- **premises** – where a business is located (the offices, workshop or factory)
- **to report to** – to have a manager or someone above you in the hierarchy to whom you are responsible
- **rural** – in the countryside
- **the shop floor** – the part of a factory where the production takes place
- **a subordinate** – a worker who reports to someone above them in the hierarchy
- **a team leader** – a person who is in charge of a team; a manager of a team
- **a warehouse** – a place where finished goods are stored before being distributed

Notice the difference between *employee* and *employer*.

Notice the meaning of *shop floor* here. *Shop floor* can also be used to refer to the area in a shop where items are sold.

Examples
We moved to new premises on an industrial estate on the outskirts of Milton Keynes. The Head of Production usually goes onto the shop floor every day so he can speak to the workers. The warehouse really needs to have a central location, but rents are too expensive. All secretaries report to the Head of Administration.

Spelling
When spelling vocabulary relating to people and places, remember that:
- *y* sometimes changes to *i*:
  - verb → noun: apply → application
  - verb forms: study → studies/studied (BUT studying)
  - plurals: secretary → secretaries, economy → economies

- **countable nouns add -s or -es in the plural:** manager → managers, employee → employees, boss → bosses
- **some nouns are only used in the plural form:** premises, outskirts
- **uncountable nouns have no plural form:** law, science
- **job titles often have initial capital letters:** Head of Finance, Technical Advisor

Pronunciation
When speaking, think about the pronunciation of the letter *a*. It has different sounds and is often pronounced:
- *e/ə* as in *pay* when it:
  - is followed by the letter *y*: pay, say, delay
  - occurs between two consonants followed by the letter *e*: sales, locate, page
- *e/ə* as in *fair* when it is:
  - followed by *ir*: fair, air, chair
  - preceded by a consonant and followed by the letters *re*: share, warehouse
- *e/ə* as in *factory* when it is followed by a consonant (and no *e* after it): an, man, manager
- *e/ə* as in *farther* when it is followed by an *r*, or *r* and another consonant: car, partner
- *e/ə* as in *attend* when the sound is not stressed: central, assistant

Collocations
Here are different nouns and adjectives that can be used with some key vocabulary (in **bold**) relating to people and places.

call / development / distribution / financial / training **centre**
central / easily accessible / industrial / pretty / rural **location**
distribution / finance / sales / team **manager**

**Head of Development / Finance / Sales / Training**

Examples
As Head of Sales, Rupert has 14 salespeople working for him. When looking for our new office, our priority was an easily accessible location so that our customers could call in whenever they wanted. Have you seen the designs for the new training centre? It should be so much better than the old one.

Word families
- **Professions** can be formed from verbs or nouns by adding:
  - *-er* to the stem of the verb:
    - buy → buyer, manage → manager
  - *-or* to the stem of the verb:
    - coordinate → coordinator, advise → advisor
  - *-ant* to the stem of the verb:
    - assist → assistant
  - *-ist* to the base form of the noun:
    - economy → economist, science → scientist
- **Note that lawyer** is the profession relating to law, and engineer relates to engineering.

The indefinite article is usually used with professions and job titles: *She is a lawyer. He is a teacher.*

Examples
Sarah’s responsibility is to buy all materials needed for redevelopment projects. (verb) She is a *buyer*. (profession)
Valerie assists Pierre in organizing training courses at RP Electrics. (verb) She is the *Training Assistant*. (profession)
Anne studied science at Sheffield University. (verb) She is a *scientist*. (profession)
Planning

Meaning
Here are some definitions and examples of vocabulary relating to planning.

achievable – something that is realistic and possible, such as a goal

to analyze – to look into something in detail, such as why sales have not risen as much as hoped

to base a decision on – to make a decision depending on information available at the time

to be cautious – to be careful; not to want to take big risks

ea concern – a worry, something you’re not very confident or happy about

to conduct an assessment – to analyze; to carry out research, perhaps to feed into the decision-making process

the current situation – what things are like now, at the present time

to diversify – to move into new or different areas of work

to downsize – to become smaller

to draw up a plan – to put a plan together

to enable – to make something possible; to make something happen

to evaluate – to assess a situation; to look at pros and cons

to expand – to get bigger; to move into more markets

a failure – something that didn’t go well, wasn’t a success

to focus on – to concentrate on; to have as the main thing to work on

a forecast – a prediction; how you think things might turn out in the future

a goal – an objective; what is to be aimed at (and hopefully achieved) in the future

to look into – to get more information about; to consider

to make the most of – to get as many benefits out of a situation as possible

an outlook – a probable or expected outcome

to pan out – to work out; to turn out

the planning process – the stages to go through when planning

to predict – to say how things might turn out in the future

a priority – an action that needs to be done before another

a proposal – a suggestion; an idea; a possible way forward

raise a concern – to express a worry

a risk – something you cannot control, but which could have a negative effect

to set targets – to agree what is achievable and what should be done

to share a vision – to have the same idea about what should be done and achieved in the future

a strategy – an agreed way forward; a plan for success

a success – something that goes well, as planned

unforeseen – something that was not expected

unrealistic – something that is not particularly achievable

Examples
When setting targets, you should analyze the market and take risks into consideration. Then, to complete the planning process, decide which actions are priorities.

Due to concerns about the economic climate and customer demands, TT Motors plan to downsize and focus on producing environmentally friendly small cars.

Spelling
When spelling vocabulary relating to planning, remember:

• that a final e is sometimes dropped:
  - verb forms: analyze ↔ analyzing, enable ↔ enabling

Pronunciation
When speaking, think about the pronunciation of the letter r.

• It is usually pronounced /ə/ at the beginning of a word or when it follows a consonant: risk, raise, current, predict

• It is not usually pronounced when it follows a vowel, including at the end of the word: concern /ˈkənsərn/, failure /ˈfeɪljuə/, forecast /ˈfɔːkast/, slower /ˈsləʊər/.

• Note that there are some regional accents where the r may be pronounced in the middle of a word or at the end, e.g. diversify, never.

• An r at the end of a word is pronounced if the following word starts with a vowel sound: fewer offices /ˈfjuərəs/.

Collocations
Here are different verbs and nouns that can be used with some key vocabulary (in bold) relating to planning.

to predict / plan for / forecast / set targets for the future
to assess / manage / accept / avoid risks
to set goals / targets / priorities
to draw up plans / strategies

achievable / realistic / unrealistic / high-risk / low-risk goals

Examples
Our Head of Planning is currently setting targets for our company. He is focusing on the next three years. There are too many unrealistic goals. We need to be careful when setting our priorities. The decision could make or break us.

Word families
The table shows how some adjectives and adverbs, which can be used to talk about planning, relate to one another. Some describe manner, some describe time.

<table>
<thead>
<tr>
<th>adjective</th>
<th>adverb</th>
</tr>
</thead>
<tbody>
<tr>
<td>achievable</td>
<td>ambitiously</td>
</tr>
<tr>
<td>ambitious</td>
<td>cautiously</td>
</tr>
<tr>
<td>cautious</td>
<td>currently</td>
</tr>
<tr>
<td>current</td>
<td>high-risk</td>
</tr>
<tr>
<td></td>
<td>low-risk</td>
</tr>
<tr>
<td></td>
<td>immediate</td>
</tr>
<tr>
<td>optimistic</td>
<td>oppressively</td>
</tr>
<tr>
<td>pessimistic</td>
<td>presently</td>
</tr>
<tr>
<td>present</td>
<td>realistic</td>
</tr>
<tr>
<td>unforeseen</td>
<td></td>
</tr>
</tbody>
</table>

Examples
Our Managing Director set very cautious targets for the next six to nine months. (adjective)

Given the current economic climate, which isn’t good, Andrew cautiously agreed to open two more stores in the southern region. (adverb)
Production and processes

Meaning
Here are some definitions and examples of vocabulary relating to production and processes.

- to deliver – to supply finished products to the customer
- a delivery – a consignment or products being delivered
- a factory – where production takes place
- health and safety procedures – rules to ensure workers are not injured during production (e.g. the wearing of a hard hat and safety goggles)
- high quality – good quality; describing products that will be durable and well designed
- to implement a procedure – to put a process in place
- to install – to put new machinery in place
- just-in-time (JIT) production – producing goods just in time for delivery, to avoid warehouse costs
- machinery – machines and equipment
- to maintain – to keep machinery in good working order
- maintenance – the upkeep of machinery through cleaning and repairing
- to meet a deadline – to keep to a scheduled date
- a procedure – a way of working; a process
- a process – a system; a way of working
- to produce – to manufacture; to make
- a product – the end result or outcome of producing something; goods
- to purchase – to buy (e.g. supplies or end products)
- quality assurance (QA) – a procedure that aims to ensure the high quality of a product by testing and considering throughout production what makes the product good
- to schedule production – to put a timeframe to what needs to be produced; to set milestone dates/deadlines, etc.
- to have in stock – to have finished goods in the warehouse ready for delivery
- a supplier – a person or company who provides materials or services so that production can take place
- to test an initial batch – to check the first products off the production line; to put them though their paces
- a trial run – when a sample batch of a new product is released onto the market
- a unit – the smallest denominator of what is produced, and item
- to update a system – to bring a system up to date; to modernize it
- a warehouse – where finished goods are stored before delivery
- to work shifts – to work set patterns round the clock in a factory to enable production to continue

Examples
Antonio works shifts at R.P. Electronics. He prefers the day shift, as he can spend time with his children in the evening, but he has to work the night shift every third week.

Maintenance costs have risen over the last few years, and it’s becoming increasingly difficult to get replacement parts for the machines.

Even visitors have to follow the health and safety procedures, and safety goggles have to be worn at all times.

We’ve moved to just-in-time production, which means the warehouse will close, and 35 staff will lose their jobs.

The trial run proved that we had succeeded in producing high-quality goods.

Spelling
When spelling vocabulary in the field of production and processes, remember:

- that y sometimes changes to i:
  - verb → noun: supply → supplier
  - verb forms: supply → supplies/supplied (BUT supplying)
  - plural: supply → supplies, delivery → deliveries
- irregular verbs: meet a deadline → met a deadline, have in stock → had in stock
- uncountable nouns have no plural: machinery, quality, maintenance

Pronunciation
When speaking, think about word stress.

- Notice how the stress in these stress stays the same for both the verb and the noun form:
  - to process → process
  - to schedule → schedule
  - to purchase → purchase
- However, the stress in these stress changes between the verb and noun:
  - to install → an installation
  - to maintain → maintenance
  - to produce → a product, fresh produce (BUT production)

Collocations
Here are different verbs and nouns that can be used with some key vocabulary (in bold) relating to production and processes.

to place / put in an order
to follow / implement procedures
to have in stock / store in the warehouse
an increase / a decrease in production costs
to assure / test quality
to do / get feedback on a trial run
to keep to / set up a schedule

Examples
HR implemented new procedures for logging time worked on shifts. How do you test quality on new products? Exactly how many have we got in stock in the warehouse?

Word families
The table shows how some nouns and verbs in the area of production and processes relate to one another.

<table>
<thead>
<tr>
<th>noun</th>
<th>verb</th>
</tr>
</thead>
<tbody>
<tr>
<td>delivery</td>
<td>to deliver</td>
</tr>
<tr>
<td>maintenance</td>
<td>to maintain</td>
</tr>
<tr>
<td>process, procedure</td>
<td>to process</td>
</tr>
<tr>
<td>product, production,</td>
<td>to produce</td>
</tr>
<tr>
<td>purchase, purchasing</td>
<td>to purchase</td>
</tr>
<tr>
<td>schedule</td>
<td>to schedule</td>
</tr>
<tr>
<td>supply</td>
<td>to supply</td>
</tr>
<tr>
<td>update</td>
<td>to update</td>
</tr>
</tbody>
</table>

Examples
We need to maintain our machinery on a regular basis. (verb)
Production has slowed due to maintenance of the conveyor belts. (noun)
I know you work for HG Plastics, but what exactly do you produce? (verb)
Our products have won awards for innovation. (noun)
Projects and teams

Meaning
Here are some definitions and examples of vocabulary relating to projects and teams.

to brief someone – to explain to someone (often a contractor or a member of a team) what he/she needs to do
a consignment – a number of items delivered at the same time
a contractor – a person who is not an employee but who may work on a project on a temporary basis, perhaps because of his/her specific skills
a deadline – a date by which work on a project needs to be done
a delay – when production is slower than scheduled
to deliver – to transport goods to the customer
to estimate costs – to say what you think the costs of a project will be
modifications – changes made to a design or product
progress – work done on a project that moves it forward
a project manager – a person in charge of a project, who ensures that work is carried out in time, to budget and of the quality required
to reorganize – to organize something again (e.g. to change the date of a scheduled meeting)
a schedule – a time plan within which work on a project needs to be done
to see a project through – to ensure a project is finished; to take a project to the end
skills – knowledge and abilities in a particular area (e.g. in computing or in administration)
specifications – requirements for the project, specifying what needs to be done
to support – to work with and help other people (e.g. other team members)
to sign a contract – to put your name to a contract signalling that you agree with it
a team member – a person who is part of a team
to underestimate costs – to say that costs will be lower than they really are

Examples
Jenny is going to brief the contractor when he comes in tomorrow.
I think supporting the other team members is essential in promoting a good team spirit.
Even though the clients had signed the contract and had agreed the specification, they asked for numerous modifications throughout the project.
Unfortunately, due to delays in technical testing, we’re not going to meet the final deadline.
The consignment should be delivered by the end of the week.

Spelling
When spelling vocabulary in the field of projects and teams, remember:
• that you sometimes changes to i (modify (verb) → modification (noun)), but not when there is a vowel before the y: delay → delays/delayed (verb form) delay → delays (plural)
• irregular verbs: see a project through → saw a project through, draw up a contract → drew up a contract

• uncountable nouns have no plural form: progress
• verbs and nouns with –ise are often spelled –ize in US English: to reorganize/reorganize.

Pronunciation
When speaking, think about word stress.
• Notice how the stress within the following words stays the same for both the verb and the noun form:
to develop → development
to require → requirement
• However, the stress within words sometimes changes between the verb and noun:
to progress → the progress
to modify → a modification
to reorganize → reorganization
to project → project

Also, there can be some differences in the way words are pronounced in US and UK English:
• The initial sch of schedule is pronounced /sk/ in the USA and /ʃ/ in the UK.
• Project is pronounced /prədʒekt/ in the USA and /proʊdʒekt/ in the UK.

Collocations
Here are different verbs and nouns that can be used with some key vocabulary (in bold) relating to projects and teams.
to delay / postpone / push back the start date
agree / sign / discuss / negotiate a contract
to agree / confirm / negotiate / extend a deadline
to draw up a schedule / contract / specifications
to (re)organize a meeting / schedule

Example
Our project manager, Véronique, had negotiated the contract and agreed the deadline with the client. She then drew up a schedule and organized a team meeting. However, due to unexpected recruitment delays, she had to delay the start date.

Word families
The table shows how some nouns and verbs in the area of projects and teams relate to one another.

<table>
<thead>
<tr>
<th>noun</th>
<th>verb</th>
</tr>
</thead>
<tbody>
<tr>
<td>delay</td>
<td>to delay</td>
</tr>
<tr>
<td>estimation</td>
<td>to estimate</td>
</tr>
<tr>
<td>leader</td>
<td>to lead</td>
</tr>
<tr>
<td>modification</td>
<td>to modify</td>
</tr>
<tr>
<td>organization</td>
<td>to organize</td>
</tr>
<tr>
<td>progress</td>
<td>to progress</td>
</tr>
<tr>
<td>proposal</td>
<td>to propose</td>
</tr>
<tr>
<td>schedule</td>
<td>to schedule</td>
</tr>
<tr>
<td>specification</td>
<td>to specify</td>
</tr>
</tbody>
</table>

Examples
Following technical testing, we had to modify the design. (verb)
How much are the modifications going to cost? Are they worth doing? (noun)
The project manager wanted to schedule the entire production before attending the meeting with the clients. (verb)
At the meeting, the project manager presented the schedule to the clients for them to see what was realistic in the time available. (noun)
Sales and marketing

Meaning
Here are some definitions and examples of vocabulary relating to sales and marketing.

- **to advertise** — to encourage people to buy a product or service by writing about it (e.g. in a newspaper or on a website)
- **an advertisement** — a notice on the Internet or in a magazine promoting a product or service
- **to appeal to** — to be interesting for certain groups of people, such as young people or professional people
- **cold-calling** — when salespeople call potential customers without prior arrangement to try and sell their products or services
- **a competitor** — a company that makes the same product or provides the same service as you
- **a customer** — someone who buys a product or service
- **to inquire** — to ask about products or services on sale (also to enquire)
- **to launch an advertising campaign** — to set a campaign in motion to promote products or services
- **to market products** — to put products on the market; to sell
- **a potential customer** — a possible new customer, not yet a customer but likely to be one
- **to promote goods** — to advertise goods; to make them appealing to potential customers
- **promotional materials** — materials such as brochures or websites used to promote and advertise items
- **to publicize** — to make public; to advertise
- **a sales representative** — a person responsible for selling products or services, who may travel to visit existing and potential customers
- **a trade fair** — an exhibition of products or services in a particular field

Sales rep is the short form for sales representative, and ad or advert is the short form for advertisement.

Examples
Some companies spend a lot of time on cold-calling.
When the sales rep went to visit a potential new customer, the customer inquired about delivery times.
After many months of planning, the advertising campaign was launched throughout Europe and North America.
There were plenty of promotional materials available to take away from the trade fair.
One of the key things is to appeal to your target customer base when promoting goods.

Spelling
When spelling vocabulary in the field of sales and marketing, remember:
- US English tends to use -ize and UK English generally uses -ise in many verbs and nouns: to publicize/publicise, organization/organisation (although you will often find -ize spellings in UK publications that are designed to appeal to an international audience). Note also that advertise is usually spelled with -ise in the USA as well as in the UK.
- that there are sometimes other spelling changes between US English and UK English: to enquire/inquiry (UK), to enquire/enquiry (US) (although both forms are found in UK English).
- some irregular verbs have a different spelling in the present tense and the past tense, but not all: to come up with ideas (came up with), to take out an advert (took out), to sell products (sold), to set up a stand at a trade fair (set up). (See page 80.)

- that a final y changes to i when the plural ending is added: enquiry ↔ enquiries
- uncountable nouns do not have a plural form: advertising, publicity, distribution, sales

Pronunciation
- Notice the difference in stress patterns between these verb–noun pairs.
- to advertise ↔ advertisement (UK)
- to advertise ↔ advertisement (US)
- to publicise/publicize ↔ publicity
- to demonstrate ↔ demonstration

- Notice how sounds run together in the following phrases. This often happens when a consonant sound precedes a vowel sound.
  - to set up /səp/ 
  - to take out /tekaut/ 
  - to look into /lʊkəʊ/ 
  - to follow up /ˈfɒlwʌp/ 

Collocations
Here are different verbs and nouns that can be used with some key vocabulary (in bold) relating to sales and marketing.

to launch / run an advertising campaign
to agree / accept / negotiate payment terms
to attend / go to / organize a trade fair
to follow up an enquiry / a cold call / a meeting
to promote / advertise / publicize / sell / market products

Examples
We’re hoping to run an advertising campaign when R&D have finished testing the new product.
Louise negotiated payment terms to within 21 days, which was an improvement of seven days on the existing arrangement.
CosyHome plc mainly markets its household products in northern Europe.

Word families
The table shows how some nouns, verbs and adjectives in the area of sales and marketing relate to one another.

<table>
<thead>
<tr>
<th>noun</th>
<th>verb</th>
<th>adjective</th>
</tr>
</thead>
<tbody>
<tr>
<td>ad</td>
<td>to advertise</td>
<td>advertised</td>
</tr>
<tr>
<td>advert</td>
<td></td>
<td></td>
</tr>
<tr>
<td>advertisement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>distribution</td>
<td>to distribute</td>
<td>distributable</td>
</tr>
<tr>
<td>enquiry/inquiry</td>
<td>to enquire/inquire</td>
<td></td>
</tr>
<tr>
<td>launch</td>
<td></td>
<td></td>
</tr>
<tr>
<td>payment</td>
<td>to pay</td>
<td>payable</td>
</tr>
<tr>
<td>promotion</td>
<td>to promote</td>
<td>promotional</td>
</tr>
<tr>
<td>sales</td>
<td>to sell</td>
<td>saleable</td>
</tr>
<tr>
<td>publicity</td>
<td>to publicize</td>
<td>publicized, public</td>
</tr>
</tbody>
</table>

Examples
We can accept payment by cheque. Please make the cheque payable to SW Distribution Services.
The advertised sportswear sold better than we expected. We had put adverts in special sports magazines and in the leisure sections of national newspapers.
TransLogic’s distribution costs are quite high. However, they do distribute throughout Asia and Australia, which appeals to many customers.
Telephoning and e-mailing

Meaning
Here are some definitions and examples of vocabulary relating to telephoning and e-mailing.

an addressee – a person to whom an e-mail or letter is addressed
an answerphone – a device connected to a phone (usually a landline) to record messages
to answer the (telephone) – to take a call when the phone rings
an attachment – when you send a file or picture with an e-mail
a caller – a person who calls on the telephone
to call someone back – to phone someone who has left a message asking you to call them
a complaint – what you make when you are not satisfied with a service or product
confidential – describing information that is only for certain people
an enquiry – what someone makes when he/she asks for information
to forward – to pass an e-mail on to someone else
to get cut off – when the telephone connection is broken during a conversation
to get through – to be connected to the person you are calling on the phone
to give notification of (something) – to inform someone about something
good reception / a good signal – when the phone connection is very clear
to leave a message – to tell someone some information that needs to be passed on when you can’t speak directly to the person you want
a landline – a telephone line that is connected to a particular building or department; not a mobile phone
to make a call – to telephone someone
to make an appointment – to arrange to meet someone
a mobile (phone) – a telephone that can be used on the move, in the street, etc.
to open an e-mail – to click on an e-mail to read it
a receiver – a handset of a phone
a recipient – a person who receives an e-mail or telephone call
to request information – to ask for information
to respond to an e-mail – to reply to an e-mail
a sender – a person who sends an e-mail
to take a message – to note down and (usually) pass on a message to the person the phone call was intended for
to text – to send an SMS message
voicemail – a built-in mechanism for recording messages on a phone

Spelling
When spelling vocabulary in the field of telephoning and e-mailing, remember:
- that y sometimes changes to i:
  - verb → noun: notify → notification
  - plural: enquiry → enquiries
- irregular verbs: get cut off → got cut off, leave a message → left a message
- i before e except after c: brief, receiver
- UK and US English sometimes spell words differently:
  UK: organise
  US: organize
  UK: inquiry
  US: enquiry

Pronunciation
The letter t can be pronounced in different ways:
- /t/ when the t is at the beginning, in the middle or at the end of a word: telephone, attachment, cut
- /θ/ when the t is followed by h, and the th is unvoiced: thank, through
- /ð/ when the t is followed by h, and the th is voiced: the, this
- /ʃ/ when the t is part of the suffixes –tion or –tial: reception, confidential

Collocations
Here are different verbs and nouns that can be used with some key vocabulary (in bold) relating to telephoning and e-mailing.
to get a call / cut off / an e-mail / a message
to take a call / message
to make an appointment / a call
to cancel / change / keep / make / postpone an appointment
to delete / forward / reply to / send an e-mail
to answer / make / miss / receive a telephone call

Examples
I didn’t get your message, sorry.
Sue had to keep the appointment, as she couldn’t change it.
Why don’t you forward the e-mail to me and I’ll deal with it?
The sales rep made 20 calls in one morning.

Word families
The table shows how some nouns and verbs in the area of telephoning and e-mailing relate to one another.

<table>
<thead>
<tr>
<th>noun</th>
<th>verb</th>
</tr>
</thead>
<tbody>
<tr>
<td>address, addressee</td>
<td>to address</td>
</tr>
<tr>
<td>attachment</td>
<td>to attach</td>
</tr>
<tr>
<td>complaint</td>
<td>to complain</td>
</tr>
<tr>
<td>enquiry</td>
<td>to enquire</td>
</tr>
<tr>
<td>notification</td>
<td>to notify</td>
</tr>
<tr>
<td>recipient, reception, receiver</td>
<td>to receive</td>
</tr>
<tr>
<td>request</td>
<td>to request</td>
</tr>
<tr>
<td>response</td>
<td>to respond</td>
</tr>
</tbody>
</table>

Examples
I’ll attach the photo and send it as an attachment. (verb, noun)
I’m calling to notify you of the location for tomorrow’s meeting. (verb)
He asked for notification in writing, so I’m sending him an e-mail. (noun)
Even though she was on a train, Cath had good mobile phone reception and was able to make and receive several calls on her journey. (noun, verb)
Training

Meaning
Here are some definitions and examples of vocabulary relating to training.

- **assessment** – when trainees are assessed or tested to see what they have learned
- **to attend** – to take part in / participate in a training session or course
- **corporate training** – training for businesses
- **a course coordinator** – a person who coordinates and organizes training courses
- **course materials** – the books, handouts, slides, etc. that a trainer may use during a training course
- **to develop skills** – to improve and learn ideas and abilities to do things
- **to do well** – to be able to put into practice what you have learned; to get good marks in a test
- **an exam** – an official test that often leads to a qualification
- **to fail** – not to do well enough to pass a test or exam
- **feedback** – comments a trainer gives to the trainees to help them develop their skills further; information provided to the course organizer by the participants at the end of a course
- **government-funded training** – training (partly) paid for by the government
- **to learn** – to acquire new ideas and skills
- **lifelong learning** – the concept of people continuing to learn throughout their careers and lives
- **marks** – the results from a test or exam (e.g. 67%)
- **needs analysis** – when trainees are asked what they need to learn
- **pressure** – when trainees find a course difficult and feel under stress, especially if they need to pass an exam
- **a programme** – what the training course covers; the content and timetable
- **to run a session** – to hold/lead a session; to train
- **self-development** – when people improve their skills by themselves, perhaps by reading a book rather than attending a course
- **a session** – a specified time for training (there may be several sessions constituting a course)
- **to study** – to take time to learn in a focused way
- **a skill** – an ability and understanding of how to do something
- **to teach** – to pass knowledge and skills onto someone else
- **a test** – something given to learners to establish how much they have learned (usually more informal than an exam)
- **a trainee** – a person who attends a training session or course
- **a trainer** – a person who leads the training session or course
- **a workshop** – a session often involving active participation (in contrast to a lecture)

**Notice the difference between to learn and to teach; and trainee and trainer.**

The word *training* on its own means the 'field of training', but people attend a *training course* or *training session*.

Examples
We are expecting 15 participants on the training course in May. After carrying out a needs analysis of English language skills, the language school developed a programme of corporate training. Peter was pleased with the marks he got in the computing skills test. The aim of the workshop was to give participants the chance to do role-plays and receive feedback on how well they did in them.

Spelling
When spelling verbs in relation to training, remember:

- the spelling of irregular verbs in the past tense.

<table>
<thead>
<tr>
<th>verb</th>
<th>past simple</th>
<th>past participle</th>
</tr>
</thead>
<tbody>
<tr>
<td>take</td>
<td>took</td>
<td>taken</td>
</tr>
<tr>
<td>teach</td>
<td>taught</td>
<td>taught</td>
</tr>
<tr>
<td>learn</td>
<td>learnt/learned*</td>
<td>learnt/learned*</td>
</tr>
<tr>
<td>run</td>
<td>ran</td>
<td>run</td>
</tr>
<tr>
<td>find</td>
<td>found</td>
<td>found</td>
</tr>
</tbody>
</table>

- that regular verbs add –(e)d, and the letter y before the –(e)d changes to an i.

<table>
<thead>
<tr>
<th>verb</th>
<th>past participle</th>
</tr>
</thead>
<tbody>
<tr>
<td>participate</td>
<td>participated</td>
</tr>
<tr>
<td>study</td>
<td>studied</td>
</tr>
<tr>
<td>fund</td>
<td>funded**</td>
</tr>
</tbody>
</table>

* Both forms are correct, although *learnt* is more common in US English.
** Notice the difference in spelling between the past forms of the verbs to *fund* (funded) and to *find* (found).

Pronunciation
The letter s can be pronounced:

- /s/ when the s occurs at the beginning of a word or after a consonant, or when it is doubled after a vowel (but not if it is also followed by a vowel): *study, assessment, marks*
- /z/ when the s occurs at the end of a word after a /d/ or /t/ sound, or between two vowels: *needs, skills, result*
- /f/ when it is followed by h, or another s in the middle of a word before a vowel: *workshop, pressure, impression.*

Collocations
Here are different verbs that can be used with some key nouns (in *bold*) relating to training, and some adverbs that can be used with some key verbs (in *bold*).

to run a session, to develop skills, to take an exam, to have a break, to do homework, to give feedback, to get results

to study hard, to do well, to do badly, to listen attentively, to participate fully, to take part in a course willingly

Examples
Sarah took her exam in June and got her results in July. The HR department is running a session on presentation skills.

Word families
The table shows how some nouns, verbs and adjectives in the area of training relate to one another.

<table>
<thead>
<tr>
<th>noun</th>
<th>verb</th>
<th>adjective</th>
</tr>
</thead>
<tbody>
<tr>
<td>assessment</td>
<td>to assess</td>
<td>assessed</td>
</tr>
<tr>
<td>learner</td>
<td>to learn</td>
<td>learned*</td>
</tr>
<tr>
<td>participant</td>
<td>to participate (in)</td>
<td>participatory</td>
</tr>
<tr>
<td>student</td>
<td>to study</td>
<td>studious</td>
</tr>
<tr>
<td>trainer, trainee</td>
<td>to train</td>
<td>trained</td>
</tr>
</tbody>
</table>

* Compare the pronunciation of the adjective /ˈtɜːnd/ with the past participle /ˈtɜːnd/.

Examples
The student studied studiously.
Only trained trainers train.
The learned learner wanted to learn more.
NEEDS ANALYSIS

Grammar
1 a  2 b  3 c  4 a  5 a  6 a  7 c  8 b  9 a  10 b  11 c  12 a  13 b  14 c  15 a  16 b  17 a  18 b  19 b  20 a  21 a  22 b  23 c  24 a

Vocabulary
1 a  2 b  3 a  4 b  5 a  6 a  7 b  8 b  9 a  10 c  11 c  12 a  13 b  14 a  15 b  16 a  17 c  18 b  19 c  20 c  21 a  22 c  23 c  24 a

GRAMMAR PRACTICE

Present tenses
1 1 Do you want  2 Do you often feel  3 provides  4 say  5 value  6 receive  7 Do you work  8 don’t just offer  9 doesn’t only involve  10 run  11 meets  12 finds
2 1 Are you giving  2 ‘m not doing  3 ‘m just leading  4 ‘m working  5 ‘m not planning  6 Are you doing  7 are you working  8 ‘m not managing  9 ‘m now running  10 is facing  11 ‘re not selling  12 is changing  13 isn’t keeping
3 1 Do you usually get a lift to work? (a)  2 Sally’s just taking a tea break. (b)  3 We’re still living in Manchester at the moment. (b)  4 Employees don’t get pay rises very often. / Employees don’t very often get pay rises. (a)  5 Staff start work most days at 7.30 a.m. / Staff start work at 7.30 a.m. most days. (a)  6 What is your boss doing right now? (b)
4 Sample answers
a We have a lunch break at 1 p.m. every day.
   Project meetings are held at least twice a month.
   There is never any time to catch up on the admin.
b We’re now looking at making staff redundant.
   The Board of Directors is currently trying to draw up a new business plan.
   They’re having a meeting this morning to discuss the proposals.
5 1 correct (b)  2 I’m working in the finance department for a few days. (a)  3 We’re recruiting for a new Marketing Manager at the moment. (a)  4 My colleague’s on leave, so I’m handling all his PR this week. (a)  5 correct (a)  6 correct (b)  7 How many staff do you have? (b)  8 I don’t belong to any union. (b)

Past tenses
1 1 did; start  2 didn’t finish  3 spent  4 enjoyed  5 increased  6 didn’t cost  7 didn’t complete  8 went
2 1 I’ve worked at Colourlines since January.
   2 How long have you been a consultant?
   3 correct
   4 I’ve earned almost £1,000 in sales since June.
   5 I’m sorry, I haven’t started on the new project yet.
   6 correct
   7 How long have you known my boss?
   8 My new employers haven’t contacted me recently about my starting date.
3 1 Sentence (a) implies that the holiday is over.
   Sentence (b) implies that the holiday is not quite finished.
   2 Sentence (a) implies that the speaker has no intention of finishing the application.
   Sentence (b) implies that the speaker will finish the application at some point.
   3 Sentence (a) implies that the speaker no longer works overseas.
   Sentence (b) implies that the speaker is still working overseas.
4 1 b (A)  2 f (B)  3 e (A)  4 a (A)  5 d (B)  6 c (A)
5 1 last; already  2 ago; yet  3 for; already  4 since  5 ever; never  6 in; this
   Past simple: put, received, did [you] join, sent
   Present perfect: ‘ve had, ‘ve had, ‘ve only worked, ‘s become, ‘ve been, Have [you] been, ‘ve [never] been, ‘ve already done.
6 1 haven’t received  2 posted  3 got  4 told  5 hasn’t written  6 came  7 ‘s been  8 haven’t heard  9 spoke  10 promised

Will and going to
1 1 I’m going to  2 won’t he  3 Who’s going  4 I’ll  5 Are you going  6 Shall  7 I’ll be  8 are we going to do
   2 I will you let  2 will begin  3 will be  4 won’t last  5 will take  6 won’t be  7 won’t happen
3 1 b  2 f  3 d  4 a  5 c  6 e
4 Sample answers
   2 I’ll be at the dentist’s tomorrow at 3 p.m.
   3 Fraser will definitely finish the report by Friday lunchtime.
   4 My parents won’t go on holiday to Italy next summer.
   5 I won’t be working in the same office in five years’ time.
6 1 f  2 h  3 g  4 a  5 b  6 c  7 d  8 e
7 1 I’ll  2 I’ll  3 I’re going  4 I’ll  5 I’re going to
   6 are you going to  7 I’m going to  8 are going to  9 I’ll
Modals
1 1 May I use your phone, please?
2 You don’t have to come to the exhibition.
3 correct
4 Jack could help us, I think.
5 My boss doesn’t even speak French. (or doesn’t can’t speak)
6 You shouldn’t be working here so late. (or shouldn’t work)
7 I can’t ring my boss now; he’s already left.
8 correct
2 1 Shall I pick you up later?
2 Could you repeat that, please?
3 May I sit here, please?
4 Can I speak to Jane, please?
5 May I interrupt you for a moment?
6 Shall I order a taxi?
4 2 Do you have to work until 6 p.m.?
3 They don’t have to send the report off today.
4 All staff must sign in before 8 a.m.
5 You mustn’t tell anyone about the new contract – it’s a secret.
6 You mustn’t forget to ask Maggie about the meeting.
5 2 May/Could/Can I spend some money from the department’s budget, please?
3 May/Could/Can I take a day off next week, please?
4 May/Could/Can I use your computer, please?
5 May/Could/Can I use your office for a while, please?
6 May/Could/Can I take a short break, please?
7 Sample answers
1 ... should finish this tomorrow.
2 ... should worry about it too much.
3 ... should buy it.
4 ... should look for another one?
5 ... should look at hiring a coach.
6 ... should apply?
8 1 should 2 Could 3 can’t 4 Shall 5 may 6 might 7 couldn’t

Conditionals
1 1 c 2 b (2) 3 f (1) 4 d (2) 5 a (1) 6 e (2)
2 1 ‘I’ll stay 2 doesn’t 3 might come; don’t 4 takes won’t be; don’t 6 will help; ask
3 1 ‘re; will sack 2 ‘ll go; don’t hurry 3 see; ‘ll give 4 ‘ll stop; ‘re 5 don’t leave; ‘ll miss 6 will improve; go 7 don’t read; won’t understand
4 1 ’d study 2 ’d put 3 ’d go: had 4 offered 5 tried wouldn’t attend; didn’t enjoy 7 would shop; reduced 8 lived; ’d need
5 1 built 2 would 3 be 4 moved 5 make 6 might
6 Sample answers
If I lost my job, I’d start up my own business.
If the price of petrol rose substantially, I’d sell my car.
If I failed my examinations, I’d retake them next year.
If I missed my bus to work, I’d take a taxi.
If I saw someone steal in a shop, I’d call the police.
7 Sample answers
2 If I was/were you, I’d send out some colourful marketing flyers.
3 If I was/were you, I’d speak to his manager.
4 If I was/were you, I’d take on some more admin staff.
5 If I was/were you, I’d organize a social event, like a barbecue.
8 1 If you will want help, Janet will assist you.
2 correct
3 What would you do if your boss made you redundant?
4 If all the staff will book flights together, they get a discount.
5 I’ll come and see you later in the office if I have time.
6 correct
7 correct
8 If I was/were you, I’d tell your boss about your concerns with the project.
9 We won’t finish this report if we don’t do it today.
10 We wouldn’t come to the meeting even if you invited us.

-ing forms + infinitives
1 1 c 2 f 3 e 4 a 5 d 6 b
2 1 to take 2 to pay 3 to turn 4 to meet 5 to check 6 to get
3 2 My friend wanted me to get the promotion.
3 Our boss told us not to tell anyone about the staff changes.
4 We were warned to expect further redundancies next year.
5 My colleague reminded me (not to forget) to post that letter.
6 You were warned not to be late.
4 1 to do 2 to concentrate 3 to work 4 to see 5 to sit 6 to bring
5 1 in attending 2 of talking 3 about losing 4 on writing 5 at making 6 before going
6 1 Do you enjoy playing badminton in your free time?
2 I suggest going home.
3 Stop making that noise!
4 I don’t mind working late.
5 We need to keep promoting the product.
6 Have you finished writing the article?
7 1 Spending has gone down on electrical goods. / Spending on electrical goods has gone down.
2 Making time for appraisals will be impossible.
3 Waiting for the meeting to start was boring.
4 The best part of my role is managing staff.
5 Understanding cultural differences is key to international business.
8 1 to give 2 chairing 3 having 4 holding 5 writing 6 working 7 to help 8 to go 9 managing 10 Working
Comparatives and superlatives

1 1 Is it easier to take the train or drive?
   2 Which is the most successful product out of these three?
   3 Your TV is more modern than mine.
   4 This car is less efficient than my previous one.
   5 Is your role the same as mine?
   6 Our office is much bigger now.
2 1 nearer 2 than 3 bit 4 more 5 further 6 expensive
3 1 bigger 2 more difficult 3 more helpful
   4 more interesting 5 less complicated
4 1 the oldest 2 the best 3 the most modern 4 the funniest
   5 the smallest 6 the lowest
5 1 Lema is the least creative member of staff.
   2 London is the biggest city in England.
   3 Your report is the most comprehensive I’ve read.
   4 My job is the least interesting here.
   5 Sales are at their lowest since 1999.
6 1 more sharply 2 more quickly 3 more dramatically
   4 the slowest 5 more cheaply
7 2 The Brief/U project is less important to us than the Xtra project.
   3 People in London spend about the same amount of time
      on paperwork as (people) in Berlin.
   4 My computer isn’t as efficient as Sally’s.
   5 Not as many people are taking part in training as ten years ago.
8 1 better 2 complicated 3 hard(er) 4 worst
   5 more organised 6 the most reliable 7 well

Relative clauses

1 a 1, 2, 4, 7, 8
   b 3, 5, 6
   c 2, 8
   d 1, 7, 8
2 1 Joseph, who lives in Birmingham, works in the HR department.
   2 Marian Cavender, whose team is based in New York, is taking early retirement.
   3 Kris, who runs the logistics department, is thinking of setting up his own business.
3 1 that 2 that 3 who 4 which 5 whose 6 who
   7 which 8 that
4 2 Britta, who comes from Sweden, has just been made Production Manager.
   3 The printer, which cost $1m, has helped us to extend our business.
   4 John, whose car has broken down, has become Head of Department.
   5 Our new software, which was expensive, has enabled us to improve our company’s systems.
   6 Nadja, whose colleague is off sick, is leading today’s meeting.
   7 The offices, which are very old, are located in Coventry city centre.
   8 Petra, who is often late for work, is the lead organizer for the annual conference.
   9 The program, which was delayed, has been delayed.

5 1 Sentence (a) implies that there may be more than one printer, but it is the one that was bought last month that has broken down twice.
   Sentence (b) implies that there is only one printer (which was bought last month) and it has broken down twice.
   2 Sentence (a) implies that out of a number of staff members, there are two who are based in California.
   Sentence (b) implies that there are only two staff members in total, and both of them are based in California.
6 The relative pronoun can be left out in 3, 4 and 5.
7 1 I’ve found out the names of those employees who/that
      will need to move offices.
   2 correct
   3 The fax to Thorns, which I should have sent yesterday,
      is still on my desk.
   4 correct
   5 The software which I ordered is hasn’t arrived yet.
   6 Joona, who is our latest recruit, used to work for GOAL.
   7 correct
   8 Jakob’s the person whose computer was found damaged.

Articles

1 1 a 2 a 3 an 4 a 5 an 6 a 7 a 8 an 9 a 10 a
2 1 We’ve launched a (another) new product.
   2 My brother works as a teacher.
   3 Are you an operator or a receptionist?
   4 It’s a very exciting project.
   5 That was a lovely cup of coffee. Can I have another cup?
3 1 f (-) 2 h (-) 3 c (-) 4 a (the) 5 e (the) 6 d (the)
   7 b (the) 8 g (-)
4 1 correct
   2 Is your office in the city centre?
   3 correct
   4 My favourite programme, Business Time, is on the radio tonight.
   5 My uncle used to be in the police.
   6 Our company is the biggest in the sector.
   7 My line manager and I live in the same street.
   8 I’d like my computer to go on the left of the desk.
   9 What’s the time, please?
   10 correct
5 2 Sentence (a) implies that the mobile was found by chance, and wasn’t a particular mobile.
   Sentence (b) implies that the mobile was a specific one that the speaker was looking for.
   3 Sentence (a) implies that there is already a new computer, and Tara needs it.
   Sentence (b) implies that Tara needs a replacement for her old computer.
   4 Sentence (a) implies that there is music currently playing in reception and that you love it.
   Sentence (b) implies that you love the idea of music playing in reception, although that is not necessarily happening at the moment.
   5 Sentence (a) implies either that there were several large tables, or that the table had not been previously mentioned.
   Sentence (b) implies that there is only one large table.
Determiners

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<td>employees, euros, offices</td>
<td>advice, energy, finance, information, marketing</td>
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Passives

1 1. 3, 4, 5, 6 are passives.
2 A leading London accountant was elected to a senior post within the industry.
3 An established insurance firm, which is located to the north of Warsaw, has gone bankrupt.
4 It is expected that staff at R Media will receive a pay increase of 4%.
5 A project aimed at helping companies become more competitive has been launched by SMT Finance Group.
6 The more formal sentences use the passive.

Reported speech

1 b 2 e 3 a 4 c 5 d
2 1 Markus said (that) staff morale wasn’t very good.
3 Benjamin said (that) job losses were highly likely.
4 I told my boss I’d finished all my tasks.
5 Jacky said she couldn’t attend the team meeting.
6 My boss said (that) sales would rise over the next three months.
7 Carole said (that) the photocopier didn’t work.
8 She said she didn’t like working weekends.
9 We said we didn’t know why the office was so cold.
10 He denied wanting Jenny to resign.
11 My colleague suggested travelling to the conference together.
12 My boss recommended staying at the May Hotel.
13 Sheila mentioned going to a good conference in Milan last year / the previous year.
14 Gerard reported finding a few problems with the budget.
15 The new operative admitted (to) switching off the machine.
16 My assistant refused to write the report for me.
17 A colleague offered (to give) me a lift to the station.
18 Cecile agreed to give the presentation the following month.
19 My boss promised to finish the summary by Friday.
20 Two staff members decided to leave.
21 My boss wanted me to arrange a meeting the following week.
22 I give 2 ask 3 advised 4 you 5 to do 6 me 7 to cancel
23 I the next/following day 2 before/previously
24 3 then 4 at that time 4 the day before
25 1 to check her e-mails
26 2 me to open any post addressed to her
27 3 to deal promptly with any orders
28 4 getting / that I get help from you / asking you for help
29 5 didn’t want
30 6 me to process them as they came in
31 7 thought there would be a few bills to deal with
32 8 didn’t know exactly when she would be back

Answer key
Companies and offices
1. 1 expanding 2 recognized 3 base 4 environment 5 hot 6 merged
2. 1 took over 2 merging 3 internationally recognized/recognised 4 competitive 5 reputation 6 security
3. 2 A good reputation requires hard work.
4. RJ Chemicals is recognized internationally.
5. Take the lift to the third floor.
6. The takeover resulted in job losses.
7. A clean and friendly working environment is important to me.
8. We work solely with well-known companies.
9. We support upcoming companies in their development.

Sample answers
upcoming company, well-known company, internationally recognized company, multinational company, modern office, open-plan office, old-fashioned office

Finance
1. 1 total sales figures 2 exact figure (at past point) 3 to be up by 30% 4 to drop 5 to even out 6 rough figure (at future point) 7 to nose-dive 8 to rocket 9 short-term outlook 10 long-term outlook
2. 1 economic 2 instability 3 unprofitable 4 predict 5 financial 6 rates 7 investment 8 share
3. /əʊ/ as in cost /əʊ/ as in overdraft /əʊ/ as in shortage
   | drop | profit | rocket | loans | nose-dive | overheads | total sales figures | board meeting | forecast | foresee
   |     |       |        |       |          |          |                     |              |         |       

Sample answers
exact figures, rough figures, to finalize figures, to double-check figures, to chase up figures, total (sales) figures, long-term figures, to predict (sales) figures, to look into (sales) figures

Human resources
1. 1 b 2 a 3 e 4 f 5 c 6 d
2. 1 job application 2 appraise 3 employer 4 redundancy 5 pension 6 development
3. ooOo ooO oO
   | application | apply | recruit | employ | recruitment | appraisal | employer |
   | ooO | ooo | Oo |
   | appraise | salary | company | notice |
People and places
1 1d 2a 3e 4b 5c
2 1a 2d 3b 4e 5c
3 1 overlooking 2 head; outskirts 3 location; access
4 based in 5 subordinate 6 colleagues 7 partner
8 secretary

4 /εɪ/ as in pay
   /eɪ/ as in trade fair
   /æ/ as in manufacture
   /ə/ as in farther
   /ə/ as in attend

Based in
industrial
estate
location
sales
manager
warehouse
factory
manager
partner
assistant
central
subordinate

5 1 distribution, development, training, financial, call
   2 pretty, central, easily accessible, industrial, rural
   3 sales, team, finance, distribution, development, training
   4 sales, distribution, development, training, finance
   6 1 manager 2 buyer 3 assistant 4 sales manager
      5 lawyer 6 trainer 7 scientist 8 economist 9 engineer

Planning
1 1 plan 2 diversify 3 predict 4 risk 5 able 6 targets
   7 achievable 8 goal 9 vision 10 strategy
2 1 analyzing 2 diversified 3 strategies 4 drawn up
   5 enabling 6 set
3 pronounced /r/ not pronounced
   risk ✓ forecast ✓
   currently ✓ predict ✓
   realistic ✓ diversify ✓
   failure ✓ concern ✓

Note: There are some regional accents where the r may be pronounced in the middle of a word, e.g. diversify.

4 1 We need to draw up strategies.
   2 Long-term plans were drawn up at the last Board meeting.
   3 correct
   4 David is working with an external agency to set targets
      for the whole department.
   5 correct
   6 I’m only interested in hearing about achievable goals,
      not unrealistic ones.

Projects and teams
1 a 2 b 3 a 4 a 5 a 6 b
2 1 schedule 2 brief 3 consignment 4 postpone
   5 modifications 6 reorganize (Note that UK English
      sometimes spells this reorganise.)
3

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4 Progress and project both have the stress pattern Oo as a noun and oO as a verb.

Sales and marketing
1 a 2 e 3 f 4 d 5 c 6 b
2 1 organized 2 enquiries 3 sets up / is setting up
   4 inquiring 5 (has) sold 6 publicise
3 1 His job is to look into attracting new customers.
   2 Head Office has decided to set up a new distribution
centre.
   3 It is good practice to follow up cold calls with written
      confirmation.
   4 Why not take out an advert to promote sales?
   5 You could sell on the Internet.
   6 We hope to move into markets overseas.

Answer key 79
Telephoning and e-mailing

1 1 get through 2 leave; message: answerphone; voicemail
3 cut off 4 attachment 5 forward 6 confidential
7 appointment 8 complaint

2 1 recipient 2 addressee/address 3 to forward 4 correct
5 correct 6 correct 7 complaint 8 correct 9 correct
10 confidential 11 receiver 12 attachment
Note: enquiry can also be spelled inquiry and organize can also be spelled organise.

3 /'s/ as in table
answer the
telephone
take
text
notification
cut off
recipient
attachment

/think
thank
get through
answer the
telephone
address the
sender
reception
confidential
notification

4 1 get 2 take 3 make

5 Sample answers
1 make/cancel/postpone/change/confirm
2 write/type/send/receive/forward/reply to/delete
3 receive/make/miss/answer

6 1 attach 2 receive 3 receive 4 receive 5 address
6 notify 7 request 8 complain 9 enquire 10 respond

Training

1 1 materials 2 test 3 run 4 attend 5 skills 6 learn
7 result(s) 8 needs 9 exam 10 teach 11 study
12 breaks 13 marks 14 sessions

2 1 attended, have attended
2 took part, have taken part
3 participated, have participated
4 trained, have trained
5 taught, have taught
6 learnt/learned, have learnt/learned
7 studied, have studied
8 ran, have run
9 funded, have funded
10 did well, have done well
11 failed, have failed
12 gave feedback, have given feedback

3 /'z/ as in study
session
course materials
skills
self-development
test
marks
stress
needs analysis
assessment
results

/'z/ as in feel
course materials
skills
needs analysis
results

/'s/ as in show
session
workshop
pressure

4 1 run 2 develop 3 do 4 take 5 have 6 do 7 give
8 get

5 1 hard 2 well 3 badly 4 attentively 5 fully 6 quickly
7 willingly 8 enthusiastically

6 1 to study, student 2 to participate, participant
3 to train, trainee/trainer 4 to learn, learner
5 to assess, assessment/assessor

SOME COMMON IRREGULAR VERBS

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Business English Language Practice

Effective communication in Business English

Business English Language Practice aims to help learners of business English develop the vocabulary and grammar needed to participate in business effectively. The content and examples are up to date and very relevant to anyone working or planning to work internationally.

The book is designed for students with a pre-intermediate or intermediate level of English and can be used either in class or for self-study.

It is split into two sections – Grammar and Vocabulary – each containing 12 units, which focus on the key areas of business English. Each unit has a Practice section and a Reference section. The topics covered are:

**Grammar**
- Present tenses
- Past tenses
- Will and going to
- Modals
- Conditionals
- -ing forms and infinitives
- Comparatives and superlatives
- Relative clauses
- Articles
- Determiners
- Passives
- Reported speech

**Vocabulary**
- Companies and offices
- Finance
- Human resources
- Logistics
- Meetings and conferences
- People and places
- Planning
- Production and processes
- Projects and teams
- Sales and marketing
- Telephoning and e-mailing
- Training

The book also contains a Needs analysis and a Learning journal to help you plan how you use the book and review what you have studied. Finally, there is a full Answer key to all the practice exercises.

About the authors

Susan Lowe and Louise Pile have extensive general and business English teaching and teacher-training experience. They have written and edited a range of print and multimedia language-learning materials.