

LANGUAGE REVIEW

A Complete the sentences with the verbs from the box. Use each verb twice. Put each verb into the correct form and the correct tense – present simple or present continuous.

invest	sell	take	target	work
--------	------	------	--------	------

- Breitling and Cartier *sell* luxury watches around the world.
- It only our laboratory half an hour to test all the ingredients.
- Which market segment they usually?
- Oh no! My printer properly. I'll ask Leila to run off a copy of the report for you.
- you more money in marketing this year?
- Their advertising agency never at weekends.
- Do you think we a big risk if we postpone the launch of our new model?
- Unfortunately, our range of soft drinks well at the moment.
- This time, we our advertising campaign on the young.
- Our company a lot in R&D. That's why we develop fewer new products than our competitors.

B Complete this text with the correct form, present simple or present continuous, of the verbs given. Then check your answers.

work Ralf Hinze¹ in the R&D department of the Antwerp-based company Merlin Foods Ltd, where he² a team of five responsible for all organic products under the brand name *Sunnyvale*. They³ about three new products each year.

manage This week, however, Ralf is not in his office. He⁴ in the lab. He⁵ the testing of an innovative range of soups and dressings, and⁶ a report.

develop He⁷ his job and is proud of his company. Indeed, Merlin Foods⁸ rapidly. It⁹ subsidiaries in France and Germany and¹⁰ Kilkenny Dairies (Ireland). Sales and earnings for the company¹¹ far beyond expectations. The *Sunnyvale* brand in particular¹² hugely popular throughout Europe.

work

supervise

write

enjoy

expand / have

own

increase

become

C Study the information in Exercise B. Then write questions for these answers.

- *Where does Ralf Hinze work?*
In the R&D department at Merlin Foods Ltd.
-
About three each year.
-
In the laboratory.
-
He's supervising the testing of some new products.
-
No, he isn't. He's writing a report.
-
In France and Germany.
-
Yes, indeed. Far beyond expectations!

LANGUAGE WORK

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LANGUAGE +

D Tick the ten verbs which are not *normally* found in continuous forms. The first one has been done for you.

- | | | | |
|-----------|-------------------------------------|-------------|--------------------------|
| 1 agree | <input checked="" type="checkbox"/> | 8 prefer | <input type="checkbox"/> |
| 2 believe | <input type="checkbox"/> | 9 realise | <input type="checkbox"/> |
| 3 belong | <input type="checkbox"/> | 10 research | <input type="checkbox"/> |
| 4 compare | <input type="checkbox"/> | 11 seem | <input type="checkbox"/> |
| 5 consist | <input type="checkbox"/> | 12 stretch | <input type="checkbox"/> |
| 6 contain | <input type="checkbox"/> | 13 suppose | <input type="checkbox"/> |
| 7 depend | <input type="checkbox"/> | 14 surprise | <input type="checkbox"/> |

E Choose verbs from Exercise D to complete the sentences. Put them into the correct form of the present simple.

- It *seems* that our new range of equipment is becoming more and more popular.
- he to our proposal?
- Dreher has developed a new brand of beer that any alcohol.
- We may or we may not expand into China. It on the success of our products there.
- Our new range of toiletries essentially of environment-friendly deodorant sprays.
- all the respondents to the same market segment?

WRITING

A Read the passage below about brands and passion.

In most of the lines 1–13 there is **one extra word** which does not fit. Some lines, however, are correct. If a line is **correct**, put a tick (✓) in the space provided. If there is an **extra word** in the line, write that word in the space.

Companies must try either to make products that a few people love or products that many people quite like. An attempt to do both will not produce obstacles and conflicts. Two things that lie behind the craze for emotional involvement. The first is overcapacity: if there are too many products in every market segment, and this means it is hard to get attention for anything ordinary. Marketing consultants argue that it is not enough for companies to make up their consumer goods just a little better. Instead of, they should make only remarkable things that will make consumers take notice. The second factor is the increased ability of consumers to communicate their views about products, either good or bad. According to some experts, the Internet has increased by a factor of 10 the number of people and that one consumer can influence. Sometimes, companies take an advantage of this by using buzz marketing: they create a group of people who will generate enthusiasm for their products, for example by talking about them in our chat rooms.

- 1 ✓
- 2 *not*
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11
- 12
- 13

- B** Stan Wouters, Sunnyvale Brand Manager at Merlin Foods Ltd, receives this e-mail from Liz Jansen, Managing Director of the company. Read the message, then write Stan's reply using his notes below.

From: Liz Jansen
To: Stan Wouters
Subject: Sunnyvale range

Hi Stan,

Sales of our range of soups under the Sunnyvale label are increasing month after month in France but are unfortunately falling rapidly in Germany, both in the North and the South.

Jan Kluis, our sales representative in that region, informs me that German customers find our products expensive – when they can find them at all!

I'd be grateful if you could look into the matter and let me have your recommendations as soon as you can.

Many thanks,

Liz

Stan's notes

The largest supermarket chain sells its own brand of soups at a much lower price
 + don't display our products properly
 Our packaging very similar to current market leader in Germany
 Competitors offer frequent discounts
 + visit supermarkets very often

Recommendations:

Jan doing a great job but why alone?
 Redesign packaging / highlight brand's qualities (natural ingredients)
 Offer managers incentives for them to put our products on top shelves
 Discounts / special promotions / etc.

VOCABULARY

A Complete the sentences with words from the box.

divert	jet-lag	cabin	legroom
delays	service	flights	

- 1 A growing number of people criticise the airlines and demand better *service*
- 2 There are signs that airlines are trying to respond to customer dissatisfaction, for example by providing more and quality in-flight meals.
- 3 Cases of passenger misbehaviour are unfortunately all too common on long-distance
- 4 After a 15-hour flight, you can expect a lot of travellers to suffer from
- 5 Poor service and frequent will inevitably harm an airline's reputation.
- 6 Flight and crews sometimes have to deal with dangerous in-flight behaviour.
- 7 We were heading for Warsaw, but owing to the bad weather, they had to our flight to Frankfurt.

B Complete the text with the best words.

Customer satisfaction

For the second time, the Korona Hotel has been ranked No. 1 for customer satisfaction.

'At our hotel, we give our more than a high-quality experience, we get them to enjoy the Korona way of life,' says Kurt Ahlberg, the General Manager, 'and we pride ourselves on excellent in a luxurious environment'.

The are responsive and service-oriented, they obviously enjoy their jobs and want to help the clients. The Korona is committed to meeting the of today's international business: there is high-speed Internet access throughout the hotel, and there are three spacious meeting rooms, with all the needed for successful business

In addition, the of the hotel is ideal: a three-minute drive from the international airport.

Ahlberg has long understood that busy executives cannot afford to waste time in jams as they try to city centre venues. Nor do executives particularly enjoy getting up at dawn to catch an early-morning

- | | | | |
|----------------|---------------|------------------|--------------|
| 1 a) customers | b) guests | c) tourists | d) shoppers |
| 2 a) waiters | b) help | c) chefs | d) service |
| 3 a) crew | b) assistants | c) salesmen | d) staff |
| 4 a) needs | b) functions | c) success | d) failure |
| 5 a) tourists | b) dealers | c) travellers | d) voyagers |
| 6 a) tools | b) facilities | c) buildings | d) machines |
| 7 a) speeches | b) lectures | c) presentations | d) talks |
| 8 a) location | b) place | c) venue | d) situation |
| 9 a) transport | b) street | c) road | d) traffic |
| 10 a) reach | b) get | c) arrive | d) go |
| 11 a) arrival | b) airport | c) flight | d) check-in |

LANGUAGE
REVIEW**A Match each item on the left with an item on the right.**

- | | |
|--|---|
| 1 As you know, we're going to increase our special offers. | a) Look at the fog! |
| 2 We're leaving at five o'clock on Friday morning. | b) They know everything about Apex tickets. |
| 3 Most probably, airport hotels will become increasingly popular. | c) They couldn't get us a later flight this time. |
| 4 Hold on. I'll call our Travel Department and find out for you. | d) We're about to start advertising. |
| 5 Flights are going to be delayed again. | e) Many of them have been designed with the business traveller in mind. |

B Study the forms in bold in Exercise A. Decide which sentence, 1–5, illustrates each of the meanings, a–e, below.

- a) instant decision *..sentence 4..*
- b) pre-planned decision
- c) prediction based on present evidence
- d) general prediction / opinion about the future
- e) future arrangement (diary future)

C In each sentence, one word is missing. Show where the word should go and write it on the line provided.

- 1 Francesca travelling from Italy to Singapore in March. *is*.....
- 2 We're going meet our agent to discuss our new strategy.
- 3 So you finish in five minutes? OK then. I wait for you in the lounge.
- 4 What time the train arrive in Brussels?
- 5 By the way, Jeff, what you doing on Thursday afternoon?
- 6 It's all decided now. We going to hold the sales conference in Rome.
- 7 Monday morning? Just one moment. I just check my diary.

LANGUAGE +

D Put the words and phrases in order to make sentences.

- 1 as soon as / a ring / I arrive / I'll give / in Brussels. / Mr Dupuis
- 2 I'll / If / is delayed, / miss / my flight / the presentation.
- 3 a better hotel. / going to / I find / I'm / stay here / until
- 4 you advise / I'll / in May / not to go. / our Chinese suppliers / unless / visit / me
- 5 again. / and visit / you are / in Copenhagen / our headquarters / Please come / when

Tip

After *as soon as / if / until / unless / when / once / next time* we use a **present** verb form, even when we are talking about the future.

- Next time you ~~will be~~ in Vancouver, you must stay at the Plaza Hotel. ✘
- Next time you *are* in Vancouver, you must stay at the Plaza Hotel. ✓

WRITING

A Choose the appropriate information from the box to complete the fax from the Atlántida Hotel.

your arrival	sincerely	look forward to
your departure	faithfully	hope
Dear Mr	However	inform
Dear Ms	As requested	confirm
	We would appreciate it if	request

LANGUAGE WORK

HOTEL ATLÁNTIDA
 Via del Norte, 12
 A Coruña, Spain

FAX

From: Hotel Atlántida (A Coruña, Spain) +34 981 400 123
To: Ms V McDermott, Granta Computer Services Ltd +44 1865 244 987

April 28

Dear Ms.¹ McDermott,

This is to² your booking for a single room from May 17 to May 20 inclusive, at a rate of 140 euros per night.

.....³, we will hold your room until midnight on the day of⁴.

We⁵ seeing you in May.

Yours⁶,

B You are going to attend a team-building seminar in Milan.

Write an e-mail (40–60 words) to your secretary in which you:

- explain why you will be away
- say when exactly you will be away
- give details of what your secretary should do while you are away.

From:
To:
Subject:

VOCABULARY

A Make prefix and verb combinations to complete the sentences. Use the correct form of the verbs.

- | | |
|------|------------|
| down | assess |
| | grade |
| | locate |
| | train |
| de | centralise |
| | date |
| | develop |
| re | launch |
| | organise |
| | regulate |
| up | size |
| | structure |

- If our company says it's going to *downsize*, I think that means we're out of a job.
- Could you please us on how the project is progressing?
- Lots of companies say they would like to responsibility and authority.
- Nobody knows what will happen to the company because it has not since the last recession.
- Our company is about to its head office to India.
- Owing to political unrest in the north of the country, many companies began to the risk of doing business there.
- Sales will increase if we the product under a different name.
- In May, the Chinese government announced its plan to the telecoms sector into three operators, each with wireless and fixed-line services.
- The local council has plans to the whole area north of our headquarters.
- We bought the new software and then realised we would need to the staff to use it.
- We want to use the money to all our computers with more powerful processors.
- Our government might all internal flights to make the industry more competitive.

VOCABULARY +

B All the verbs in Exercise A have a corresponding noun. Make nouns from the verbs and put them in the correct column.

No change	-ation	-ing	-ment
<i>update</i>	<i>downsizing</i>
.....
.....

C Complete each pair of sentences with the same noun from Exercise B.

- 1 The collapse of two banks triggered a widespread of the risk of lending money to financial institutions.
The financial crisis prompted a of the banks' role.
- 2 Mrs Cooper's presidency was marked by the promotion of home ownership, financial and an unshakeable faith in the free market.
Despite the huge problems faced by financial institutions, some experts maintain that further of the economy and increased entrepreneurialism are essential for our country to increase its growth rate.
- 3 Some websites offer a minute-by-minute on the rate of exchange between all major currencies.
The latest on fund trends can be downloaded from our website.
- 4 The retail chain has not yet put a figure on the number of job losses involved in the
Northland Bank could not escape the general of staff and branch numbers among the country's major High Street banks.
- 5 The of the product will involve a new brand name and a more attractive label.
Two months after its, the circulation of the newspaper had doubled.

LANGUAGE REVIEW

A Past simple or present perfect? Use the correct form of the verbs given to complete the conversation.

- René: Alex! What a surprise! I¹ you for months. *see*
- Last time we², you³ about to go to Italy. *meet / be*
- Alex: That's right, yeah. I⁴ there to retrain the sales staff at our main subsidiary. *go*
- René: Mm. What was that like?
- Alex: Interesting, but tough. I'm not sure I⁵ from the experience yet. *recover*
- René: Really? What⁶? *happen*
- Alex: Well, one of the guys in the team⁷ anything that⁸ like a new idea. *reject look*
- René: I suppose that's what you call 'resistance to change'.
- Alex: Yeah, exactly. And now to make things worse he⁹ of the team. *drop out*
- René: Well, not a big loss, from what you're saying.
- Alex: Mm, you're probably right. Anyway. What about you?
I've no idea what you¹⁰ up to. *be*
- René: Guess what! I¹¹ my job! *change*
- Alex: What? You¹² Klintel? I don't believe you! *quit*
- René: Yep! I¹³ with Orseca since January. *be*
- Alex: Oh, I know Orseca. Everyone says it's the place to be.
- René: I certainly don't regret my decision. Since I¹⁴ working for them, I feel a lot better. And I¹⁵ skydiving! *start take up*

B Cross out the incorrect option in each list.

- 1 A large number of stores were upgraded | last year.
| in the late 1990s.
| since 2003.
- 2 The concept of the department store was born | in a different era.
| over the last few years.
| many years ago.
- 3 It has been an excellent year for Epsol International | so far.
| in 2002.
| till now.
- 4 They have | yet
| already reorganised their local business operations.
| never
- 5 How many new products have they launched | since the summer?
| this year?
| last year?
- 6 Unfortunately, we didn't redevelop the car park | when we had the money.
| for the past three years.
| six months ago.

WRITING

A Match each sentence with the correct function on the right.

- 1 As agreed, our consultant will be arriving on Wednesday, April 30.
 - 2 Could you please send us some information about the change of ownership at Orseca?
 - 3 If you require any assistance with your relocation, do not hesitate to contact us.
 - 4 This is to let you know that plans for the retraining of our admin staff are under way.
 - 5 We are sorry for any inconvenience you may suffer as a result of this cancellation.
 - 6 We should relaunch our *Davina* mineral water under a different name.
- a) apologising
 - b) confirming
 - c) informing
 - d) offering
 - e) requesting
 - f) suggesting

B Match these sentence halves.

- 1 According to the latest report our consultant has submitted,
 - 2 Firstly, the timing is far from ideal,
 - 3 In addition, the same employees have sometimes expressed dissatisfaction
 - 4 In my opinion, there are two main
 - 5 Secondly, some employees seem unhappy
 - 6 This is particularly true for seminars
- a) held on Mondays and Fridays.
 - b) at the way Jeffrey Hiley conducts the workshops.
 - c) attendance at retraining seminars is declining.
 - d) especially on Friday after a full working week.
 - e) reasons for this situation.
 - f) that they were not involved in choosing the topics.

C Put sentences 1–6 in Exercise B in the correct order to make a section from a report.

- a)¹..... b) c)
 d) e) f)

D Now complete the next section of the report with items from the box.

recommendations	appropriate to	aware of	decisions
in order to	so that		

In order for such seminars to be worth their cost, I would like to make several recommendations.¹

Prior to any training programme, we should:

- a) carry out an in-depth needs analysis² ensure that the content of the training is³ the needs of our company;
 b) conduct individual interviews with prospective participants,⁴ we can evaluate their level of motivation;
 c) ensure that all staff are fully⁵ the purpose of the proposed training, and involve them in⁶ about topics, format and length.

E Read the passage below about the changing concept of work.

- In most of the lines 1–10 there is **one extra word** which does not fit. Some lines, however, are correct.
- If a line is **correct**, put a tick (✓) in the space provided.
- If there is an **extra word** in the line, write that word in the space.

For many of us, work is still a place where we go each day. However, the whole concept of a work and leisure is changing, and for an increasing number of people around the world, work is no longer a place to go but something they do. A substantial number of companies have already introduced a flexible working in policy. This gives their staff a greater degree of choice about when and where they work out. It also enables for them to achieve a balance between their personal and business lives. People with parental responsibilities, for example, value our flexibility enormously. Many companies now offer parents and the option to become ‘homeworkers’ who finish work early afternoon to spend up the rest of the day with their children, and do the rest of their work when the children are asleep.

- 1✓.....
 2^a.....
 3
 4
 5
 6
 7
 8
 9
 10

VOCABULARY

A Complete the text with the best words.

It has become a commonplace to say that the world is changing at an ever-increasing pace. Companies today are faced with a stark choice:¹ or go under. For example, four decades ago, companies typically tended to be². They were built on a model which achieved a high degree of control, but in which³ of communication were few and slow.

Another disadvantage of this type of organisation is that more junior⁴ may not even know who the CEO is, or what⁵ the decision-makers are trying to achieve. In order to try to solve this problem, many organisations have adopted a less⁶, more flexible business culture in which frequent contact between the owner and the employees ensures that⁷ is flowing smoothly.

A second difficult choice for a company concerns the extent to which it should go global or remain⁸. Global operations allow maximum⁹ of scale, while localisation makes it possible to¹⁰ quickly and to reach all market¹¹. In order to reduce the tension between global and local demands, many companies have adopted a 'hub and spoke' structure. They use several regional production and¹² 'hubs' where neighbouring markets are serviced from one single location.

- | | | | |
|---------------------|-----------------|------------------|------------------|
| 1 a) adopt | b) market | c) adapt | d) research |
| 2 a) economical | b) hierarchical | c) welcoming | d) democratic |
| 3 a) webs | b) media | c) roads | d) channels |
| 4 a) customers | b) directors | c) staff | d) buyers |
| 5 a) goals | b) design | c) plan | d) sales |
| 6 a) bureaucratic | b) caring | c) decentralised | d) market-driven |
| 7 a) information | b) news | c) speech | d) interest |
| 8 a) professional | b) static | c) local | d) impersonal |
| 9 a) production | b) economies | c) marketing | d) savings |
| 10 a) call | b) demand | c) enquire | d) respond |
| 11 a) shares | b) research | c) leaders | d) sectors |
| 12 a) manufacturing | b) selection | c) distribution | d) advertising |

B Complete the phrases 1–6 with a verb from the box.

carry out	draw up	issue	maintain	train	transport
-----------	---------	-------	----------	-------	-----------

-*draw up*..... contracts
- goods and equipment
- install and systems
- press releases
- research
- staff

LANGUAGE REVIEW

LANGUAGE WORK

A Change the following phrases, as in the example.

- 1 a hotel with four stars *a four-star hotel*.....
- 2 a deal worth eighty thousand euros
- 3 a journey that lasts seven hours
- 4 a loan of two million pounds
- 5 a seminar that lasts three days
- 6 an office block that has sixty storeys

B Match a word from box A with a word from box B to complete the sentences below.

A	B
computer	commercials
government	fair
information	force
labour	policy
research	project
trade	technology
TV	virus

- 1 This new *computer* *virus* could wipe all the data off your hard disk.
- 2 Several organisations are strongly opposed to the use of children in advertising in general, and in in particular.
- 3 Going to an international is often an excellent opportunity for networking.
- 4 Advances in have revolutionised the way people communicate and do business.
- 5 GVC Steelworks already have a of 1,500, and they are still recruiting.
- 6 The government should commission a special to assess the risks posed by GM foods.
- 7 It would be bad to revalue our currency at this particular time.

C Match the nouns 1–6 with the nouns a–f to make new compounds.

- 1 sales
 - 2 savings
 - 3 customs
 - 4 needs
 - 5 sports
 - 6 labour
- a) officer
 - b) car
 - c) assistant
 - d) costs
 - e) analysis
 - f) account

Tip

In some expressions, the plural –s is kept on the first noun. However, the first noun is usually singular, even when the meaning is plural. For example, *a car manufacturer, a shoe shop*.

D Use the same word for each group to make new noun combinations.

- | | | |
|-----------------------------|-----------------------------|----------------------------|
| 1 world .. <i>trade</i> ... | .. <i>trade</i> ... deficit | .. <i>trade</i> ... secret |
| 2 crisis m..... | m..... guru | project m..... |
| 3 o..... hours | head o..... | o..... job |
| 4 life i..... | travel i..... policy | i..... broker |
| 5 p..... range | consumer p..... | p..... launch |
| 6 a..... agency | radio a..... | a..... campaign |

E Complete the sentences with words from the box.

level round breach waste lack range conflict cost

- The ...*level*... of unemployment will soon reach 15%.
- They accused the striking workers of being in of contract.
- There was a growing of interest between her business dealings and her position as a politician.
- Writing letters by hand is a complete of time. I always type them on the computer.
- Experts forecast that the of living will decrease slightly next year.
- We have pleasure in including further information about our of products.
- We are starting a new of negotiations with GVC Steelworks next month.
- The seminar on 'Motivation at Work' was cancelled through of interest.

Tip

Many constructions *noun + of + noun* are relatively fixed. For example:

- *waste of money, lack of interest, show of strength.*

We cannot say *money waste, interest lack* or *strength show*, for example.

WRITING

A A large travel agency called *Free Horizons* has recently been reorganised and the new manager, Olivia Anderson, is very keen on staff training. Complete her e-mail with the words from the box.

remain announce contribute explain organise select

To: All staff
From: O. Anderson
Subject: Staff training

In order to keep our competitive edge, we at *Free Horizons* must continue to provide unique travel services and ...*remain*...¹ totally customer-focused.

Our staff training programmes² a great deal to making us so dynamic and efficient.

I am very pleased to³ that we will be able to⁴ another training seminar in the autumn, on one of the following topics:

- developing computer skills,
- intermediate French, Spanish, or Arabic,
- customer service,
- favourite destinations: geography and politics.

Please⁵ one topic, and⁶ in detail the reasons for your choice.

Replies by Thursday please.

B Write a reply (40–55 words) in which you:

- state your preferred topic
- give reasons for your choice.

To: O. Anderson
From:
Subject:

C Read the passage below about customer relationship management.

- In most of the lines **1–10** there is **one extra word** which does not fit. Some lines, however, are correct.
- If a line is **correct**, put a tick (✓) in the space provided.
- If there is an **extra word** in the line, write that word in the space.

Many organisations talk about doing more business electronically, as implementing cost-cutting measures and improving efficiency. Despite all this talk, some inspired business leaders have understood what the key of any business connection is: people. Customers do of course they expect quality products and fair prices, but this is not the whole story. They also expect to deal with people who have been a positive attitude, who are enthusiastic about the business if they are in, and who care for them. Therefore, a growing number of companies have come to realise so that any transaction can potentially mark the start of a lifelong and relationship. They are now aware that a large part of the success of any company depends on the quality of customer services and CRM, which is the short for ‘customer relationship management’.

- 1 as
- 2 ✓
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10

Sample Material

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VOCABULARY

A Complete each sentence with the best word.

- 1 If a celebrity...*endorses*... a product, they say how good it is in advertisements.
a) persuades b) launches c) endorses
- 2 Billboards, those large signs used for advertising, are often called '.....' in British English.
a) leaflets b) slogans c) hoardings
- 3 Manufacturers of toiletries and cosmetics frequently offer free for customers to try out their new products.
a) samples b) commercials c) posters
- 4 Advertising done at the place where a product is sold is called '..... advertising'.
a) public b) point-of-sale c) eye-catching
- 5 of sports or arts events can be a powerful method of advertising.
a) Research b) Endorsement c) Sponsorship
- 6 If you hear about a new product from a friend or relative, this is called '..... advertising'.
a) word-for-word b) mouth-to-mouth c) word-of-mouth
- 7 Outdoor advertising is growing rapidly due to the rising cost of TV
a) commercials b) publicity c) research
- 8 A advertisement is one that causes a lot of public discussion and disagreement.
a) viral b) controversial c) subliminal
- 9 'Beanz Meanz Heinz' has become one of the most famous advertising ever.
a) slogans b) banners c) mailshots
- 10 The company was forced to withdraw its advertisement because many people found it
a) acceptable b) offensive c) original

B Match each verb on the left with two phrases on the right.

- | | | |
|--|--|---|
| <p>to launch</p> <p>to capture</p> <p>to differentiate</p> <p>to communicate</p> | | <p>a) between two products</p> <p>b) a product</p> <p>c) somebody's imagination</p> <p>d) a message to somebody</p> <p>e) one product from another</p> <p>f) somebody's attention</p> <p>g) an advertising campaign</p> <p>h) with somebody</p> |
|--|--|---|

LANGUAGE
REVIEW

- A** The passage below is the first part of a text about 'subvertising'. Complete it with *a / an / the*. Write \emptyset if no article is necessary.

'Subvertising' is ...^a... combination of words 'subvert' and 'advertising'. Indeed, subvertising consists of subverting or sabotaging commercial as well as political advertisements that are displayed in public places.

Here is simple example: advert for famous brand of cigarettes depicted handsome middle-aged man gazing thoughtfully into distance. caption was four words long: '*The more you know...*'. This ad was easily subverted by someone who just added following words: '*...the less you smoke.*'

- B** In the second part of the text, all eight instances of the definite article, *the*, have been removed. Insert them back where they belong.

^{The} purpose of subvertisers is usually to encourage people to think, not only about products they buy, but also about nature of society they live in.

There are a number of similarities between advertising and subvertising: both are very often creative, witty, direct and thought-provoking.

However, differences between two are enormous. While goal of advertising is ultimately to increase consumption and corporate profits, subvertising aims to make people aware of constant pressure they are under to buy things, to spend money, to 'shop-till-you-drop', so that they may be able to resist that pressure.

- C** In the third and last part of the text, there are no articles. Write in *a / an / the* where appropriate.

In addition, subvertising is ^a reaction against invasion of public places by hoardings, posters, slogans, logos, etc., which some say 'pollute our mental environment'. It is attempt to 'reclaim streets', to free our personal space of those consumerist messages which can be seen or heard left, right and centre in our cities.

While one cannot ignore that in eyes of law, altering hoardings is considered minor form of vandalism, one has to recognise that subvertising is form of creativity and way of exercising one's freedom of speech.

WRITING

A Choose the correct item from each pair to complete the letter.

schedule	I have pleasure in	We would be very grateful
date and time	I am pleased to	We are delighted
further information	take advantage of	we enclose
full details	look forward to	we could arrange for

SPICA OFFICE SOLUTIONS

12 CONNAUGHT AVENUE, GLASGOW

21 May

Ms Glenda Munroe
 Purchasing Manager
 United Freight Agencies
 Liverpool

Dear Ms Munroe,

As Head of our Customer Service Department, *I have pleasure* in ¹ enclosing our latest catalogue, featuring our exciting new range of office equipment and furniture at the most competitive prices currently on the market.

.....² if you could let us know which of our products would be of particular interest to you. Once we have this information,.....³ an expert from our sales staff to visit your company in order to carry out a detailed needs analysis and produce a unique office solution for you, entirely free of charge.

Our expert would also give you⁴ of our special offers. At Spica Office Solutions we offer our regular customers more than just discounts. For example, there is a two-month free trial period for all electrical equipment, including photocopiers, and much more.

If you would like to⁵ a visit from our expert, please inform us of a suitable⁶.

We look forward to hearing from you.

Yours sincerely,

Ben Costello

Ben Costello
Sales Manager

B Write a reply to Mr Costello in which you:

- thank him for the catalogue
- describe what kind of office equipment / furniture you are interested in
- accept his offer of a visit from an expert
- suggest a time and date for the visit.

C Look at the examples, then match the sentence halves below.

On average, 2,000 people visit our website every month.

By and large, I think it was a successful advertising campaign.

- | | |
|---|--|
| 1 Basically , the two products are the same | a) a successful year for Marketing. |
| 2 As a rule , our advertisements never | b) but we find the colours are rather dull. |
| 3 Overall , we are satisfied with the design, | c) gets about 800 hits a week. |
| 4 All things considered , it has been | d) show people drinking alcohol or smoking. |
| 5 In general , we advertise more on the Internet | e) though the packaging is completely different. |
| 6 Roughly speaking , our website | f) than on radio and TV. |

Tip

We often use introductory phrases like the ones in bold when we want to *generalise*. In the second example above, the advertising campaign was successful *generally speaking*, but it was probably not successful *in every single detail*.

D Read the passage below about junk mail.

- In each line 1–8 there is **one wrong word**.
- For each line, **underline the wrong word** in the text and **write the correct word** in the space provided.

'Junk mail' is the name given to all the sales ads, catalogues, prize offers, etc. which find their way into your letterbox without you having requested anything.

While some of that mail gets into everyone's mailbox, the sizeable proportion of it is actually personalised and addressed to certain individuals in particular.

Computerised mailing list have made it very easy for companies to obtain huge numbers of names and addresses. When your subscribe to a magazine or buy something from a mail order catalogue, by example, your name is entered into a computers, and very often automatically added to one or more mailing lists. The mail order firm or the credit card company in question can then rent their lists on other companies, and that is when your letterbox began to overflow with unwanted mail.

A number of organisations have now been created specifically to help the public deal with unsolicited advertisements.

- 1^a.....
 2
 3
 4
 5
 6
 7
 8

VOCABULARY

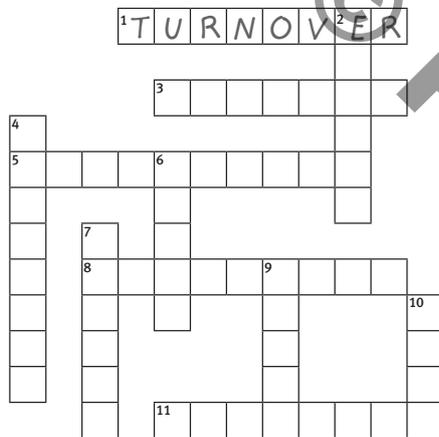
A Use the clues to complete the crossword puzzle.

Across

- 1 A company's ...*turnover*... is the amount of business it does over a certain period of time. (8)
- 3 A company's sales is the money it receives from selling goods or services. (7)
- 5 Money which people or organisations put into a business in order to make a profit. (10)
- 8 A difficult time for the economy of a country, when there is less business activity. (9)
- 11 A is a description of what is likely to happen in the future. (8)

Down

- 2 An stake is the money risked when a business owns part of another company. (6)
- 4 The is the part of the profits of a company that is paid to shareholders for each share that they own. (8)
- 6 A market is where a company's shares are bought and sold. (5)
- 7 The margin is the difference between the price of a product or service and the cost of producing it. (6)
- 9 One of the parts into which ownership of a company is divided. (5)
- 10 Money that one person, organisation or country owes to another. (4)



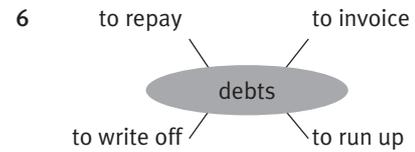
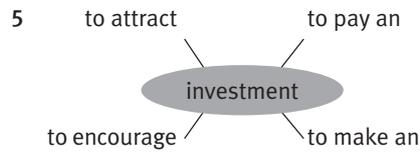
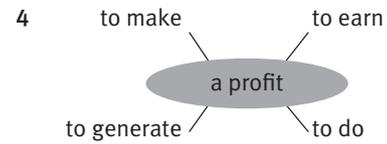
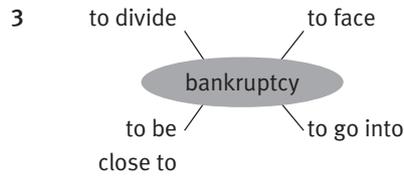
B Cross out the verb which does not normally go with the noun in the bubble.

1

to plunge	to come
something into	out of
to decrease	to pull something out of

2

to make	to produce
to work	to give



C Match these sentence halves.

- | | |
|--|--|
| 1 Sales went up beyond expectations, and Kernel Computers made a | a) gloomy sales forecast for the next quarter. |
| 2 Our economic experts have produced a | b) encourage foreign investment. |
| 3 Competition is so fierce that many small travel operators are | c) plunge the country into recession. |
| 4 The government has promised to eliminate bureaucracy in order to | d) record profit of 150 million euros. |
| 5 They spend more than they earn and run up | e) close to bankruptcy. |
| 6 We fear that a rise in interest rates will | f) huge debts on their credit cards. |

LANGUAGE REVIEW

A Complete these pairs of opposites.

- | | |
|--------------------|-------------------|
| 1 to go up | to go <u>down</u> |
| 2 to r _ se | to _ _ _ l |
| 3 to _ _ cr _ _ se | to de _ _ _ _ _ |
| 4 to s _ _ r | to _ _ mm _ _ |
| 5 to _ _ _ ble | to h _ _ _ e |

B Study these examples and the rule before doing Exercise C.

- Profitability has risen. ✓
- They have risen sales. ✗
- The banks have raised interest rates by 0.5%. ✓
- Interest rates have raised again. ✗

What's the rule?

We can use some verbs without an object; we call them **intransitive verbs** (I).
 We can use other verbs with an object; we call them **transitive verbs** (T).
Profitability has risen: subject + verb with no object
Rise is always an **intransitive** verb.
The banks have raised interest rates by 0.5%: subject + verb + object
Raise is always a **transitive** verb.
 Many verbs can be both **transitive** and **intransitive**. For example:
The volume of sales will decrease. (I)
They will decrease the volume of sales. (T)

C Mark each verb (I) if you can use it to complete sentence a, (T) if you can use it to complete sentence b, or (I) / (T) if you can use it to complete both.

- a) The volume of sales will
- b) They will the volume of sales.
- | | |
|-------------------------------|------------------|
| 1 fall (I)..... | 6 increase |
| 2 double (I) / (T)..... | 7 level off..... |
| 3 drop | 8 peak..... |
| 4 decline | 9 plummet |
| 5 halve | 10 soar |

D Complete the words to make the corresponding adverb for each adjective.

Adjective	Adverb
1 considerable	considera <u>b</u> <u>l</u> <u>y</u>
2 dramatic	dramatic _ _ _ _
3 gradual	gradual _ _
4 sharp	sharp _ _
5 significant	significant _ _
6 slight	sli _ _ _ _
7 steady	stea _ _ _ _
8 substantial	substan _ _ _ _ _

E The two sentences below have the same meaning. Study the example, then rewrite sentences 1–7 in the same way.

*There was a **considerable increase** in oil prices* Adjective + noun
means the same as

*Oil prices **increased considerably**.* Verb + adverb

- There has been a **dramatic fall** in exports.
- It seems that there is going to be a **substantial rise** in taxes.
- There was a **steady rise** in the number of people out of work.
- Are you saying that there is a **significant decline** in production?
- I think domestic demand will **fall slightly**.
- Profit **grew gradually**.
- Orders have **dropped sharply**.

WRITING

A Match items 1–5 with items a–e.

- | | |
|---|--|
| 1 Despite the rising euro and falling sales, | a) although they were affected by the strong euro as well. |
| 2 The euro rose and sales fell slightly, | b) because of the strong euro and a slight fall in sales. |
| 3 Vegaco's profits did not remain constant | c) However , the profits of Vegaco's competitors did not decrease. |
| 4 Their competitors' profits increased | d) so Vegaco's profits did not reach the same level as in the previous quarter. |
| 5 The strong euro affected all software companies. | e) Vegaco's profits did not fall significantly. |

B Study the linking words in bold in Exercise A. Then use each linking word twice to complete the following sentences.

- 1 Sales of our range of fruit juices improved **because** we made the packaging more attractive.
- 2 As you can see from the graph, sales did very well in the second quarter. Since June,, there has been a gradual drop.
- 3 Profits continued to rise a slight increase in production costs.
- 4 We plan to centralise distribution, costs are likely to decrease.
- 5 September can be a difficult month sales often fall after the summer holiday.
- 6 the booming market for mobile communications, Alfitel's share price fell steadily.
- 7 We have just relaunched the XL30 under a different name, sales will probably go up.
- 8 our production costs have gone down by 3%, profits have not improved significantly.
- 9 We launched our advertising campaign three months ago., sales have not recovered yet.
- 10 Profits went up sales did not seem to improve.

C Read the passage below about the unequal distribution of wealth.

- In most of the lines 1–11 there is **one extra word** which does not fit. Some lines, however, are correct.
- If a line is **correct**, put a tick (✓) in the space provided.
- If there is an **extra word** in the line, write that word in the space.

Most news programmes now have a business section. This might give us the illusion that we are all equally affected by stock markets and financial speculation. When we care to study the facts and figures, however, it will soon become clear that the glamorous financial deals we regularly hear about benefit to only a tiny minority of people. According to a recent report published in the US, the wealthiest 1% of the population control more than one third of all the nation's wealth. This concentration of wealth among the very rich and has mostly remained constant over the past ten years. On the other one hand, the living standards of a large proportion of the population have stagnated or declined. This kind phenomenon is by no means unique to the US, it is indeed a common throughout the industrialised world well. It is also occurring in emerging economies like India and China. As the gap between average families and not the very few ultra-rich continues to widen, it seems urgent to address the issue of global inequality of wealth and income distribution.

- 1 *will*
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11

VOCABULARY

A Complete the idioms in the sentences below with the correct word.

- We don't agree what or when we should advertise. In fact, it seems we don't see to eye on anything at all.
- In many countries, people make a comment about the weather to the ice and start a conversation.
- I'd just told my hosts I hated fish when it turned out they'd spent hours making fish soup, one of their national dishes. I had really put my in it.
- I didn't know exactly how long I had for my presentation, and I knew nothing about the audience. The organisers had really thrown me in at the end.
- After a few minutes we found we had loads of things in common. We just got like a house on fire.

B Put the words in the correct order to make idioms.

- to / water / into / hot / get
- to / opener / real / a / be / eye-
- to / out / fish / feel / water / a / of / like

C Use an idiom from Exercise B in the correct form to complete these sentences.

- That business trip to China for me. That's when I began to understand the culture.
- Don't be late for the departmental meeting, or you with the boss.
- I really at the reception. Very few people spoke English, and those who did, didn't have much to say.

VOCABULARY +

D Complete the sentences with a preposition from the box.

out	over	up	in	with	of
-----	------	----	----	------	----

- Leo's been to Nigeria many times. He knows the culture inside out.
- We've told you everything about this job opportunity in Uzbekistan. Now *you* tell us what you think. The ball is your court.
- Sometimes it doesn't really matter if you don't know the culture. You just need to maintain a good-natured attitude and go the flow.
- Because she has a very good grasp Russian, Linda quickly became integrated into the local community when she moved to Omsk.
- If any of the presentations runs schedule, we'll be late for the final plenary meeting.
- With this conference next month, we're all to our eyes in work at the office.

E Match the idioms from Exercise D with the correct explanation.

- | | |
|--|---|
| 1 the ball is in your court | a) to be relaxed and not worry about what you should do |
| 2 to be up to one's eyes in work | b) it is your responsibility to take action next |
| 3 to go with the flow | c) to be very familiar with something |
| 4 to have a good / poor grasp of something | d) to have a lot / too much to do |
| 5 to know something inside out | e) to take more time than expected |
| 6 to run over schedule | f) to be able / unable to understand something well |

LANGUAGE REVIEW

A Match these sentence halves.

- | | |
|---|--|
| 1 All foreign nationals <i>must</i> | a) let senior executives speak first. |
| 2 Although it is quite a liberal country, | b) fill in a landing card. |
| 3 In their meetings, junior staff <i>have to</i> | c) the equivalent of 1,000 euros out of the country. |
| 4 They have 'casual Fridays', which means | d) otherwise you could embarrass your hosts. |
| 5 You <i>mustn't</i> take more than | e) you <i>don't have to</i> wear formal clothes on that day. |
| 6 You <i>shouldn't</i> buy a very expensive gift, | f) you <i>should</i> avoid drinking alcohol in public. |

B Study the example sentences in Exercise A, and answer these questions.

- | | |
|---|---|
| 1 Which two sentences express advice? | <input type="checkbox"/> 2 and <input type="checkbox"/> |
| 2 Which sentence expresses the idea that it is not necessary to do something? | <input type="checkbox"/> |
| 3 Which sentence expresses the idea that something is against the law? | <input type="checkbox"/> |
| 4 Which sentence expresses the idea that something is required by law? | <input type="checkbox"/> |
| 5 Which sentence expresses the idea that something is required by social 'rules'? | <input type="checkbox"/> |

C Complete these sentences with *have to* / *don't have to* / *mustn't*.

- In Britain, you *have to* . pay tax on the interest that your money earns.
- In most countries, you still . pay to use public transport.
- You . drink alcohol during working hours.
- In some countries, motorists are lucky: they . pay a toll to use motorways.
- You . take home any office stationery or equipment. If you do, you may lose your job.
- In most European countries, you . have an identity card on you at all times.
- In the United States, you . make a lot of small talk. Americans usually like to get down to business quickly.
- In many countries, you . ask about a businesswoman's marital status. It is considered rude.

D Rewrite these sentences using an appropriate modal form to replace the words in *italics*.

- 1 *It is not necessary for you to wear a suit.* Their company culture is quite informal.
.....
You don't have to wear a suit......
- 2 *You are not allowed to drive without your seat belt on.*
.....
- 3 If you are invited for dinner, *it is a good idea if you buy your hosts some flowers.*
.....
- 4 In many countries, *it is not good to point your finger at people.*
.....
- 5 Although I know them all very well, I *am obliged to* address my colleagues by their surname.
.....
- 6 *It is essential* for all visitors to wear their name badge at all times.
.....
- 7 *Is it necessary* for me to buy my hosts an expensive gift?
.....
- 8 In Canada, smoking *is prohibited* in most public spaces.
.....

WRITING

A Sentences 1–10 below are from two different documents. Decide which are from a) a letter of invitation to a consultant, and b) an e-mail booking. Write the sentence numbers in the table in the correct order.

a) Letter of invitation to training consultant	5				
b) Informal e-mail requesting booking	6				

- 1 As I explained to you briefly when we met, our engineers often spend periods of up to three months in India, Malaysia or the Philippines.
- 2 Breakfast only please as they'll be otherwise entertained for the rest of the day.
- 3 Could you book three single rooms en suite in my name at the Royal, 3–6 May?
- 4 I very much hope that your schedule will allow you to accept our invitation.
- 5 I was delighted to talk to you after your presentation at the *Bridging the Culture Gap* conference in Frankfurt last week, and I would like to thank you for the interest you expressed in our company.
- 6 Just to let you know that we are expecting three potential clients from Egypt to visit our design department early next month.
- 7 Many of them request practical information about various aspects of those cultures.
- 8 Many thanks.
- 9 That reminds me: any suggestions for their evening programme would be greatly appreciated.
- 10 We would therefore like to invite you to run a one-day training seminar on cultural issues for a group of twelve staff due to leave for the Philippines in mid-April.

B Complete the reply to the letter in Exercise A with items from the box.

Further to your letter	I look forward to
as you suggested	owing to previous engagements
As you probably know	convenient for you
if you could let me know	I would be delighted

Further to your letter. ¹ of January 10, I would like to thank you for your kind invitation.

..... ² to run a one-day seminar for your staff.

..... ³, I have first-hand experience of the Asia–Pacific region, and it is always a great pleasure for me to run seminars focusing specifically on that area.

However, ⁴, I am afraid that I could not possibly run a workshop in March ⁵.

I would be grateful ⁶ whether late February or early April would be ⁷.

..... ⁸ hearing from you in due course.

C Read the passage below about cross-cultural awareness.

- In most of the lines **1–11** there is **one extra word** which does not fit. Some lines, however, are correct.
- If a line is **correct**, put a tick (✓) in the space provided.
- If there is an **extra word** in the line, write that word in the space.

It is sometimes said that cultures are becoming more alike under the effect of mass tourism and globalisation.

However, there often remains a gap between any two given cultures.

What enables for us to bridge this gap is often called *cultural awareness*. Empathy, i.e. openness of mind and heart together with a willingness to try and understand things from someone else’s perspective, is a necessary condition and for such an awareness to develop. However, empathy on its own it is not enough. We also need that to develop an ability to look at our culture from the outside. This process should make us realise that all the behaviours, beliefs and values that we have always taken in for granted may indeed appear strange to someone from another cultural group. In our other words, we need to be able both to make the strange look familiar, and they make the familiar look strange. If we can achieve this, then we can develop about what some sociologists call our cultural awareness.

- 1 ✓
- 2 for
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11

VOCABULARY

A Complete the sentences with items from the box.

resume	applicant	a covering letter	shortlist	a vacancy
a headhunter	permanent	interview	a probationary period	a reference

- The usual American English word for 'CV' is '*resume*'.
- Exlon has hired to attract talented executives from rival companies.
- We ask all our new employees to work of between one and three months.
- The starting salary of the successful will be decided on the basis of qualifications and experience.
- The panel will candidates for interview and contact them by the end of the week.
- Please send together with your CV.
- Our company has for a graduate in economics.
- When you apply for a job, you can ask your previous employer for
- A survey showed that most temporary workers were hoping to be offered a post.
- Applicants will be called for between 15 and 25 May.

VOCABULARY +

B Cross out the verb which does not normally go with the noun in the bubble.

- | | |
|--|---|
| <p>1</p> <p>to call for</p> <p>to hold</p> <p>an interview</p> <p>to apply</p> <p>to carry out</p> | <p>2</p> <p>to shortlist</p> <p>to take up</p> <p>a post</p> <p>to advertise</p> <p>to appoint somebody to</p> |
| <p>3</p> <p>to interview</p> <p>to advertise</p> <p>applicants</p> <p>to reject</p> <p>to shortlist</p> | <p>4</p> <p>to fill up</p> <p>to update</p> <p>one's CV</p> <p>to submit</p> <p>to send</p> |
| <p>5</p> <p>to sign</p> <p>to enter into</p> <p>a contract</p> <p>to terminate</p> <p>to work</p> | <p>6</p> <p>to earn</p> <p>to pay</p> <p>a salary</p> <p>to receive</p> <p>to submit</p> |

LANGUAGE
REVIEW**A Match these sentence halves.**

- | | |
|--|--------------------------------------|
| 1 If the candidate is highly qualified, of course we don't mind | a) to train new staff. |
| 2 If your probationary period is successful, we promise | b) to give him a reference. |
| 3 The job is so dull that I'm considering | c) to offer you a permanent post. |
| 4 They want candidates with lots of experience because they can't afford | d) paying a more competitive salary. |
| 5 Tony was upset because his previous employer refused | e) advertising it for far too long. |
| 6 We can't fill the vacancy this month because we have put off | f) handing in my resignation. |

B Complete the sentences with either the infinitive or -ing form of the verb to advertise.

- We plan *to advertise* all our vacancies on our website.
- This vacancy needs to be filled urgently, so don't delay
- There aren't a lot of enquiries because we forgot in the local paper.
- The board have decided the post of Deputy HR Manager more widely.
- I think we should stop in The Westland Echo. They're far too expensive.

C Correct the two sentences which are grammatically wrong.

- When I suggested to hire more part-time staff, nobody listened to me.
- Unfortunately, my previous employer failed to provide the reference I needed.
- If you want your covering letter to be accurate, I recommend doing at least one spell check.
- I must remember calling the job centre to enquire about part-time jobs.
- I have arranged to see the HR manager tomorrow morning.

LANGUAGE +

D Put the items in the correct order to make sentences.

- to take / action / were threatening / industrial / the unions
- to raise / they / by two per cent / offered / my salary
- to be / I / next year / my line manager / promoted / expect / I've told
- to favour / younger candidates / I thought / tended / the interviewer
- to relocate / that / I'm / my company / worried / intends
- to represent / claims / of our workforce / the union / over sixty per cent

E Complete the sentences with the correct preposition.

- We look forward hearing from you.
- Please read the contract carefully signing it.
- We are thinking hiring some part-time workers.
- The unions are firmly opposed any redundancies.
- They were all in favour relocating production to Romania.

WRITING

A

Complete the job advertisement with items from the box.

recruiting for	fluent	short-listed candidates	CV
an interview	remuneration	successful applicant	
applications	responsible to	well-qualified	

– AGRIBANK –

Chief IT Officer (CITO)

Agribank, one of the three leading banks in the country, is
 ...*recruiting for* ¹ an exceptionally ² IT specialist to
 manage the development of software, deployment of hardware, and support
 of various computing technologies at its headquarters and its eight regional
 branches.

Duties and responsibilities:

The CITO is ³ the General Manager for the satisfactory
 performance of all technology functions performed within the country:

- Management of Agribank IT staff
- Software development activities
- Software and hardware maintenance activities
- Long-range technology planning

The ⁴ will be ⁵ in English and German.
 We offer an attractive ⁶ package and long-term career
 prospects.

Interested candidates should send their letter of application and
 ⁷ via e-mail to Erna Asselborn at hrm@agribank.com

Closing date for ⁸ Friday, 3 June.

Only ⁹ will be contacted for ¹⁰.

B Nancy Oberweis is applying for the post described in Exercise A. Put the sentences (a–h) in the correct order to write her e-mail to Agribank.

From: Nancy.Oberweis@pt.lu
To: hrm@agribank.com

a) Dear Ms Asselborn, 1

b) The aim of the project is to equip the Ministry of Finance with up-to-date computer systems, develop adequate software, and support the local IT staff responsible for technology planning.

c) Finally, please do not hesitate to contact me if you need any further details.

d) With the benefit of all the experience I have gained there, I now look forward to a challenge and a steady career in my home country. If I am short-listed, could you please let me know whether you would be willing to consider a telephone interview.

e) I look forward to hearing from you.

f) I am enjoying all these responsibilities tremendously. However, the project will be completed in three months' time and I will therefore leave Bulgaria.

g) Since September 2007, I have been working as IT consultant on a UN-sponsored project in Bulgaria.

h) With reference to your advertisement in the Luxembourg Daily News of May 10, I would like to apply for the post of Chief IT Officer. As you can see from the attached CV, I obtained my MSc in mathematics and computer science from Imperial College London in July 2007.

Yours sincerely,
 Nancy Oberweis

C Read the passage below about the human consequences of redundancies.

- In each line 1–9 there is **one wrong word**.
- For each line, **underline the wrong word** in the text, and **write the correct word** in the space provided.

Articles about redundancies frequently focus on numbers and statistics and tend to ignore the psychological impact of job losses.

Naturally, reactions on redundancies vary from one individual to another and depend for age and the number of years spent with the company, among other factors. However, most of the victims initially feel disbelief, than anger and depression. Indeed, such a change in there professional circumstances can have a devastatingly effect on their home lives and family relationships. Very often, for example, losing one's job means having to relocate, sometime far away from one's relatives and closed friends. In addition, redundancies also have long-lasting effect on those who survive them. Survivors often feel guilty about being luckiest than those who had to go, betrayed by management, and frightened of being next in line.

- 1 to
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9

VOCABULARY

A Use the clues to complete the crossword puzzle.

Across

- 2 The practice of selling products at a very low price in an export market. (7)
- 4 They separate countries and can make trade more difficult. (7)
- 7 Limited numbers or amounts that are officially allowed. (6)
- 8 Taxes paid on goods coming into or going out of a country. (7)
- 9 A general word which covers all things which stop people trading freely. (8)

Down

- 1 To give money to a company or industry to make a product cheaper to buy or produce. (9)
- 2 The removal or reduction of government controls on a particular business activity. (12)
- 3 A situation in which goods come into and out of a country without any controls or taxes. (4, 5)
- 5 Government department responsible for collecting taxes on goods. (7)
- 6 To bring something into a country from abroad, usually in order to sell it. (6)

The crossword puzzle grid is as follows:

- Row 1: 1 (empty), 2 D U M P I N G, 3 (empty)
- Row 2: 4 (empty), (empty), (empty), (empty), (empty), (empty), (empty), 5 (empty)
- Row 3: (empty), (empty), 6 (empty), (empty), (empty), (empty), (empty), (empty)
- Row 4: (empty), (empty), (empty), (empty), 7 (empty), (empty), (empty), (empty)
- Row 5: (empty), 8 (empty), (empty), (empty), (empty), (empty), (empty), (empty)
- Row 6: (empty), (empty), (empty), (empty), (empty), (empty), (empty), (empty)
- Row 7: 9 (empty), (empty), (empty), (empty), (empty), (empty), (empty), (empty)

VOCABULARY +

B Complete each set of sentences with the same item.

- 1 We are glad to inform you that your*order*..... is being processed.
 Considering that delivery is already two weeks overdue, I am afraid we have to cancel our*order*.....
 This is the first time we have placed an*order*..... with Benson & Kay.
- 2 Without a wage index system, workers are not against inflation.
 Global banking has changed from being a industry to a deregulated one.
 In the past, the Mexican government its domestic growers by regulating corn imports.

- 3 They have us a very good price for the consignment.
The hotel us a special rate because our staff use it on a regular basis.
A number of football clubs are now on the Stock Exchange.
- 4 It is essential that you comply with government
Our company is going to introduce tighter health and safety
Our government has once again breached the governing the sale of weapons.
- 5 Our usual supplier was unable to the delivery date.
We are sorry to inform you that the programme you propose does not our requirements
Two of our colleagues have failed to their performance target.
- 6 Kentoril is trying to break into the Chinese
We plan to put our new model on the next winter.
They fear that Central Asian countries will flood the with cheap goods.
- 7 It is useful to a market survey before you make a major investment.
We are very satisfied with our new supplier. They always our instructions in every detail.
We always rigorous tests on our new products.

LANGUAGE REVIEW

A Match these sentence halves.

- | | |
|--|--------------------------------------|
| 1 I think that if you offer them some concessions, | a) would you make a firm order? |
| 2 If I didn't win so many deals, | b) will you make a firm order? |
| 3 If they bothered to pay promptly, | c) they'll do the same. |
| 4 If they pay within 30 days, | d) they'd do the same. |
| 5 If we give you a larger discount, | e) we'd offer a 5% cash discount. |
| 6 If we were able to give you a larger discount, | f) we'll offer a 5% cash discount. |
| 7 If you paid late, | g) we'll have to close your account. |
| 8 If your payment is overdue, | h) we'd have to close your account. |
| 9 Perhaps if you offered them some concessions, | i) my commission will decrease. |
| 10 Unless I win this deal, | j) my commission would decrease. |

B Complete the sentences with 'll, 'd, won't or wouldn't.

- 1 We give you a more substantial discount if you paid cash.
- 2 If they didn't find our terms satisfactory, they continue doing business with us.
- 3 So if we order 200 units, you give us a 10% discount, is that right?
- 4 We be able to order more if you can't deliver within a week.
- 5 If you can't deliver this week, we have to turn to another supplier.
- 6 We have to look for another supplier if you were able to dispatch immediately.
- 7 I'm sure we get this contract unless we offer a lower price.
- 8 If I were you, I look for a more reliable supplier.

C Choose the correct alternative to complete these sentences.

- 1 We might be able to increase the size of our order | if | unless | you agreed to a higher discount.
- 2 In case | As long as | you can guarantee prices for the next two years, we'll sign the contract.
Unless
- 3 Provided that | Unless | you agree to cover insurance as well, we've got a deal.
- 4 We'll never be able to solve this problem | if | unless | as long as | we agree to discuss it right now.
- 5 We're looking for an alternative supplier | in case | providing | our usual one can't deliver next week.
- 6 I'm afraid we won't be able to place a firm order | unless | provided | if | you agree to split the transport costs.

WRITING

A Complete the letter with items from the box.

- | | |
|--|---|
| a) a range of mountaineering equipment | e) by letter of credit at 30 days |
| b) receiving your acknowledgement | f) in the hope of more favourable terms in future |
| c) and delivered within the next six weeks | g) please do not send substitutes instead |
| d) and your invoice direct to us | |

L'ILLIMANI

27 rue des Charmes, 1000 Brussels Tel: +32 (2) 541 1609 Fax: +32 (2) 541 1608

Mr P Canetti
Italmont S.p.A
Via Degli Ausoni 23
11100 Aosta
Italy

26 May

Dear Mr Canetti,

Please find enclosed our order No. TW526 for ...^a...¹.

Although we find your trade discount of 10% rather low, we are placing a fairly large order this time².

As agreed, we would like the goods to be sent by rail freight³.

Payment will be⁴. Would you please send the shipping documents⁵.

If any of the listed items are not available,⁶.

We look forward to⁷.

Yours sincerely,

Eric Lambert

Eric Lambert
Store Manager

B Study this reply to the letter in Exercise A. One error has been marked; find five more.

Italmont S.p.A
Via Degli Ausoni 23
11100 Aosta
Italy

27

Mr E Lambert
L'Illymani
⑦2 rue des Charmes
1000 Brussels

30 April

Mr Lambert,

Thank you for your order No. TW526 which we received today.

It is now being processed and should be ready for dispatch within the next three months. I am pleased to be able to confirm already that we have all the items in stock.

In due course, the shipping documents and our invoice will be sent to your bank as you requested.

Yours faithfully,

Paolo Canetti

LANGUAGE WORK

C Read the passage below about global trade.

- In most of the lines 1–10 there is **one extra word** which does not fit. Some lines, however, are correct.
- If a line is **correct**, put a tick (✓) in the space provided.
- If there is an **extra word** in the line, write that word in the space.

About two decades ago, the supporters of globalisation have promised that free trade would bring a prosperity to people in both developed and developing countries.

As more and more governments enter the WTO–IMF sphere of influence, however, the economic difficulties they face and lead to the conclusion that those promises were grossly exaggerated. An increasing number of companies outsource or relocate to countries where labour is cheaper, environmental laws more weaker and workers' rights fewer. As a result, millions of people have, especially in developing countries, work in sweatshop conditions, labouring for all day in unsafe and unhealthy conditions for meagre wages. On the other hand, a very huge number of manufacturing workers in developed countries have lost decently-paid jobs as companies have moved to overseas in search of lower production costs.

1 *have*

2

3

4

5

6

7

8

9

10

VOCABULARY

A Complete the sentences with words from the box.

corruption	discrimination	fixing	fraud	espionage
testing	trading	laundering	counterfeit	pollution

- European companies have developed a code of ethics to improve the defence industry's reputation, after allegations of bribery and ...*corruption*... in connection with some of its biggest names.
- A California-based computer medical simulation company has developed a system to predict the effects of cosmetics on human skin, cutting the need for animal
- The EU investigated international telephone agreements to see if there was price in violation of EU competition rules.
- The national commission on environmental recommended that a third of the country's fishing waters be designated conservation zones, where fishing would be banned until stocks recovered.
- The government says sex is damaging to the economy and plans to bolster workers' rights.
- Our rival's summer collection has items so similar to our own new design that we think this might be a case of industrial
- The global watchdog on criminal fund flows is investigating claims that football clubs and other sports teams are being used as a conduit for money
- China is the biggest source of goods in the world.
- Mr Dubuisson was fined €30,000 for 'a minor tax ' in Finland after failing to declare €11,000 worth of imported goods on arrival in Helsinki from Switzerland.
- Because shares in both banks jumped 20% two weeks before confirmation of their merger, an insider enquiry was opened.

VOCABULARY +

B Complete each sentence with the best word.

- Some of our sales representatives were ...*accused*... of offering bribes.
a) arrested b) accused c) charged
- She was to three years in prison for the laundering of drug profits.
a) sentenced b) arrested c) investigated
- A former Goldman Brothers executive has recently been with insider trading.
a) convicted b) charged c) wanted
- If the builders don't fulfil their side of the contract, we'll
a) sentence b) acquit c) sue
- Few people Fleur de Lys Cosmetics of animal testing.
a) suspected b) prosecuted c) committed

- 6 The airline had potential investors about its financial difficulties.
a) misinformed b) undermined c) lied
- 7 The director was found guilty of the true position of his accounts.
a) lying b) cheating c) misrepresenting
- 8 The company the government by €25,000 for labour and materials.
a) stole b) overcharged c) mistreated
- 9 Some airlines offer cash as compensation for passengers when flights are
a) misused b) discredited c) overbooked
- 10 It is illegal for employers to on grounds of race, sex or religion.
a) discriminate b) distinguish c) discredit

LANGUAGE
REVIEW**A** Past simple, past continuous or past perfect? Complete the text with the correct form of the verbs in brackets.

Sharon Embley¹ (*start*) working as Deputy Marketing Manager for Fleur de Lys Cosmetics three years ago. It was the kind of job she² (*always / want*). Competition for the post³ (*be*) really tough, and she knew she⁴ (*be*) selected because of her experience in marketing, which she⁵ (*gain*) in her previous job with a pharmaceuticals company.

Sharon⁶ (*be*) young and ambitious. She was also a person of absolute moral integrity. In fact, she⁷ (*apply*) for this post with Fleur de Lys mainly because the company⁸ (*pride*) itself on its ethical business practices. Its image was built on natural ingredients, environment-friendly packaging, and a ban on animal testing. This image⁹ (*reflect*) the values which Sharon¹⁰ (*always / cherish*).

Things¹¹ (*go*) really well, until one day a file¹² (*land*) on her desk. She¹³ (*not / know*) the file was not meant for her, or that it¹⁴ (*contain*) confidential information. She¹⁵ (*read*) it all, and¹⁶ (*discover*) to her amazement that Fleur de Lys was not as 'clean' as it claimed to be. It¹⁷ (*be*) true that they did not test their products on animals, but only because they did not need to: other laboratories¹⁸ (*already / test*) the ingredients on animals!

Ironically, the day before she¹⁹ (*read*) the report, the director²⁰ (*call*) her to her office. She²¹ (*inform*) Sharon that she²² (*plan*) to promote her very soon as the current Marketing Manager was due to retire.

Sharon²³ (*not / experience*) such confusion for a long time. What should she do? If she²⁴ (*blow*) the whistle, she would not get promoted and might even be dismissed. And if she²⁵ (*keep*) silent ...

B Match these conversation excerpts.

- | | |
|---|--|
| <p>1 Has Joe ever done anything illegal?</p> <p>2 Have you heard of Alex recently?</p> <p>3 Why has he given the contract to the most expensive supplier?</p> <p>4 He's always been respected for his principles.</p> <p>5 I've never made a single personal call from the office, you know.</p> <p>6 So you've worked for Wilson Engineering since 1991.</p> | <p>a) That's right. Remember when he blew the whistle on that factory employing and abusing illegal immigrants?</p> <p>b) Simple: they offered him a bribe, he accepted it.</p> <p>c) That's almost correct. In fact, I resigned last month when the media revealed they'd been involved in industrial espionage.</p> <p>d) Apparently he's been sacked. He phoned in sick far too often, they say.</p> <p>e) Well done. I can't say that much. I phoned home every single day last week when my son was ill.</p> <p>f) Well, a few years back he was suspected of tax evasion. That's all I know.</p> |
|---|--|

WRITING

A Cross out the incorrect linker.

- 1 Cyberspace fraud is a real risk, the volume of Internet transactions is on the increase.
 a) But b) However c) Still
- 2 Internet security is improving, the number of cybercrime victims remains high.
 a) Although b) Besides c) Even though
- 3 They ordered goods online. The goods never arrived., they soon found out that other people were fraudulently using their credit card number!
 a) Therefore b) Besides c) In addition
- 4 A trustworthy online seller will give you all the details about the products or services., they will also provide information about refunds and cancellations.
 a) Furthermore b) Even though c) Besides
- 5 Many pseudo-companies use the Internet for dishonest 'business'., consumer protection agencies receive thousands of complaints.
 a) As a result b) Consequently c) Owing to
- 6 the large number of complaints our agency receives, we are unable to answer all of them personally.
 a) In view of b) Owing to c) Consequently
- 7 History has shown that monopolies do not pass savings on to customers and do not have the proper incentive to innovate due to lack of competition.
 a) in addition b) as a result c) furthermore

B Put the sentences (a–g) in the correct order to write an e-mail.

From: Paul Edwards
To: All staff
Subject: Use of work facilities

- a) Besides, any increase in our overheads means a reduction in everybody’s end-of-year bonus.
- b) Consequently, I have to remind all staff that using work facilities for private purposes is unethical.
- c) Two of our main customers have recently remarked that trying to get through to us on the phone has become rather difficult. 1
- d) I am therefore forced to conclude that members of staff are using our phones for personal calls.
- e) In addition, our telephone bills have increased steadily over the past 18 months.
- f) This, however, has not been matched by a comparable increase in the volume of our business transactions.
- g) Can I urge everyone who needs to make a private call to use either the public phone in the cafeteria or their personal mobiles. 7

C Read the passage below about Fairtrade.

- In most of the lines 1–13 there is **one extra word** which does not fit. Some lines, however, are correct.
- If a line is **correct**, put a tick (✓) in the space provided.
- If there is an **extra word** in the line, write that word in the space.

The Fairtrade Foundation is the independent certification body that awards the FAIRTRADE Mark to products that meet up specific standards. The Foundation describes and the Mark as ‘the only independent consumer label which appears on products as a guarantee that disadvantaged producers are getting a better deal’. The standards which include ‘a fair and stable price’ paid to farmers for their products and a strict environmental standards. In the UK, one in four bananas sold is Fairtrade certified. The list of products in certified by the Foundation is growing and as well as coffee, tea, chocolate and bananas, it now includes the beauty products and cotton. All the major British supermarket chains they now stock Fairtrade products. Besides it, multinational companies such as Kraft have already launched products advertised as ‘ethically sourced’.

- 1 ✓
- 2 up
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10

VOCABULARY

A Complete the sentences with the words from the box.

decisive	approachable	radical	encouraging	diffident	realistic
----------	--------------	---------	-------------	-----------	-----------

- 1 What they need is a *decisive* person, someone who can choose the right course of action even in a very difficult situation.
- 2 What I like about our new boss is his attitude. He's so good at giving us support and confidence.
- 3 As a team leader, Marta was extremely She always seemed to know what goals we would be able to achieve and which tasks would be beyond our abilities.
- 4 Many people find Jim rather They say he rarely expresses his opinions and never shows how he feels.
- 5 Martin is really friendly and easy to talk to. In fact, he's the most boss we've ever had.
- 6 The new office manager has rather ideas. Not only does he want to change the way we work, he also wants us to think in new ways!

B Complete the opposites of the adjectives given.

- | | | | |
|----------------|----------------------------|-------------|-----------------|
| 1 realistic | <i>i d e a l i s t i c</i> | 5 radical | __ n __ v __ |
| 2 principled | __ t h __ s s | 6 formal | c _ s _ |
| 3 encouraging | c r _ _ _ _ | 7 diffident | _ s s _ _ _ v _ |
| 4 approachable | __ s t __ t | 8 decisive | c _ _ t _ _ s |

C Complete each sentence with the correct form of a verb from the box.

take	be	carry	come	deal
get	hand	put	stand	

- 1 I have too much to do already, so I can't possibly *take* on any extra work.
- 2 Over the last two years, the government's economic policies have in for a lot of criticism.
- 3 The new manager has promised to with the issue of gender discrimination.
- 4 Rick was a ruthless boss who caused several employees to in their resignation.
- 5 He had only been two weeks in the job when he realised he not up to it.
- 6 A number of controversial reform proposals were forward at the meeting.

LANGUAGE
REVIEW**A** Cross out the incorrect relative pronoun in each of the sentences below.

- 1 It is unbelievable what people *who* / *which* believe in themselves can accomplish.
- 2 The ability to motivate people is one of the greatest assets *that* / *who* a leader can possess.
- 3 Do you agree that successful people are those *who* / *which* seize opportunities and take risks?
- 4 Mandela, *that* / *who* is often considered to be the greatest statesman of our time, has most of the qualities *that* / *who* a successful leader has to have.
- 5 The assertiveness training workshop, *which* / *that* starts next month, is designed for anyone *who* / *which* is or will be a team leader.
- 6 The meetings *that* / *who* we hold on Friday afternoons are compulsory for everyone.

B Complete the text with *who*, *that* or *which*.

Carl Rogers,¹ *who* is regarded as the founder of the 'person-centred approach', was one of the greatest psychologists of all time. Today, more than two decades after his death, his ideas are still at the core of many leadership training and communication skills courses. His theory,² developed over many years of experience with clients, is built on the belief that all human beings want to do the best they can, to realise their potential. Rogers identified a number of features of effective communication, the kind of communication³ can help people understand and overcome whatever prevents them from fulfilling their potential.

There are three qualities⁴ make effective communication possible.

The first,⁵ many consider the most important one, is called 'empathy'. It is a quality

.....⁶ anybody⁷ is in a position of leadership needs to have. Indeed, good leaders need to be able to see the world through the eyes of those⁸ work with them. The second quality is 'genuineness'. A genuine person is someone⁹ does not hide their real thoughts, feelings, or intentions.

It is this quality¹⁰ enables you to be the person¹¹ you really are.

'Acceptance' is the third quality, the one¹² helps you respect and accept people as they are.

Good leaders,¹³ also need to be good communicators, have to have those qualities. Many people would say that, in addition, a really good leader is one¹⁴ is able to develop such qualities in others. ■

C In the job advertisement below, the relative pronouns are missing. Insert the pronouns into the text, where appropriate.**Managing Director, circa €70,000 + Benefits***which (or that)*

Mobirex is a leading European company \wedge provides high-quality mobile marketing and mobile content solutions. Founded in 1999, Mobirex is a fast-growing company is looking for a visionary leader can respond to the challenge of international growth. The candidate, must have at least five years' experience in the field of mobile technology, will be a highly motivated individual will provide firm strategic leadership. The successful candidate will lead a dynamic team achieved record sales last year.

LANGUAGE +

Tip

We use *whose* in defining or non-defining relative clauses instead of *his / her / their*.

We can also use *whose* instead of *its*:

- Do you know the company? Its CEO was suspected of fraud.
→ Do you know the company **whose** CEO was suspected of fraud?
- This is the team. We interviewed their leader last week.
→ This the team **whose** leader we interviewed last week.
- Enzo Ferrari died in 1988. His cars achieved cult status.
→ Enzo Ferrari, **whose** cars achieved cult status, died in 1988.

D Combine these sentences using *whose*.

- 1 The CEO Anton Vizi resigned last week. His leadership style had come in for a lot of criticism.
The CEO Anton Vizi,
- 2 Some staff are disappointed. Their training programme was postponed.
The staff
- 3 Some stores will have to be closed down. Their performance is deteriorating.
The stores
- 4 United Steel is now almost bankrupt. Its former director was guilty of bribery and corruption.
United Steel,

E Decide whether the relative clauses in Exercise D are defining or non-defining.

- 1 *non-defining* 3
- 2 4

WRITING

A Complete the e-mail with the correct form of the verbs from the box.

confirm	attend	contact	discuss	do
like	make	see	send	

From: Gijsbert Andriessen
To: Renata Luccarini
Date: 15 January
Subject: Leadership training seminar

Dear Renata,

This is just to *confirm* ¹ that I'll arrive in Udine on 5 February and would ² our introductory session to start at 10 a.m. on the 6th, as we ³ last week.

I was wondering if you could ⁴ me a favour. Could you please ⁵ sure that all six regional representatives are invited as soon as possible, as it is essential that they ⁶ the seminar. I have not been able to ⁷ them myself as I always seem to be on a plane or a train these days!

Please ⁸ me the full list of participants by 25 January.

Many thanks in advance.

Looking forward to ⁹ you soon,

Gijsbert

B Study the examples and the tips.

Spoken or informal written English	Formal written English
Please send us the report (that / which) you referred to .	Please send us the report to which you referred.
We know the people (who) he got a recommendation from .	We know the people from whom he received a recommendation.
Could you send us the list of applicants (who) you have not been able to get in touch with ?	Could you send us the list of applicants with whom you have not been able to get in touch?
We attach some information about the area (that / which) you will be responsible for .	We attach some information about the area for which you will be responsible.

Tips

- In spoken English or informal written English, we usually leave out *who / that / which* and put the preposition at the end of the relative clause.
- In formal written English, we often put the preposition in front of *which / whom*.
- We cannot use *that* after a preposition.
- After a preposition, we use the form *whom*, not *who*.

Now rewrite the following sentences in a more formal style.

- 1 As a leader, she motivated anyone she worked **with**.
- 2 The representatives we spoke **to** were very helpful.
- 3 The company I used to work **for** is now facing a financial crisis.
- 4 That is the project I'm most interested **in**.
- 5 The problems we have to deal **with** are rather serious.
- 6 Here are the details of the businesses we've invested **in**.

C Read the passage below about poor leadership.

- In each line 1–10, there is **one wrong word**.
- For each line, **underline the wrong word** in the text, and **write the correct word** in the space provided.

Poor leadership almost inevitably results in ineffective organisations. These share a number of characteristics.

Firstly, they are weakened by interpersonal conflicts which remains unresolved and are allowed to get worst. Secondly, channels of communication are often blocked, so that information is not adequately shared: everyone has 'secrets' which they reveal only to their closest friends. In addition, there are conflicts of interest between individual members of staff and the organisation, which frequently cause huge losses for energy. Finally, staff typically feel powerless, cut off from a decision-making process. Consequently, hardly anyone feels motivated to give the best of themselves.

Such a situation can be remedied by a leader who decides to put people first, to focus on team building, and to find ways of empowering staff.

- 1 remain
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10

VOCABULARY

A Complete each pair of sentences with the same adjective from the box.

cut-throat	aggressive	deep	fierce	heavy
intense	strong	tough	unfair	

- 1 a) The ... *cut-throat* ... competition in PCs is keeping prices relatively low.
 b) Alfitel and Deltelcom are engaged in a ... *cut-throat* ... battle for market share.
- 2 a) Sonara reduced their prices so much that they were accused of competition.
 b) Brent & Kay have an advantage over their competitors because of their connections with the Board of Trade.
- 3 a) There will be competition for the contract as the terms are excellent.
 b) At this time of the year, all fruit growers are involved in activity.
- 4 a) Everybody knows that competition to win a stake in United Telecommunications will be
 b) Deliveries were delayed owing to storms in the north of the country.
- 5 a) European mobile phone manufacturers are under price competition from Korean companies.
 b) A good leader has to be able to make decisions when necessary, and to make them quickly.
- 6 a) Prices have gone down owing to competition.
 b) The CEO says the pound is responsible for the fall in exports.

B Complete the sentences with words from the box. You will not need all the words, and you may use the same word more than once.

across	against	for	off	over	to	up	with
--------	---------	-----	-----	------	----	----	------

- 1 Lowering our prices would be a rather ineffective way of responding ... *to* ... the competition.
- 2 Many corner shops were unable to cope the competition from supermarkets and had to close down.
- 3 If they invest in mobile phone technology, they stand a good chance of catching their competitors.
- 4 Some businesses are finding it difficult to adapt such a volatile market.
- 5 Local clothes manufacturers can no longer fight the competition from global brands.
- 6 If you opened a computer retail shop in our city, you would be very strong competition.

C Correct the two sentences in which the idiom from sport is used incorrectly.

- 1 Although she is past normal retirement age, she is obviously still in the driving seat of the company.
- 2 The market keeps changing all the time, so you have to stay alert and keep your eye on the ball.
- 3 With Alfitel years ahead of their competitors, many people say it is now a one race horse.
- 4 In our country, Nokia and Ericsson are neck and neck. They are both equally successful.
- 5 Now they want to extend the deadline and renegotiate the terms and conditions. We'll never reach an agreement if they keep changing the goalkeepers.

VOCABULARY +

D Match these idioms from sport with their definition.

- | | |
|-----------------------------------|---|
| 1 to pull one's punches | a) it is your turn to take action |
| 2 to kick off | b) to be given something difficult to do without any help |
| 3 the ball is in your court | c) to act or fight with less force than you could |
| 4 to sink or swim | d) to go back on a promise |
| 5 to backpedal | e) to succeed or to fail without help from anybody else |
| 6 to be thrown in at the deep end | f) to start (an event, a discussion, etc.) |

E Complete the sentences with the appropriate form of an idiom from Exercise D.

- 1 If we want to remain the market leader, we need to be more aggressive. We can't afford to ... *pull our punches* ...
- 2 In the current climate of fierce competition, start-up companies just have to
- 3 United Software will their massive advertising campaign in May.
- 4 We have made Banque du Commerce the best possible offer. So let's wait and see now -
- 5 Young entrepreneurs often feel that they They have everything to learn and do not often get much help.
- 6 We thought they were going to keep their promises this time but once again they on their commitments at the last minute.

LANGUAGE REVIEW

A The passive sentences below are all possible grammatically, but three are rather unnatural. Put a cross next to the sentences you think seem unnatural and rewrite them so that they sound more natural.

- 1 All their necklaces and bracelets are made in India.
- 2 We were written to by someone enquiring about our jewellery products.
- 3 Our latest designs are aimed at fashion-conscious men and women.
- 4 The results of the survey were published in a business magazine.
- 5 Unfortunately, some complaints were received by us about our new design.
- 6 We are glad to confirm that your company will be visited by members of our buying department.

B Complete each sentence with a passive form of the verbs in the box.

create	test	award	invent	reward	make	modify
--------	------	-------	--------	--------	------	--------

- 1 New designs ... *are being created* ... all the time.
- 2 Last year, the special prize to two young entrepreneurs.
- 3 The new clothes will from a fibre that reflects light.
- 4 The light bulb by Edison.
- 5 The design already twice because of poor test results.
- 6 In my opinion, originality and imagination should more highly than just hard work.
- 7 All new medicines must eventually on humans.

C Make these sentences passive. Only use *by* if it is important to say who performed the action.

- 1 They manufacture all our new models in Mumbai.
All our new models are manufactured in Mumbai.
- 2 The Artisans Co-operative is developing a new range of jewellery.
- 3 Rashid Singh Enterprises will make the earrings.
- 4 I think we should discontinue this range of products immediately.
- 5 Scientists were testing the new drugs.
- 6 We have reduced the number of subsidiaries dramatically.
- 7 The CEO evaluated the marketers' ideas regularly.
- 8 Our engineers could make some modifications.

LANGUAGE +

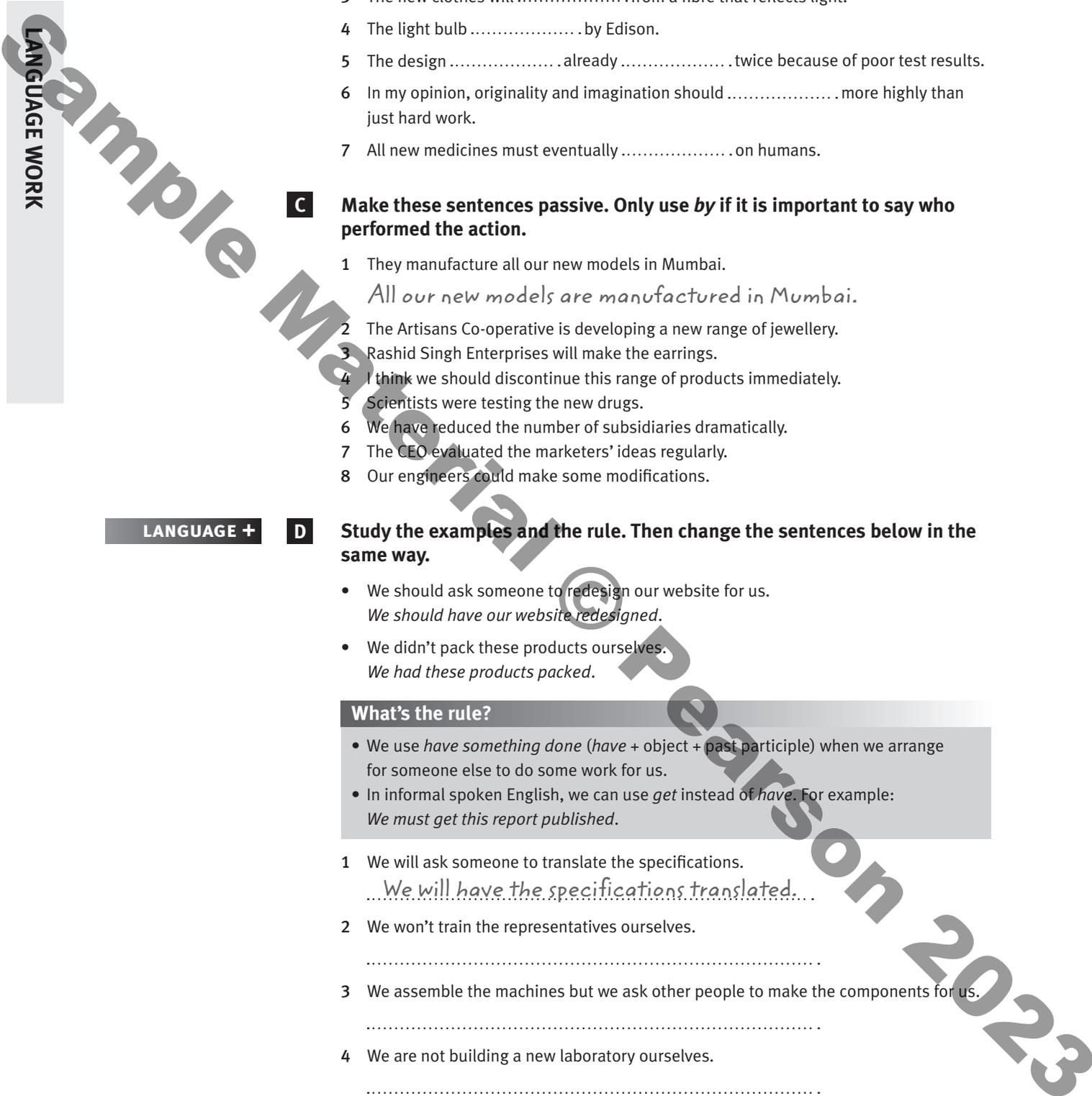
D Study the examples and the rule. Then change the sentences below in the same way.

- We should ask someone to redesign our website for us.
We should have our website redesigned.
- We didn't pack these products ourselves.
We had these products packed.

What's the rule?

- We use *have something done* (*have* + object + past participle) when we arrange for someone else to do some work for us.
- In informal spoken English, we can use *get* instead of *have*. For example:
We must get this report published.

- 1 We will ask someone to translate the specifications.
... We will have the specifications translated. ...
- 2 We won't train the representatives ourselves.
.....
- 3 We assemble the machines but we ask other people to make the components for us.
.....
- 4 We are not building a new laboratory ourselves.
.....
- 5 Someone has analysed all the data for us.
.....
- 6 We haven't delivered our new catalogue to all our customers ourselves.
.....



LANGUAGE WORK

WRITING

A Rewrite this informal e-mail, replacing the phrases in *italics* with passives.

From: lankford25@eircom.net
To: ralf.bublitz@nourel.de
Subject: Your order No. B/022/N

Dear Mr Bublitz

Thank you for your order. We are pleased to advise you that *we are now processing it. We will pack each item individually* in accordance with your instructions. *We have already made arrangements for shipment to Bonn, and we will despatch the goods* within ten days.

Meanwhile, we would like to inform you that *you can access our new catalogue* at www.lankford.com.

Yours sincerely
 Maureen Doyle
 Sales Manager

From: lankford25@eircom.net
To: ralf.bublitz@nourel.de
Subject: Your order No. B/022/N

Dear Mr Bublitz

Thank you for your order. We are pleased to advise you that *it is being processed*.....

.....

.....

.....

.....

Yours sincerely
 Maureen Doyle
 Sales Manager

LANGUAGE WORK

Tip
 We choose passive forms if we want our writing to be more formal.

B Match these sentence halves.

- | | |
|---|---|
| <ul style="list-style-type: none"> i In addition, follow-up meetings with ii This report was commissioned iii The strategy was developed following iv The report was to be submitted v It describes a two-pronged strategy for | <ul style="list-style-type: none"> a) by March 30, together with recommendations for action. b) repositioning the two travel agencies recently acquired by Intex Inc. c) a very detailed study. d) by Mr Don Chapman, Chief Executive of Intex Inc. e) all major stakeholders also contributed to the concept. |
|---|---|

C Reorder the sentences in Exercise B to make the introductory section of a report.

- 1 ii 2 3 4 5

D Read the text below about unfair competition.

- In each line 1–9, there is **one wrong word**.
- For each line, **underline the wrong word** in the text, and **write the correct word** in the space provided.

Every year, trade ministers from over 100 countries meet within a framework of the WTO for discuss reform of world trade rules.

Critics argue that the organisation needs to do many more to make trade fair, particularly in two areas. Firstly, rich members of the WTO must reducing agricultural subsidies paid for their farmers, as this leads to surplus produce being dumped onto poorer countries. In turn, this export dumping destroy the livelihoods of million of poor farmers. Secondly, the WTO must stop forcing developing countries to open their markets complete, as those countries obviously need to protect fragile industries in the face of unfairly competition.

- 1 the
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9