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Lifestyle

English for work, socializing & travel

Upper Intermediate Workbook

AUDIO CD

Irene Barrall

ALWAYS LEARNING

PEARSON

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1

A Tense overview
B Questions forms
C Emails
D **Communication strategies** Developing conversations
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Connections

A Tense overview

1 Complete the letter by putting the verb in brackets into the correct tense.

2 What is the aim of the sender?

1 to win a contract in competition with another firm
2 to arrange a meeting with a potential new client
3 to get to know an acquaintance better

3 Which of the following does the writer do?

1 reminds the reader where they met ☐
2 makes an amusing reference to a shared experience ☐
3 refers to a shared opinion ☐
4 hints at a solution to a current problem ☐
5 discusses the plans in detail ☐
6 indirectly mentions a recent success ☐
7 arranges a specific time for a second meeting ☐

4 Choose the correct time expression to complete each pair of sentences.

This time next year By the time
For the time being Last quarter

1 _____ the technical fault was found, the firm had lost almost a billion dollars.
_____ the satellite reaches Mars it will have been travelling for nine months.

2 _____ the interest rates will have increased by 3%.
_____ he's going to launch his own multimedia start up.

3 _____ we achieved our best results in over a decade.
_____ experts expected commercial property prices to remain steady.

4 _____ I'm working in a part-time job but I'm looking for something permanent.
_____ temperatures will remain cooler than usual.

Dear Gregor,

It [1] _____ (be) a pleasure meeting you at the Corndale trade fair on Monday. I [2] _____ (enjoy) our discussion after the seminar. We seem to have similar views on the changes that new media could have on marketing strategies.

As you may remember from our conversation, I'm a senior designer at Webtec Solutions. So I was naturally very interested when you mentioned that you are currently [3] _____ (consider) updating the design of your company website. You clearly put a lot of thought into what you would like the website to achieve.

So, when I returned to my office I [4] _____ (take) a look at the present design of your site. Can I start by saying that I think it has many positive qualities. However, I believe that, for the last two years, your company [5] _____ (use) a website which is not adequately designed to deal with the amount of traffic which it attracts.

I [6] _____ (outline) some thoughts which I think would increase visitor numbers to the site and, therefore, your profits. You will find these enclosed.

I am [7] _____ (be) in your area next Wednesday afternoon to accept a prize for a previous web design project. According to the schedule, the ceremony [8] _____ (finish) by 3.30 p.m. If you find these ideas of interest, perhaps we could meet briefly before my return flight?

I [9] _____ (always hold) your company in high regard and if there [10] _____ (be) anything that I can do to be of assistance now or in the future, please let me know.

Kind regards.
Yours sincerely

Matt

Matt Jordan

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1 Read the information about a networking event. Put the words in the correct order to make a phrase that is used in the advertisement.

you what not it's it's know know you who

_____

Graduate and young professional networking brunch

Weds 21 March
10 a.m.–2 p.m.
Join us at our successful monthly networking brunch and mix business and pleasure. Aimed at bringing together prospective employers and young professionals, this is an excellent opportunity to meet new friends and make business contacts in a relaxed atmosphere.
Business guru Richard Davis will be there to give a talk on how to make a good impression at interviews. Afterwards he will be available to sign copies of his new book 'Better than the rest.'
Talk: 11 a.m.
Book signing: 11.30 a.m.
Venue: The Limetree hotel
423 Great Prince Street London W12
Guests will include professionals from a wide variety of sectors including multinational companies, marketing, law, engineering, accounts, fashion, design and technology.
There will also be representatives from top recruiting agencies who will be able to answer questions about how to develop or change your career.
A limited number of tickets are now available at £35. Email Jane Harwood at jharwood@FreshwaterEvents.com or phone 0139 23218 to book your ticket today.
Visit our website FreshwaterEvents.com to see other professional networking events in your area.
Remember, it's not always what you know ... it's who you know.
We look forward to seeing you there!

2 Write questions to get the underlined answers. More than one answer may be possible.

1 _____ ?
Tickets cost £35 per person.

2 _____ ?
It's on the 21st March.

3 _____ ?
It'll be on for about four hours.

4 _____ ?
He's speaking at 11 a.m.

5 _____ ?
Prospective employers and job seekers.

6 _____ ?
The reason they're there is to answer questions about how to change or develop your career.

7 _____ ?
You should contact Jane Harwood to book tickets.

8 _____ ?
You can email her or call her on 0139 23218.

9 _____ ?
I'm not sure how many people are expected, but there are a limited amount of tickets.

10 _____ ?
You can get more information about professional networking events on the company website.

3 Complete the questions and match them to a response (a–e).

1 So _____ line of _____ are you in?

2 _____ long have you been _____ for your present company?

3 _____ did you _____ from?

4 What _____ you _____ there ?

5 Where do you _____ yourself in five years' _____ ?

a I graduated from Maastricht University.

b I'd like to think that I'll be running a design department.

c Design and engineering.

d For around eighteen months.

e Well, at present I'm in product development.

4 Correct any mistakes in questions 1–5. Not all questions contain a mistake.

1 Who did forget to bring a pen to the exam?

_____

2 Which does cost more at the moment, gold or platinum?

_____

3 When did you last work in marketing?

_____

4 What qualifications do employers value most?

_____

5 How many people do usually attend these training sessions?

_____

6 Where did you hear about our organization?

_____

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1 Complete the two emails with an appropriate word or phrase from the box in each gap.

attached document a quick line be of use be rescheduled pencil in has come up how are things
need clarification owing to a prior engagement take a rain check tied up unable to make work for you
would be most grateful

A

Hi Jade,
I just thought I'd drop you [1] _____ to check that everything's still OK for the software launch on Friday.
I know we planned to meet on Wednesday to iron out any last-minute problems but I'm afraid I'll have to [2] _____ as something [3] _____. It looks as if I'm going to be [4] _____ in meetings with the money guys for most of Thursday as well.
[5] _____ looking for you on Tuesday? Maybe we could [6] _____ a quick breakfast meeting? Let me know if that would [7] _____.
All the best,
Lu

B

Dear Henri,
Thank you for sending the details of the next premises committee meeting. I noticed that the date of the meeting has had to [1] _____.
Unfortunately, [2] _____, I will be [3] _____ the new date.
In the [4] _____, you will find some details concerning recent expenditure on maintenance for the building. I hope that this might [5] _____ when preparing for the meeting. If any points [6] _____, do let me know.
I [7] _____ if you could inform me of any recommendations or action points which the committee approves.
Kind regards,
Dulcie

2 Choose the best option (a, b or c) to complete the sentences.

1 Unfortunately, I have a doctor's appointment on Thursday so I'm afraid I'll have to _____ our meeting until next week.
a stop b postpone c cease

2 Charles mentioned that you would like a meeting to clarify the itinerary. Let me know which day would _____ you best.
a suit b inform c arrange

3 I'm afraid that Monday isn't _____ as I'm on a training course – how about Tuesday?
a appropriate b convenient c beneficial

4 Helena won't be able to make the presentation because she's got something _____.
a up b out c on

5 Could you please _____ that you will be able to attend the training course?
a accept b confirm c approve

6 I look forward to receiving your response in _____ course.
a due b rapid c considered

7 I have _____ your email to the appropriate department.
a forwarded b indicated c advanced

8 Many thanks for your email. I'm out of the office this morning but I'll get back to you _____.
a momentarily b briefly c shortly

3 Match these sentences from an informal email with an emoticon.

1 I was really surprised to hear that you're thinking of moving to Boston.

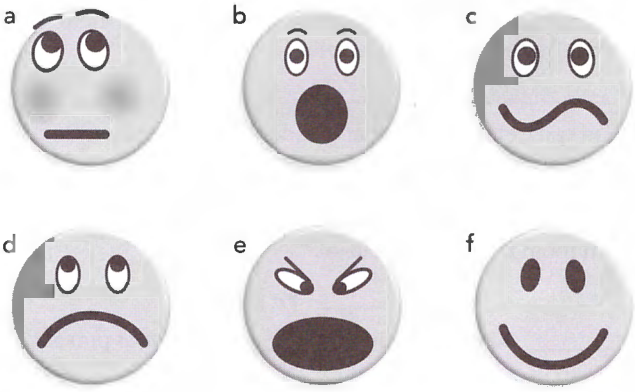
2 After three hours' wait, they cancelled the flight – absolutely infuriating!

3 Then I turned round and realized my boss had heard me talking about him!

4 We were all disappointed to hear that you won't be able to make the trip to Barcelona.

5 I can't work out how to operate the new printer – half the instructions are missing!

6 Your parcel arrived this morning. Thank you so much – it was just what I wanted!



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1 Read the article below. Match the underlined words with these definitions.

1 welcoming _____
2 evaluate _____
3 control or lead _____
4 signal _____
5 shy and alone _____
6 exchanging news _____
7 humorous _____
8 interrupting _____
9 pause _____

Take a leap and join in

Most of us have experienced what it is like to walk into a room full of strangers. Everybody else seems so much more confident and relaxed than we feel. And, worse, absolutely everyone seems to be involved in a witty conversation. But you don't need to be a wallflower. Instead, try these steps to help you take the plunge and join in a conversation.

Step 1

Remember that there will be other people in the same situation as you – people who don't know anyone else. So look friendly and approachable. Forget about feeling nervous and start listening.

Step 2

When you hear a discussion that sounds interesting, wait until there is a natural break in the conversation and then make a comment or ask a question about the subject. It's often best to start with a small comment and then judge the reaction before continuing. If the participants are old friends who are catching up or colleagues who are having a private conversation they may not want anyone else to join their group. But if the reaction is good and they appear welcoming, simply continue to take part.

Step 3

If appropriate, develop the conversation by asking open questions to get fuller answers. Keep to the rules of polite conversation. For example, until you know people better, it's best to avoid trying to dominate the conversation by talking over other people.

Step 4

When you notice signs that the conversation seems to be coming to a natural close, that's your cue to move on. End with a simple acknowledgement such as 'It was interesting talking to you', 'I enjoyed our chat' or 'It was good to meet you'.

2 2 Listen to five conversation extracts. Choose the best response (a,b or c) to join in the conversation.

Conversation 1
a There was a better programme on the other side.
b The photography was amazing, wasn't it?
c These nature programmes are usually quite boring.

Conversation 2
a I'm just on my way to the café across the road – you're both welcome to join me.
b All the cafés are overpriced. You should bring your own food and drink, like I do.
c Research suggests that it's healthier to drink tea than coffee.

Conversation 3
a Well, you should expect bad weather in winter.
b Do you know if it's supposed to brighten up later in the week?
c The weather is a rather dull topic of conversation, don't you think?

Conversation 4
a I don't know who she is.
b Oh, yet another collection for a present.
c That's lovely news. Is it a boy or a girl?

Conversation 5
a Have you heard her speak before? She's meant to be really entertaining.
b I'll come and sit with you as I haven't anything better to do.
c Allow me to outline three reasons why her theories are completely wrong.

Conversation 6
a I wouldn't say that too loudly.
b Right, let me tell you about the problem I've been having with my account.
c That can't always be easy in the present financial climate.

3 3 Listen to an extract from another conversation and decide if the statements are true (T) or false (F).

During the conversation, one of the speakers ...

1 interrupts the conversation. ☐
2 initially seems reluctant to contribute. ☐
3 tells a funny story. ☐
4 asks questions to encourage participation. ☐
5 changes the subject. ☐
6 signals that they want the conversation to end. ☐

4 Read the sentences from the conversation. Correct any mistakes, then listen again to check.

1 That's what I was thinking too. It certainly seems like the way frontward. _____

2 Why don't you tell us your thoughts of this, James? _____

3 In mine view, it hasn't been in operation for enough time to make a decision. _____

4 That seems likely a very sensible approach. _____

5 By the way, does anyone hear like James Bond? _____

6 Do you fancy going for take a look? _____

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1 Put the words in the correct order to make sentences from a presentation.

1 I'll / finally / main / summarize / the / points

_____

2 I'd / present / like / to / a / unique / products / of / range

_____

3 a / thing / to / happened / funny / me / way / the / on / today / here

_____

4 divided / I / have / talk / my / three / parts / into

_____

5 I'd / factors / to / by / reminding / of / the / like / important / two / most / conclude / you

_____

6 you / talk / results / know / sales / as / I'm / to / today / our / here / about

_____

7 begin / a / I'll / overview / with / brief

8 like / I'd / to / you / start / surprise / an / may / interesting / fact / that / with.

_____

2 There are two sentences for each group. Put the sentences from exercise 1 into the correct group.

Openings

_____

_____

Introducing the topic

_____

_____

Outlining the talk

_____

_____

Concluding

_____

_____

3 4–6 Listen to three extracts from a presentation and complete the evaluation form.

Presentation evaluation form

Extract 1

1 How does the speaker open the talk?

a with an anecdote

b with a quotation

c by introducing a fact

Extract 2

2 When outlining the talk, did the speaker do any of the following?

a stress important words or phrases

b vary the speed of delivery

c speak evenly and without altering pitch

Extract 3

3 When concluding the talk, what does the speaker do?

a reminds listeners of an important point

b summarizes the three main ideas

c invites the audience to ask questions

4 Read the clues and circle the words in the wordsearch grid.

V	E	P	I	T	C	H	P	P	R	X	A
G	V	U	Q	V	N	T	O	N	E	E	L
V	Z	K	F	S	B	J	U	I	Y	Y	Y
C	E	Z	H	W	B	D	P	T	X	I	I
N	A	R	G	A	N	G	O	M	H	X	H
V	B	T	B	Y	B	M	S	Y	F	X	V
T	F	U	S	A	D	X	T	R	A	L	Y
V	F	W	N	D	L	J	U	E	C	U	W
L	H	E	I	O	A	J	R	H	I	V	W
G	E	S	T	U	R	E	E	G	A	S	R
Z	Y	M	S	C	J	J	N	I	L	F	S
E	A	P	P	E	A	R	A	N	C	E	J

1 the way that we say something to indicate what we are feeling

2 a high or low way of speaking

3 spoken rather than written

4 type of expression that uses muscles of the eyes or mouth, for example

5 move your hands or head to emphasize a point

6 how we hold or move our body, especially when standing

7 what something looks like

8 move from side to side

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Transformation

A Modal overview

1 Choose the best option (a, b or c) to complete the sentences.

1 We can't force everyone to follow the new guidelines, but we could give them a _____ in the right direction.

a nudge **b** pull **c** move

2 Everyone likes the idea of a departmental breakfast meeting at the moment, but when the _____ wears off, they'll soon change it to later in the day.

a newness **b** originality **c** novelty

3 They swear they've changed and they won't do it again, but I don't think it'll be long before they _____ back to their old ways.

a return **b** revert **c** relapse

4 She wants to give up smoking but she knows it'll be hard to _____ the habit.

a change **b** cease **c** break

5 Our organization offers employees a generous pension _____ to help them save for their retirement.

a scheme **b** system **c** structure

6 Clients who do not want our sales team to contact them with the latest offers and promotions can _____ out and their names will be taken off the mailing list.

a choose **b** opt **c** pick

2 Complete the following expressions in *italics* with the correct form of *habit* or *change*.

1 I retired from my job in the hospital last year but I still get up at the same time as when I went to work because *old* _____ *die hard.*

2 He promised that he would stop lying, but he didn't. I guess a *leopard doesn't* _____ *its spots.*

3 The organization admits that it wasted a lot of electricity in its production process before it had a _____ *of heart* and started using green energy.

4 You need to _____ *your ways* and start going to the gym or you'll never get fit.

5 Every vacation she visits the Italian lakes and stays in the same hotel; she's a *creature of* _____ .

6 Before he *kicked the* _____ , he drank eight cups of coffee a day.

3 Complete the sentences with the correct form of a word or phrase in the box. Use each word or phrase only once.

be allowed to	can't	not have to	not need to
have to	may	mustn't	ought to

1 I'm afraid, you _____ borrow my laptop at the moment because I'm using it.

2 After their flight took off the passengers _____ get up and move around the plane.

3 If the builder doesn't complete the work by the end of the month you really _____ consider consulting a solicitor.

4 Tell Jessica that I'll phone again this afternoon so she _____ call me back.

5 Students are not allowed to take food into the examination hall but they _____ bring a drink.

6 The company had a special offer last month but customers _____ buy the product online in order to receive it.

7 Employees _____ leave confidential documents on their desk overnight.

8 Our office staff _____ wear a strict uniform to work but the retail staff are obliged to wear a blue and white colour scheme.

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B Future forms

1 Read the items on the company noticeboard quickly and decide if the following statements are true (T), false (F) or if the information isn't given (NG).

1 The board believes that the construction will be completed prior to the trade delegation visit. ☐

2 The coach trip has sold out. ☐

3 The cyclists have scheduled a firm date for their trip. ☐

4 Interested colleagues can use technology to follow the preparation for the trip. ☐

5 The previous safety record for the company was under 300 days. ☐

6 It is predicted that the present record will be broken in under two weeks. ☐

7 There has been an amendment to the planned location for an evening class. ☐

8 Conference room 7B would be too large for the number of people on the course. ☐

9 Previous experience at dancing isn't necessary. ☐

10 There are 15 places available in the dance class. ☐

2 Complete the sentences using the correct future form of the verb in brackets.

Memorandum:

To: All staff
From: Board of Directors
Subject: Construction work update

It has come to our attention that some departments are concerned that construction work on the new laboratories [1] _____ (not complete) by the time the Japanese trade delegation visits at the end of June.
We would like to reassure you that the contractors have guaranteed that the work will be finished no later than 10th June. We apologize in advance for any disruption the building work may cause.

Coach trip to the London Eye

Could all those who have indicated that they would like tickets for this coach trip please pay £25 to the finance department by Friday 17th at the latest. There are still five free places available if you would like to bring additional friends or family.
The coach [2] _____ (leave) at 8.30 a.m. on Saturday 25th from the main car park and [3] _____ (return) at 7 p.m.
Please do not be late.

Can you sponsor us?

Matt Cole and I are hoping to raise money for the Carlew Trust, a charity that helps children.
We [4] _____ (cycle) across Scandinavia next spring and plan to cover more than 500 km in ten days.
You can follow our training schedule on our blog. Please feel free to ask Matt or me questions about the Carlew Trust.
Don't forget to sponsor us – every penny counts!
Thank you!
Dave Webb (R&D dept)

HEALTH AND SAFETY

320 days without an accident!
We are only ten days away from breaking the current safety record. The latest forecasts suggest that we [5] _____ (break) the current record for accident-free days on the 29th.
Keep up the good work and help us to celebrate 330 accident-free days.

EVENING CLASSES

Anyone who has signed up for the Beginners' Mandarin class which is scheduled to start on Thursday at 8 p.m. should note that it [6] _____ (not take place) in conference room 7B as advertised. It has been decided that the room is not suitable as it cannot accommodate the numbers expected on this popular course. Please check with Reception to confirm the new location.
Thank you.

Motivate yourself to keep fit!

Mina Gorski from the accounts department [7] _____ (start) a salsa class on Tuesday lunchtimes. The first class is next Tuesday at 12.30 p.m. and everyone is invited to come along. You don't need to be good at dancing to enjoy salsa and it's great exercise!
To reserve a place call Mina on extension 4524

3 7–12 Listen to six conversations and match each one to one of the items on the noticeboard.

Conversation	Noticeboard item
Conversation 1	a Memorandum
Conversation 2	b Coach trip to the London Eye
Conversation 3	c Can you sponsor us?
Conversation 4	d Health and safety
Conversation 5	e Evening classes
Conversation 6	f Motivate yourself to keep fit!

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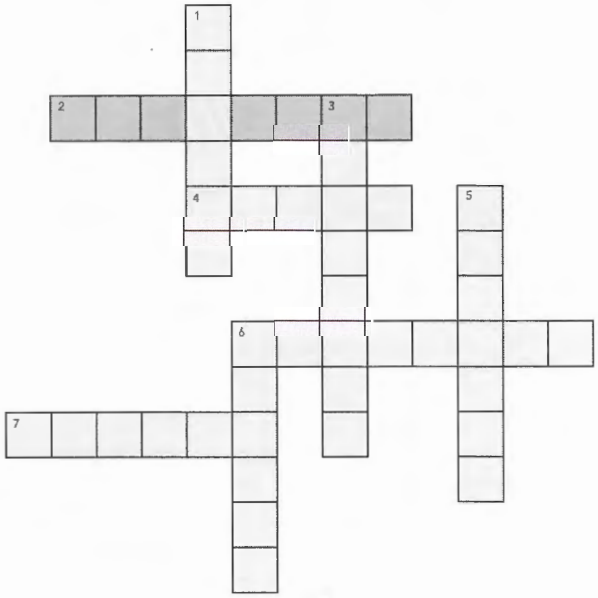
1 Complete the crossword with a facial expression or physical gesture described in the sentences.



Across

2 I asked a passer-by for directions but he just _____ his shoulders – he didn't know where the street was.

4 When my colleague's anxious she _____ her nails.

6 Why are you _____ – are you cross about something?

7 I was so tired that I _____ during the presentation.

Down

1 Jack gave me a _____ up sign to say that everything was OK.

3 The finance director raised his _____ in surprise when he heard how much the department had overspent.

5 The nurse said that it's better for my back if I sit _____ rather than slouch when I use the computer.

6 Please sit still and don't _____ or move about.

3 The following extracts from a talk each illustrate one of sections 2–6 in exercise 2. Match each extract to the correct section.

a _____
Our findings suggest that the results of these projects will be both *dramatic* and *long lasting*.

b _____
As you can see from the graph, life expectancy in this region has risen significantly in the last 20 years. This is mainly due to improvements in health care and living conditions.

c _____
Let's review the main points again and then I'll be happy to answer any questions.

d _____
Let's now turn to the second part of the talk which considers the significance of these findings.

e _____
There are four births every second somewhere in the world. So how much has the population increased since you entered the room?

2 Look at the article and match the headings in the box to the paragraphs.

Don't echo visual information	It's not just what you say	Open with a bang	Preparation is the key	Show the way	Sum up in style

Make an impact

1 _____
An effective talk needs to be geared to the audience. The content of the talk should be matched to the needs of the people it is addressing. Use of jargon to those that do not know the meaning of the terms will soon alienate listeners. It can be a good idea to practise the talk with a colleague or friend to help your delivery.

2 _____
The first part of the talk should capture the listeners' attention. Some people like start with a joke or humorous story but this doesn't work for everybody. An interesting fact, question or a statement that makes people think can be equally effective. After you have their attention, outline what you are going to talk about so that they know what to expect.

3 _____
It's important to present information in a logical order. Check that your main points are clear and easy to follow. Connecting phrases such as *in addition, nevertheless, moving on to my next point*, etc. can help the audience to follow your arguments.

4 _____
When you are presenting your body language is important. Try not to fidget with pens or paper. Shake your arms and roll your shoulders before you go on stage to release any tension and try to look confident. When we are nervous, we often speak quickly. Breathe in and out calmly in order to help you speak slowly and clearly. Varying tone and stressing important words can also make delivery more interesting.

5 _____
Each visual aid should have a clear purpose, either to illustrate a key point or idea. It can be tempting to read each slide that you show the audience. This is unnecessary as you are simply repeating information. Instead, use visual aids as prompts and add or clarify information where appropriate.

6 _____
This is where the speaker can bring all the key ideas together. Signal that the talk is coming to an end and briefly remind listeners of the main points. It is also a good time to suggest actions or make recommendations. Don't forget to thank the audience for their time and attention and, if appropriate, invite questions.

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D Communication strategies Persuasion techniques

1 13 Listen to the conversation. Which item (A, B or C) is the person trying to sell.

A

B

C

2 Listen again. Tick the methods that he uses to try to persuade people to buy his product.

1 provides trial lessons ☐
2 humour ☐
3 compares it with competitors ☐
4 demonstrates the product ☐
5 offers a free gift ☐
6 gives a discount ☐

3 Match the phrases (1–10) with a word or phrase that the speaker uses. Listen again to check.

bargain it's been proven convenient cost
easy to transport exclusive opportunity
experts suggest deal guarantee handy
invest limited period reimburse offer one day only
own portable purchase give you your money back
unique you have my word available

1 for a short amount of time _____
2 an inexpensive purchase _____
3 simple to move from place to place _____
4 possess _____
5 to talk about results _____
6 one-off chance _____
7 useful _____
8 buy _____
9 I promise _____
10 refund _____

4 Refer to the audio script on page 59. Rewrite the sales pitch for a more formal audience and make it shorter. Use some of the remaining words or phrases in the box in exercise 4.

_____
_____
_____
_____

5 Choose the best response in each scenario.

1 Do you think you could do me a favour?
a Tell me what it is and I'll see if I can help.
b What is it you're requesting?
c Why are you asking me?

2 I was hoping that you could work overtime this Saturday.
a Do I have to?
b I don't want to do it.
c I've already made plans.

3 Can't you cancel your arrangements?
a I'd love to but I'm not going to.
b I'm afraid that's not possible.
c I have no intention of changing them.

4 Perhaps you could work Sunday instead?
a I'm not free on Sunday, either.
b Sunday is more inconvenient.
c Sunday would be too problematic.

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1 Complete the article using the correct alternative in italics.

International [1] *adventure / venture / venturing* capitalist organization Growth Endeavours has announced that it [2] *indents / intends / tends* to offer potential [3] *entertainers / entrepreneurs / interpreters* the opportunity to [4] *arise / raise / rise* money to help finance a business idea. Participants will have the chance to [5] *offer / pitch / throw* an idea for a product or service and the successful candidate will gain financial [6] *backing / fronting / siding*. The winner will be presented with £100,000 to [7] *develop / follow / grow* their idea and will also be offered advice and [8] *a guide / guidance / guiding* by a panel of business experts.

2 Read two extracts from pitches and choose the best phrase to complete each one.

aimed at designed to I'd like to introduce myself
I'd like to talk to you about has the potential
let me ask you a question my product is called
main benefits unlike other products
unique selling point

Pitch A

Hi, [1] _____ . I'm Mike Ravero. I'm here today to present a new concept in office cleaning. [2] _____ . Did you know that your desk can contain up to 10 million microbes? Every day we transfer harmful bacteria when we use our phone, keyboard or computer mouse. It's very difficult for normal cleaning products to get rid of these effectively. So I'm here to introduce a solution. [3] _____ the Aracnobot. It's a tiny robot that can move across your desk like a spider, getting into areas that are usually difficult to access. [4] _____ on the market, it uses no harmful chemicals. Its [5] _____ is that it uses sound waves to destroy grime, leaving you with an amazingly clean and healthy work environment.

Pitch B

Good morning, my name is Gloria Vogel. [6] _____ an exciting new idea to help people stay safe in the sun. We all know that we should use sunscreen but it can be difficult to remember to re-apply it during the day. The SunSafe bracelet is [7] _____ change colour when it's time to put on more sun lotion. This product is [8] _____ the family market. One of the [9] _____ is that it will fit all sizes from children to adults. It could be sold in airport shops when people go on holiday. With the right branding, it [10] _____ to sell millions.

3 14–15 Listen to two members of the Growth Endeavour panel discuss the pitches. Which pitch, A or B, is the speaker commenting on?

Speaker 1 _____
Speaker 2 _____

4 Listen again, then complete the notes.

SunSafe bracelet

Will appeal to: [1] _____

Suggested change: [2] _____

Possible disadvantage: [3] _____

_____

Aracnobot

Will appeal to: [4] _____

Suggested change: [5] _____

Possible disadvantage: [6] _____

_____

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Review 1–2

1 Choose the best sentence (a,b or c) to illustrate the meaning.

1 This could be a temporary or short-term arrangement.
   a They assist a charity that helps the homeless.
   b They are assisting a charity that helps the homeless.
   c They have assisted a charity that helps the homeless.

2 The task is now complete.
   a I was writing the introduction to a product presentation.
   b I've been writing the introduction to a product presentation.
   c I wrote the introduction to a product presentation.

3 The second action in the past occurred prior to the first action in the past.
   a She visited Madrid where she'd been learning Spanish.
   b She visits Madrid where she's learning Spanish.
   c She's visiting Madrid where she learned Spanish.

4 Something needs to happen before the action can take place.
   a The supplier had sent us a credit note once we had confirmed the order.
   b The supplier sent us a credit note once we confirmed the order.
   c The supplier is sending us a credit note once we confirm the order.

5 This is an offer or a promise.
   a They give us a discount on a large order.
   b They'll give us a discount on a large order.
   c They had given us a discount on a large order.

6 It is not certain whether the networking events have finished or are ongoing.
   a This organization will be holding networking events for years.
   b This organization held networking events for years.
   c This organization has held networking events for years.

2 Match two responses (a–j) to each question (1–5).

1 So, how often do you travel on business?
2 Have you ever had a breakfast meeting?
3 How long have you had your Audi?
4 Whose briefcase is this?
5 Which seat do you want?

a That one's fine.
b Several years.
c It might be hers.
d Several times a year.
e Yes, quite regularly.
f Not mine.
g No, never.
h Not very long.
i I'll take this one.
j Fairly frequently.

3 Here is an extract from a talk. Add punctuation, then add slashes (/) to indicate where the speaker should pause.

so whats the best way to motivate our employees well one thing that we can all do is start to listen more research suggests that when people feel that their concerns are being heard theyre less likely to become demotivated in their work we recently carried out communication strategies training in three departments as a result each one reported back that there were significant improvements in the following areas attendance team work productivity and attitude

4 Complete the dialogue by putting the sentence in italics in the correct order.

Sue: I don't think it's a good idea to have an open day at the plant.
Joe: [1] *allowed / into / visitors / aren't / areas / restricted.*
Sue: That's not the point. It'll cause disruption.
Joe: [2] *should / show / the public / we / what / we / do / work / here.*
Sue: I suppose you're right. Do we have to wear a uniform?
Joe: [3] *to / need / you / don't / wear / special / anything / no.*
Sue: But I bet they want us to work late.
Joe: [4] *may / we / have / longer / yes / to / work / hours.*
Sue: Ha! I knew it. Right, I'm going to complain.
Joe: [5] *to / talk / supervisor / to / ought / you / the.*
Sue: That's a good idea, I will.

5 Complete the email with a word from the box.

attached	availability	confirm	forwarded	
many	pleasure	prior	reschedule	shortly
suit	unable	work		

Hello Kira

It was a [1] _____ to meet you last week. [2] _____ thanks for sending through the sample designs. I've [3] _____ them to the appropriate committee and they will contact you [4] _____ with their comments.

Unfortunately, owing to a [5] _____ engagement I'm [6] _____ to make the Thurday meeting you suggest. Would it be possible to [7] _____ ? I seem to remember that you mentioned that you also have some [8] _____ on Tuesday 27th. This would [9] _____ for me. What time would [10] _____ you best?

Next month, we plan to invite selected design consultants to attend a meeting to discuss ideas for updating the company logo. Could you [11] _____ whether you would be able to attend?

Please find [12] _____ a copy of the current logo for reference as well as the agenda for the meeting.

Kind regards
Alex

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What's up?

A Present perfect and past simple

1 Complete the text using the present perfect or past simple form of the verb in brackets.

Let Suzanne solve your work dilemmas

Dear Suzanne
Recently, there seem 1 _____ (be) so many technological advances in ways to communicate at work that it's starting to confuse me. For example, the other day I 2 _____ (get) stuck in traffic on my way to an appointment with a client. I 3 _____ (use) that route since I first 4 _____ (start) visiting her company and I 5 _____ (not have) any problems before. So, I 6 _____ (send) her a text message to let her know I was running late. However, when I arrived in Reception I 7 _____ (discover) that the client had cancelled our meeting. I admit that I knew that she 8 _____ (not like) to receive text messages, but it was the quickest way of telling her about the problem. Later, I 9 _____ (arrive) back at my office and my boss was angry with me. He 10 _____ (say) that text was an inappropriate way to communicate in this situation. Now he 11 _____ (ask) me to apologize to the client but I really don't think I have anything to apologize for. This is the 21st century! I 12 _____ (not discuss) this further with him yet because he has been out of the office. I would value your opinion before I talk to him.
Yours
Leo

3 Write the questions in the conversation between Leo and his boss, using the correct past simple or present perfect form.

1 A: _____
B: I was late because the traffic was terrible.

2 A: _____
B: I didn't phone her because I had hardly any credit left on my mobile.

3 A: _____
B: I've decided to say sorry and explain the situation. You're quite right, I shouldn't have sent a text in this situation.

4 A: _____
B: No, I haven't apologized to her yet. I wanted to speak to you first.

4 Look at the sentences. Underline the time expression which would <u>not</u> be appropriate in each situation.

1 I've *already / just / yet* told you that the documents are on your desk.

2 Apparently, he made the announcement *since / after / during* the board meeting.

3 This has been the most talented group of new recruits *since 2008 / for a long time / for the time being.*

4 *Recently / This is the first time / At the end of last month* I've used the new software on a design project.

5 Thanks to your generosity, we've raised over £2,000 for charity *so far / yesterday / since January.*

2 Choose the best way to end the response to the letter (a,b or c).

Suzanne replies

Many people will sympathize with you Leo. Modern office communication can certainly be a problem. This is particularly true when we need to contact someone urgently. In the past, we didn't have so many choices. Now we can send an email to a computer or a phone, send a text, leave a voice mail or instant message, amongst other options. It can be very confusing.
In this situation, I think you should ...

a
explain to your boss that a text message is the best way to communicate in an emergency. There is no reason to apologize to your client because it is obvious that she has a problem with technology and that's not your fault. Have you considered offering to give her lessons in texting?

b
think about how to communicate effectively. With all types of communication, our first thought should be 'How would this person want to receive my message?' You knew your client preferred not to communicate by text on business matters. It's probably best to ask clients how they would prefer you to contact them in an emergency. Then respect their preference.

c
apologize immediately to your boss and the client. There is no situation where it is acceptable to text in a business situation. Similarly, I have often complained to organizations who sent me a formal email rather than a business letter. Leave this type of technology for social contact, and at work use office telephones, letters and, only when absolutely necessary, emails.

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B Through the grapevine

1 Complete gaps 1–8 in the dialogue with the expressions in the box. You will complete gaps a–e in exercise 2.

according	didn't repeat it	have you heard	honest
hush hush	let on	through the grapevine	you and me

Justin: Hi Fiona, what's new?

Fiona: a _____ , nothing much. What about you?

Justin: b _____ , it's really busy at the moment. Hey, 1 _____ about these changes they want to make to the working hours?

Fiona: Well, I did hear 2 _____ that they were talking about cutting lunch breaks by ten minutes. It's all meant to be very 3 _____ , isn't it?

Justin: Between 4 _____ it looks like they'll probably go ahead with it, c _____ really quickly. But listen, don't 5 _____ that you heard it from me.

Fiona: To be 6 _____ , most people are already talking about it. I d _____ , 7 _____ to Sylvie, they've already made the decision.

Justin: e _____ , I'd rather you 8 _____ for the moment. I don't want them to think that I can't keep a secret.

2 16 Now listen to the conversation above and complete gaps a–e above with the discourse markers you hear.

3 Match the verb with *let* to the definition.

let	on	1 fire someone or make them redundant _____
	up	2 not punish someone for doing something wrong _____
	off	3 reveal a secret _____
	down	4 to stop or decrease the intensity of something _____
	in on	5 do something to disappoint someone _____
	go	6 invite someone to share a secret _____

4 Complete the sentences using the correct form of a verb from exercise 3.

1 He said he would help with the project but now he says he's too busy. He let everyone _____ .

2 This won't be announced until tomorrow, so don't let _____ that you heard it from me.

3 They could have sacked him for what he did but they decided to let him _____ .

4 Due to these budget cuts we may have to let _____ two members of the sales team.

5 Since you're trustworthy, we'll let you _____ some confidential information.

6 It was really busy all last week but the pressure has finally started to let _____ .

5 Look at the idioms about secrets and underline the best word in italics to complete each sentence.

1 The location was confidential but Janet accidently let the cat out of the *bag / box* to a journalist and when we arrived there were news cameras everywhere.

2 Don't worry, I won't tell anyone that you've been offered the director's position. My *eyes / lips* are sealed until the official announcement.

3 They won't tell anyone what's going on, but I'd like to be a *bug / fly* on the wall when they discuss the new pay structure.

4 It was meant to be a surprise party but Lois gave the *play / game* away when she got the time wrong and arrived early with a huge birthday present.

5 We're aware that Mike told you his plans, so why don't you spill the *beans / rice* and tell us what you know?

6 It looks like we'll get the contract but keep it under your *hat / cap* until it's all confirmed tomorrow.

6 Match an idiom from exercise 5 with these definitions.

a Idioms _____ and _____ refer to revealing a plan or secret, usually unintentionally.

b Idiom _____ refers to revealing a plan or secret intentionally.

c Idioms _____ and _____ refer to the intention or request to keep something secret.

d Idiom _____ refers to the wish to hear or watch something without being seen.

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1 Put the letters into the correct order to make words connected to problems.

1 **lidemma** _____
2 **hhitc** _____
3 **dtinorupis** _____
4 **itglch** _____
5 **tesbakc** _____
6 **icrssi** _____

2 Use the words from exercise 1 to complete the sentences.

1 The original plan to open the bridge in April suffered a _____ when engineers discovered safety issues connected to the design.

2 There was severe _____ to travel plans this morning due a heavy fall of snow.

3 The bride looked beautiful and the ceremony went off without a _____ .

4 Politicians are now faced with a _____ – they must decide whether to raise taxes or cut spending.

5 It seems that, due to a _____ in our computer programme the money was taken out of your bank account twice.

6 It started out as a minor problem, but because it wasn't solved we now have a _____ on our hands.

3 Read the article and decide whether the statements are true (T) or false (F). Correct those that are false.

1 The accident occurred soon after they started their trip. ☐
2 The main problem was the injuries caused by the accident. ☐
3 The coast guard is normally called on to help in emergencies connected to water. ☐
4 The couple were able to use mobile technology to communicate their location. ☐
5 Bad weather delayed the rescue operation. ☐
6 The couple were saved early in the morning. ☐

4 Find a word or phrase in *italics* to match the following definitions.

1 remained calm _____
2 an unpleasant experience _____
3 reacted quickly _____
4 fell quickly _____
5 a long way from anyone who could help _____
6 acting quickly _____
7 damaged beyond repair _____
8 frightening or disturbing _____
9 made somebody aware of something urgently _____
10 in a difficult situation _____

Keeping calm in a crisis ...

Lesley Norris and Bruce Scott set out on the trip of a lifetime. They had sold their flat in London and bought a camper van in order to travel around South America. They had been travelling for five years when their journey was about to become even more adventurous.

One day, the couple were driving through the Amazon Jungle in Brazil. Without warning, the bridge they were crossing collapsed. Their camper van *plummeted* 10 metres. Luckily, neither Lesley nor Bruce was badly hurt but their van was a *wreck*. However, their relief soon turned into concern. They realised that they were *in a fix* because they were *stranded* without transport over 200 miles from the nearest city.

Lesley *kept her head* and telephoned her sister in England and told her what had happened. Many people might panic after receiving such *alarming* news, but fortunately her sister *thought on her feet* and telephoned the coast guard in the UK for advice. Despite the fact that the coast guard usually helps with problems that occur at sea and that they were almost 5000 miles away from the site of the accident, they agreed to help rescue the couple. *Racing against time*, the coast guard in the UK *alerted* the authorities in Brazil.

Fortunately, Lesley and Bruce's GPS phone was able to show the coordinates of their location. It was this information which enabled them to be found. The couple had to spend the night in the jungle as it was too dark to send help immediately. But at first light a helicopter arrived and, seventeen hours after the accident occurred, they were flown to safety. Despite their *ordeal*, the accident didn't put the couple off travelling. They reported that they intend to continue their journey of a lifetime – although they may have to buy a new camper van.

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D Communication strategies Reacting to news

1 Read the conversation between Dianne and Sam. Find and correct the mistakes in Dianne's responses.

S: Hi, Dianne. You're just the person that I was looking for. Do you know when they're announcing the new position in marketing?

D: I'm afraid I do have no clue, Sam. Perhaps we'll learn more in the next departmental meeting.

1 _____

S: But they definitely intend to offer a new role as assistant manager, don't they?

D: It hard to say. I suppose they'll have to consider all the options.

2 _____

S: But don't you get the impression that the marketing director's keen on delegating responsibility?

D: Mm, I'm no really sure. He's seems to be keeping his opinions to himself.

3 _____

S: Still, they'll make up their mind before the end of the week, won't they?

D: Your guess is as good as me. You know what it's like – they could suddenly tell us tomorrow or it they might not make a decision for weeks.

4 _____

S: Mm, I know what you mean. But I'm quite surprised you haven't heard anything. You usually know everything that's going on in this department.

D: Honestly, Sam, I haven't the faintest thought. But if I hear anything, you'll be the first to know.

5 _____

2 **17** Listen to people giving news and choose the best option (a, b or c) to complete an appropriate response.

1 That's _____ . What happened?
   a good **b** a shame **c** serious

2 Are you _____ me? I've never won anything before!
   a joking **b** believing **c** kidding

3 You _____ thing. So, what did you do?
   a tragic **b** lucky **c** poor

4 Really, that's _____ . Have you told your team yet?
   a terrific **b** a shock **c** a pity

5 Oh, that's _____ . Have they called the police?
   a unimaginable **b** awful **c** horrific

6 That's fantastic _____ . I'm really pleased for you.

3 Listen again and cross out the response that isn't appropriate in each situation.

1 That's a pity. / Oh dear. / I'm so disappointed.
2 Are you serious? / What's the point? / I can't believe it!
3 What a pain! / You're joking! / That's funny!
4 What a blow! / What a relief! / That's brilliant!
5 Wow, amazing! / That's not very nice! / How upsetting!
6 You must be thrilled! / How odd! / Congratulations!

4 Listen again, and match the speakers to an alternative follow-up question.

Speaker	Follow–up question
Speaker **1**	**a** Is he OK?
Speaker **2**	**b** Were you ill?
Speaker **3**	**c** So, when do we start on the project?
Speaker **4**	**d** What are you going to do to celebrate?
Speaker **5**	**e** Really? Who organized it?
Speaker **6**	**f** Did you persuade them to let you in?

5 **18–20** Listen to three short conversations. You will hear each conversation twice. Answer the questions about each conversation.

Conversation 1

1 In which version isn't the speaker really surprised at the news?

Version 1 ☐ Version 2 ☐

Conversation 2

2 In which version is the speaker pleased with the information?

Version 1 ☐ Version 2 ☐

Conversation 3

3 In which version is the speaker unhappy at the announcement?

Version 1 ☐ Version 2 ☐

6 Listen again. Which two topics are not discussed in the conversations?

1 the amount of time a contract will take ☐
2 remuneration for extra work ☐
3 opportunity to work with a new group of people ☐
4 a training course to increase skills ☐
5 reactions of a satisfied client ☐

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1 Use a word in the box to complete the euphemisms.

between downsize go income negative selective

1 Sadly, due to cuts in the department budget we were forced to let him _____ .

2 These policies are designed to help individuals and families who are on a low _____ .

3 We may need to inform the shareholders that the company is now generating _____ cash flow.

4 Since the organization is planning to _____ , they'll require smaller premises.

5 By trade, I'm a financial advisor but I'm actually _____ jobs at present.

6 The board has studied your report carefully and we feel that you might have been _____ with the facts in one or two places.

2 Quickly read three extracts from news reports. Choose the extract (A,B or C) that relates to each description (1–6).

1 a disagreement between two people in the same profession

Article _____

2 possible trouble ahead for someone who runs an organization

Article _____

3 a communication breakdown between the management and shareholders

Article _____

4 an item which might appear in an educational supplement in a newspaper

Article _____

5 an extract that could be read in a business magazine

Article _____

A Responding to reports in the press, director of communications, Graham Arnold issued the following statement. 'Some of our earlier comments may have been misinterpreted by the media. I would like to reassure everyone that our organization had no intention of *being economical with the truth*. However, we now accept that this might have *lacked clarity* and we would like to apologize unreservedly to our shareholders and clients and assure them that their interests are of paramount importance to us.'

B University president, Jan Helmann was questioned by governors amongst concerns that three highly paid professors have remained *on gardening leave* for prolonged periods. The president confirmed that university policy would be reviewed. Any further payments have been ***put on hold*** while a committee looks into the matter. Mr Helmann categorically denied that this had contributed to recent reports that some on the board of governors wished to ***relieve him of his role*** as head of the university. Since becoming president three years ago, his leadership style ***has not proved universally popular*** with students or staff.

C Actor and director Marcel Darcy has *declined to comment* about his reported clash with fellow celebrity Griff Heston. The pair were seen having a *lively discussion* during a party to celebrate the launch of Mr Darcy's most recent movie. Witnesses say that Mr Heston then threw a glass of water over Mr Darcy before being *shown the door* by members of staff. Yesterday, Mr Heston's stated that there was no truth in rumours of rivalry between the two men and said that the incident has been *blown out of all proportion*.

3 Match each euphemism in *italics* in the extracts with its definition.

1 is disliked or not supported by a number of people _____

2 an argument or loud confrontation _____

3 was confusing _____

4 not at work but continuing to be paid until the end of their contract _____

5 greatly exaggerated _____

6 telling a lie or withholding information _____

7 asked to leave _____

8 stopped or temporarily paused _____

9 refused to say anything about the subject _____

10 fire someone or take away their power _____

4 Number the parts of the letter in the correct order. Which of the extracts in exercise 2 does it respond to?

1 To conclude, I would be grateful if you would print this letter in order to clarify the factual errors in your original article.

2 The members of staff involved had voluntarily resigned their posts. However, since they had been working on sensitive science projects there were confidentiality issues which needed to be taken into account.

3 Firstly, the situation described has been misrepresented. Correct procedures were followed in relation to the termination of contracts of members of senior staff.

4 I am writing in regard to your recent article. As a member of the institution in question, I would like to set certain matters straight.

5 It was therefore deemed necessary to ask the individuals concerned not to return to their work areas in the laboratory. In accordance with their contracts, their salaries continued to be paid until they had served their period of notice.

6 Next, the comments about the leader of our institution are also misleading.

7 So, to clarify, no policies were changed and the payments were not stopped. Instead the contractual obligations towards both of the staff concerned came to a natural end when they took up new appointments.

8 Contrary to what your article suggests, he enjoys the full support of the governors, staff and students.

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4

A Countable and uncountable nouns
B The price of happiness
C Articles overview
D **Communication strategies** Handling meetings
E **Interaction** Making decisions

A better world

A Countable and uncountable nouns

1 Decide whether the following statements are true (T) or false (F).

1 A noun always has a capital letter at the start of the word. ☐

2 A concrete noun describes something we can experience through our senses. We can touch, see, hear, taste or smell it. ☐

3 An uncountable noun cannot fall into categories. ☐

4 An abstract noun describes things that we can't experience through physical senses. ☐

2 Decide whether the words in the box are abstract or concrete, and complete the table with pairs of nouns with similar meanings, as in the example. Are the abstract nouns countable or uncountable?

accommodation advance advice apartment fact information job news progress research story study suggestion work

Abstract	Concrete
accommodation	*apartment*
_____	_____

3 The nouns in the box below are uncountable and concrete. Match each one with a phrase that can make it countable to form common expressions. Some nouns can be used with more than one phrase. Which ones are they?

air bread cake equipment furniture golf juice machinery milk rain rice sand sugar tennis water

1 a game of
_____
_____

2 a piece of
_____
_____

3 a breath of
_____
_____

4 a drop of
_____
_____

5 a spoonful of
_____
_____

6 a carton of
_____
_____

7 a slice of
_____
_____

8 two kilos of
_____
_____

4 Use a dictionary to note at least two different meanings for these words. Are the definitions verbs, nouns or adjectives?

1 coach	_____	_____
2 desert	_____	_____
3 key	_____	_____
4 lie	_____	_____
5 patient	_____	_____
6 ruler	_____	_____
7 study	_____	_____

5 Complete the sentences with some of the words in exercise 4.

1 My tennis _____ is very _____ – he never loses his temper.

2 A _____ factor in changing weather patterns is the rise in the average temperature.

3 The history books state that he was a trusted and wise _____ of his country.

4 The geography is unusual; a dry _____ area and the sea _____ close to each other.

5 I'd like to _____ art history if I had the time.

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1 Read the article below and decide which summary is most appropriate.

1 There is nothing that an individual can do to increase or decrease happiness.

2 Our work and home environment has the greatest impact on happiness.

3 Changing our attitudes or actions has the potential to alter our level of happiness.

2 Match these idioms with points 1–7 in the article. Which idiom isn't used? What do you think it means?

a The more you put in the more you get out. _____

b Blood is thicker than water. _____

c Stop and smell the roses. _____

d A stitch in time saves nine. _____

e Look on the bright side of life. _____

f Reach for the stars. _____

g Don't try to keep up with the Joneses. _____

h Money can't buy happiness. _____

3 Match the following definitions with a word or phrase in *italics* in the article.

1 social contacts we do not know well _____

2 feeling of being worried and unhappy _____

3 feeling negative about life _____

4 pride and respect in yourself _____

5 appreciate and enjoy something _____

6 energy and enthusiasm _____

7 things we own _____

8 feeling positive about life _____

9 the state of being happy and healthy _____

10 hopes and ambitions _____

4 Match the figures of speech with the definitions and examples. Use your dictionary if necessary.

a metaphor	1 compares something to something else using *as* or *like*	a A fool and his money are soon parted.
a simile	2 a short phrase or saying that often includes a moral lesson	b After a while he started to feel that his wealth was a burden.
a proverb	3 describes something by using the image of something else	c It's possible to use money as a tool to do good.

5 Are the following metaphors (M), similes (S) or proverbs (P)?

1 We have to remember that time is like a river, it's constantly moving on. _____

2 My mother always told me that all good things come to he who waits. _____

3 Her experiences made her realize that time is a gift so she shouldn't waste it. _____

Seven secrets of happiness

Scientists have been trying to work out what makes us happy. They have considered how personal habits, health, money and an individual's attitude can affect our *well-being*. Their findings suggest that our actions can have an effect on our levels of satisfaction with life. Here are some factors that can contribute to happiness.

1 Achieving financial success and plenty of ***possessions*** isn't necessarily a recipe for happiness. On the contrary, researchers found that making them a main priority in life is more likely to lead to ***anxiety***. The satisfaction levels people felt on achieving these things didn't last long.

2 Researchers say that the more effort we put in at work, the more satisfaction we will feel. Doing things with a sense of ***drive*** and purpose can help work seem more rewarding.

3 It's easy to rush through the day, constantly thinking about what we need to do next. However, research shows that if we pause to ***relish*** small everyday moments it can significantly increase our happiness levels.

4 Studies suggest that if we constantly compare ourselves unfavourably with what other people achieve, possess or accomplish, it can be harmful to our ***self-esteem***. Instead we should focus on the things that we do well.

5 Research indicates that happy people are also often ***optimistic***. However, that doesn't mean that having a ***pessimistic*** view is something that can't be changed. With practice, a positive outlook can become a habit. This can start with something simple such as learning to smile even when you don't feel like it.

6 Close relationships are a key factor in our happiness. It's possible to have thousands of ***acquaintances*** on social networking sites. However, scientists confirm that they don't contribute to our happiness levels as effectively as family, close friends and good colleagues.

7 We need a sense of purpose in order to grow and succeed. People who have goals, dreams and ***aspirations*** feel happier. Experts suggest that at work and at home, we should take part in activities that we believe are both important and enjoyable.

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C Articles overview

1 Is an article required in these sentences? Add *a, an* or *the* if it is needed. If an article isn't required, cross it out. Some sentences are correct.

1 The Internet offers new ways to finance creative business projects. _____

2 Some organisations give the advice to young entrepreneurs. _____

3 Most new businesses need the time and money to help them develop. _____

4 It can be difficult to present unusual ideas to a bank manager. _____

5 I decided to back a design project by group from the Montreal in Canada. _____

6 The training to become dentist takes more than six years. _____

7 The nurse advised me to take this medication three times a day. _____

8 Would you pass me file on the shelf behind you, please. _____

2 Complete the information about Said using *a, an, the* or – (no article).

Singing for his supper

Local graduate, Edmund Said, has thought of [1] _____ original way to make money for his project. Edmund is [2] _____ musician who plays classical guitar and he is currently trying to raise money in order to hire [3] _____ studio to make his first album. He has started a website offering to write [4] _____ songs for special occasions. His website, called 'The gift of song' is proving very popular. Customers can purchase songs for [5] _____ birthdays and weddings, to celebrate getting [6] _____ new job or to tell [7] _____ partner that their relationship is over. Edmund will then write a song especially for [8] _____ person it is being sent to. Edmund says, 'they say that [9] _____ picture paints [10] _____ thousand words – well, there isn't [11] _____ painting anywhere that can communicate better than one of my unique songs.' He has been nominated for [12] _____ young entrepreneur award for his unusual idea.

3 21 Listen to five people describing ways to raise money for a project. Match the speaker to the method they mention.

Speaker	Funding
Speaker **1**	**a** banks
Speaker **2**	**b** venture capitalists
Speaker **3**	**c** shareholders
Speaker **4**	**d** business partners
Speaker **5**	**e** friends and family

4 Listen again and tick the statement which is true.

1 Speaker 1 says that:

a the board of directors advised the investors that the expansion project was too risky.

b the investors have not yet given their backing to the scheme to re-invest dividends.

2 Speaker 2:

a offers a loan to develop the concept.

b suggests steps to gain financial backing for the idea.

3 Speaker 3:

a had previously been in business without a partner.

b chose a partner who had minimal experience but who had similar ideas.

4 Speaker 4:

a paid off the mortgage with a company loan.

b started a business that provided investors with a good return.

5 Speaker 5:

a has to pay the investors a significant amount of the profits of his business venture.

b wishes that he had tried more usual ways to raise funds for the project.

5 Match a word from the listening with a definition.

cut dividends loan mortgage sole trader

1 payments made by an organization to shareholders _____

2 business run by one person _____

3 money borrowed for a fixed amount of time _____

4 money borrowed from a bank to pay for a house _____

5 a share of earnings or profits _____

6 Complete the sentences with a word from exercise 5.

1 After twenty-five years they had paid off the _____ on their property.

2 Would you prefer to work with a business partner or to be a _____ ?

3 Most of the shareholders are confident that _____ will be higher this year.

4 The interest on the _____ we took out to buy the car has increased by 1.5 percent.

5 Those who invest in riskier business ventures may demand a larger _____ of the profits.

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1 Read the information about employee rewards. Choose a word from the list below to complete the text.

1	a cash	b currency	c notes
2	a researchers	b studies	c examiners
3	a finance	b economic	c monetary
4	a bills	b invoices	c statements
5	a feeling	b relationship	c personal
6	a valuable	b valued	c value
7	a clocks	b timer	c device
8	a machinery	b instruments	c equipment

Thanks for the thought

Many employers think that 1 _____ will be top of the list when it comes to rewards at work. But recent 2 _____ show that many employees regard a 3 _____ bonus as impersonal. Often the money will be spent on paying 4 _____ or buying everyday necessities rather than on something that they enjoy. In contrast, a gift chosen with thought and care can say thank you in a more heartfelt and 5 _____ way. The gifts that are most 6 _____ by employees include:

1 Electronics and entertainment
2 Cameras and camcorders
3 Watches and 7 _____
4 Crystal, china, silver, and kitchen accessories
5 Sports and outdoor 8 _____

2 22 Listen to an extract from a meeting. Which agenda points do they discuss?

Agenda

1 Minutes of previous meeting
2 Company newsletter
3 Health and safety update
4 Rewards for reaching sales targets
5 Changes to security procedures
6 Proposed software update
7 New system for claiming expenses
8 Any other business

3 Listen again. Tick the things that the chairperson does.

1 asks for contributions ☐
2 deals with interruptions ☐
3 approves minutes of previous meeting ☐
4 keeps a participant to the agenda point ☐
5 signals when to move on to the next point ☐
6 keeps time effectively ☐

4 Put the phrases from the conversation into the correct order.

1 a / got / we've / lot / get / to / through.
_____
2 the / have / do / all / you / a / agenda / copy / of ?
_____
3 started / let's / get / we / shall?
_____
4 to / we'll / that / come / later
_____
5 you / would / share / like / views / your / this / on / to ?
_____
6 Sasha / just / finish / point / her / could / let / you
_____
7 what / your / on / this / thoughts / are ?
_____
8 to / happening / would / explain / like / what's / briefly / been / you
_____
9 brings / that / us / on / second / to / the / point / need / we / to / discuss
_____
10 running / we're / out / time / of
_____

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1 23 Listen to an interview and complete the advertisement.

A social 1 _____ award

Do you know someone who has made a significant 2 _____ to improving their community?
Write and tell us about him or her in not more than 3 _____ words.
The winner will receive 4 _____ to help fund local projects.
Deadline for nominations: 5 _____
The shortlist will be announced on 6 _____.
For more information look on our website: 7 _____

2 Listen again. Are the following statements true (T), false (F) or is the answer not given (NG)?

1 The Gage Prize is sponsored by local businesses. ☐
2 Both individuals and teams can be nominated. ☐
3 Candidates are selected by the Gage committee members. ☐
4 Individuals are encouraged to put their own name forward for the prize. ☐
5 The winner can't use the prize money for personal use. ☐
6 The judges make their decision by awarding points after the interviews. ☐

3 Complete the table with words connected to decision-making skills.

Verb	Noun	Adjective
1 _____	decision	2 _____
analyse	3 _____	4 _____
5 _____	6 _____	organizational
7 _____	criticism	8 _____
9 _____	10 _____	considered

4 Complete the dialogue using words from exercise 3. There may be more than one possible answer.

A: We need to think carefully about who to recommend for the management training scheme. There's been some 1 _____ of the poor quality of last year's intake.

B: Well, it's my 2 _____ opinion that Greg is the most talented candidate. He was a member of the team that helped me 3 _____ the product launch and I was very impressed with his work.

A: I think he has many fine qualities but when there's a crisis he spends far too long looking at every option. He simply isn't 4 _____ enough to be a leader.

B: Surely that's a skill that he'll gain with experience? Anyway, it's hardly a weakness to 5 _____ all possible alternatives.

A: No, I wasn't suggesting that. Let's look at the rest of the candidates before we make a final 6 _____.

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1 Which sentences are correct? Correct the mistakes in the sentences that are wrong.

1 Last year you have joined several social networking sites, didn't you? _____

2 Conrad hasn't consulted the committee about the proposed changes. _____

3 Just after you left there was an incredible fireworks display. _____

4 There are rumours that he has sold the firm last month. _____

5 Apparently, the auditors have arrived earlier this morning. _____

6 I heard that the board have decided to refer the matter to the shareholders. _____

7 They had already read the documents before the meeting started. _____

8 Didn't you completed your expenses claim yet? _____

2 Choose the best word to complete the extract from a financial report.

1 The _____ results for the last quarter have now been released.

a internal b interim c intervening

2 As expected there was a slight _____ in profits due to the recent economic climate.

a downturn b down side c depression

3 However, there is every indication that the markets are gradually beginning to _____ .

a reform b recession c recover

4 So, we are confident that the _____ in our market share is a temporary occurrence.

a dropping b sink c decline

5 Our teams report that sales are beginning to _____ .

a pick out b pick up c pick on

6 We are now well positioned for the expected _____ in our sector.

a upturn b upwards c upsurge

7 Thank you for your hard work in this difficult time and for _____ costs so efficiently.

a accounting b budgeting c cutting

3 Cross out the word in italics that is not possible in each sentence.

1 It seems that the suppliers failed to deliver an important piece of *sand / furniture / equipment*.

2 The night was warm and they were glad to step outside for a breath of *air / fresh air / calm air*.

3 The whole country is hoping for a drop of *rain / rice / water* soon.

4 How many slices of *cheese / machinery / bread* will they need?

5 Could you pass me that glass of *meat / juice / milk*, please.

6 During the accident, several hundred kilos of *sand / equipment / sugar* were spilt on the motorway.

4 Complete the sentences with a word in the box.

agenda	back	brings	covers	discuss	finish	helpful
item	move	point	remind	running	share	stick	views

1 The first item on the _____ is the new training course. Kamil, would you like to _____ your _____ on this?

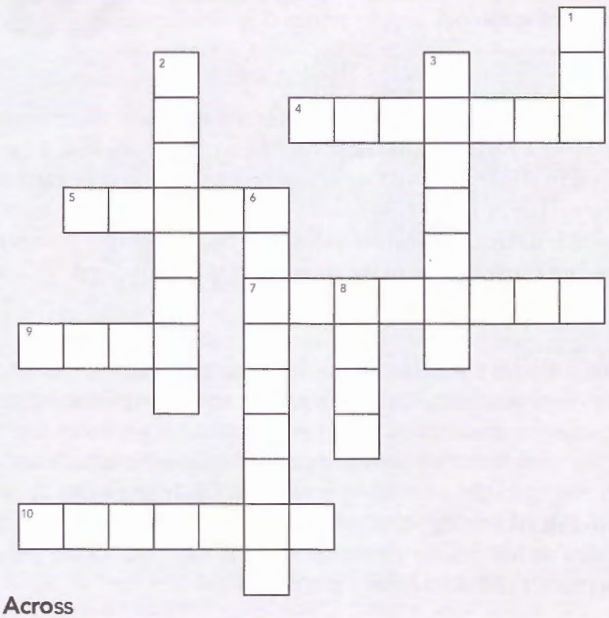
2 We'll come _____ to that _____ later. Just to _____ you, we're looking at how to schedule the new courses.

3 Just let Alisha _____ her point, please. We don't have a lot of time so it would be _____ if we could _____ to the agenda.

4 I think that's just about _____ everything on that point. Let's _____ on to the next _____ on the agenda.

5 That _____ us onto the second point we need to _____ . However, we seem to be _____ out of time.

5 Answer the clues and complete the crossword.



Across

4 He started going to the gym but he soon stopped once the n_____ wore off.

5 She says that she's happy to stay in her job for the time b_____ .

7 Knowledge and peace are uncountable a_____ nouns.

9 He promised that he'd give an interview but he let us d_____ at the last moment.

10 I've won first prize? Are you k_____ me?

Down

1 I'd like to be a f_____ on the wall when they have their next board meeting.

2 A payment made by an organisation to a shareholder is a d_____ .

3 A l_____ doesn't change its spots.

6 We heard through the g_____ that you were thinking of leaving.

8 A person who runs a business alone is a s_____ trader.

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5

A Comparison and contrast
B Making generalizations
C Time management
D **Communication strategies** Being assertive
E **Interaction** Weighing alternatives

The human factor

A Comparison and contrast

1 Read the text about different types of people that we work with. Match the heading to the correct paragraph.

a The moaner

b The stress sharer

c The chatter box

d The snoop

1 _____

He loves to communicate but doesn't always know when to stop. You'll get a *blow-by-blow* account of what he's working on at the moment. It can be difficult to *get a word in edgeways*. But that's not a problem because he can talk enough for both of you. The problem is he doesn't always get the message so you might have to be polite but direct. Useful phrases to use on him include 'It's been great talking to you but I've really got to get on with my work now.' and 'Well, must *crack on*, I've got a deadline.'

2 _____

She's always around when you're trying to work on something confidential. She'll lean over your shoulder and read your emails and listen while you're having a private conversation on the phone. It's nice for a colleague to take an interest in our work but she'll *bombard* you with questions about what you're working on and try to get information out of you. Often, she won't do anything negative with this information; she just likes to think that she's *in the loop*. Useful phrases to use on her include 'I'm not *at liberty* to say.' and 'Could you excuse me for a moment, I just need to take this private call.'

3 _____

It doesn't matter how well things are going, he'll always find something to complain about. Sometimes you might offer advice, but soon you realize that he just wants to describe all the things that are wrong. The problem is that someone who is permanently dissatisfied can eventually make us feel unhappy too. So it can be useful to have a cut-off point where you will let him moan for a few minutes and then find an excuse to leave. Useful phrases to use on him include 'I'm sorry you feel like that, maybe you should discuss it with someone who can help.' and 'Never mind, *look on the bright side*.'

4 _____

There are often times during the day when deadlines and tasks seem to pile up. But it's how we deal with the situation that counts. This person seems to lose perspective about lots of different things. It might be a call from her children's school or the boss wanting her to work late. Whatever it is it suddenly becomes a drama. In contrast to someone who is under genuine pressure and needs a colleague's assistance, this person is constantly creating an atmosphere where everyone is *on edge*. If you don't watch out, you'll soon find that you've caught the bug and are feeling the strain too. Useful phrases to use on her include. 'Take a deep breath and count to ten.' and 'Take a break and it'll all seem better.'

2 Find a word in *italics* in the text that matches the definition.

1 be positive _____

2 aware of the latest information _____

3 have a chance to speak _____

4 nervous or stressed _____

5 very detailed _____

6 free or able to do something _____

7 continue with a task _____

8 direct something at someone in great quantities _____

3 Complete the dialogue with a word in the box.

bit	even	happier	less	more
slightly	the	times		

A: It seems the issue of stress in the workplace is a [1] _____ more complex than we first thought. We tend to think of stress as something that is an outside factor but what is [2] _____ obvious is that we can catch stress from the people around us.

B: I agree with that. I think who we work with can be [3] _____ important than where we work. Our colleagues contribute to making our working environment a [4] _____ place or they can make it miserable.

A: Exactly, I mean I'm ten [5] _____ happier in my new job even though it pays [6] _____ less and has a smaller office. I'm working with people that I like and respect and that's worth a lot.

B: Yes, there's no doubt that the closer we work with other people, [7] _____ more important it is to find colleagues who are calm and don't spread their stress around the office.

A: That's right, I'm convinced that dealing with someone else's stress can be [8] _____ more difficult than dealing with your own.

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1 Read the travel information. Who do you think the advice is aimed at?

1 Independent tourists on a short break
2 Students studying in a foreign country
3 People doing voluntary work in another country

This is an opportunity to participate in a rewarding and life-enhancing experience. As a rule, holidays and shorter visits cannot truly help us to understand what it is like to live in another country. When we are tourists we are generally looking at the situation as an outsider. That's what makes our programme different. You will be living with a host family who will help you to integrate and participate fully in life in your chosen country. There are a variety of courses to choose from which can last from six to twelve months. Combine a stimulating intellectual experience with a chance to expand your cultural understanding.

2 Find a word in the text with a similar meaning to these definitions.

1 interesting and thought-provoking _____
2 someone who is not part of a main group _____
3 increase or develop _____
4 making you feel happier or more content _____
5 fit in and join in with people and events _____

3 Look at the quotes from people who have taken part in the programme in exercise 1. Choose a phrase from the box to complete each one.

more likely most on the whole seemed to be
tend to the majority

1 I can honestly say that _____ of people that I met on the program were friendly and welcoming. I learnt a lot from experiencing life in a different country and it helped me with my studies when I returned home.

2 When I first arrived I was really homesick and everything seemed so strange. But I gradually made some good friends. _____ it was a worthwhile experience but next time I would go on a six-month course as a shorter period of time might have suited me better.

3 I'd advise people who are choosing a location to ask for a host family who live in a city or large town as you are _____ to meet people. I was in a small town for the first three months and it was quite boring so I moved host to another location and then I enjoyed my stay much more.

4 Look at the tips for living in another country and find six mistakes.

Get the most out of your time away

Living in a new country can be a wonderful experience. However, it can also be difficult to adapt to a different culture. When we meet customs and behaviour that is different from what we have learned most of people feel some level of culture shock. The following tips can help us to get the most out of living in another country.

Of a rule, culture shock occurs when we interact with people whose cultural attitudes are different from our own. This doesn't suggest that one set of cultural values is right and the other is wrong. It simply means that many of the things which we have accepted as 'normal' in our own culture may not necessarily apply to others.

As a first step, it often is a good idea to read and research information about the country where you will be living. Learn a little about the history and customs. If possible, talk to people who have visited the country to discuss the things that they liked about it and any problems they encountered.

General speaking, the most valuable thing that you can bring with you on your trip is an open mind. This involves using the skills of listening and observing and making an effort to understand your new environment.

Adverse reactions to another culture tending to occur when we negatively judge behaviour that is different to our own. So it is important to remind yourself that 'different' isn't a synonym for 'inferior'.

As individuals, we may hold strong views about topics such as punctuality, levels of politeness and how appropriate or inappropriate it is to express emotion. By and largely, these aspects of culture can change from country to country. Behaviour that is acceptable in one place may not be considered suitable in another. So it's important to recognize that feelings of irritation or frustration may be caused by our confusion when faced with new ways of doing things.

4 Host families without children _____ have more time to help you settle in. But, on the other hand, it can be interesting to see what family life is like.

5 When I took part in the program there _____ lots of participants from Australia and New Zealand. _____ people that I met were very sociable and we had a lot of parties so I didn't get much studying done!

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C Time management

1 Choose the best option to complete the sentences.

1 It's _____ time that we finalized the plans for the product launch.

a around b almost c about

2 We'll implement these changes eventually but let's leave things as they are for the time _____ .

a being b actually c instantly

3 I'm afraid the suppliers say that the delivery won't be here until _____ time tomorrow.

a that b this c these

4 Unfortunately, _____ the time we realized there was a problem it was too late to do anything.

a for b at c by

5 Experts agree that it's only a _____ of time before this technology is obsolete.

a matter b portion c concept

6 They all agreed that it was _____ time that the pay structure was reconsidered.

a height b higher c high

2 Complete the conversation extracts by putting the words in *italics* in the correct order.

1
A: Hi Charles, is / *the* / *coming* / *finance report* / *how* along?
B: It's been pretty hectic lately. *afraid* / *I'm* / *got* / *I* / *it* / *round* / *to* / *yet* / *haven't*.

2
A: *to* / *see* / *can* / *when* / *we* / *expect* the updated version of the brochure?
B: *take* / *may* / *some* / *it* / *time*. Apparently the printers are having a problem with the colours.

3
A: How quickly can you complete these repairs? You were *finish* / *due* / *yesterday* / *to* / *the* / *before* / *day*.
B: OK, *see* / *can* / *what* / *I'll* / *do* / *can* / *I*. I'd say they should be done by Thursday.

4
A: You've been working on this for over a week now. *long* / *taken* / *so* / *you* / *what's*?
B: *aware* / *I'm* / *that* / *schedule* / *we're* / *behind* but it's a lot more complicated than we thought.

3 Read the interview and match the comments (a–e) to the questions (1–5).

1 Have you always been good at managing time? _____

2 What effect did it have on your day-to-day performance? _____

3 What did you do to improve your time management skills? _____

4 What strategies do you use to prioritize effectively? _____

5 Do you use technology to help you manage your time? _____

a The first thing I did was admit that I was having a problem and asked for advice and training. I was sent on an excellent time management course and it made me realize that I wasn't actually bad at my job, I just needed to learn how to prioritize effectively. That helped me to feel much more in control and I was soon able to *up my game* at work.

b It's quite straightforward. It's necessary to learn how to distinguish between things that are important and things that are urgent. The important things might have long-term consequences. In contrast the urgent things might cause a crisis if they're not dealt with promptly but they might not have a big impact *in the long run*. So I tend to try to deal with the urgent tasks first and get them out of the way quickly before turning to the important longer term issues. So, whenever something new lands on my desk, I ask myself 'Is it urgent or is it important?'

c Oh, no. When I started my first job after university I was dreadful. I always used to leave things until *the eleventh hour* and that meant that there was never enough time to deal with problems when they occurred.

d There are a lot of interesting digital devices out there. Some of my colleagues use online message alerts to remind them of deadlines for important tasks. Another friend uses her smartphone and an electronic calendar to check all her appointments and commitments. In general, I tend to use pen and paper. I start every day with a list. I prioritize items and then work through them methodically. Unfortunately, for truly effective time management there are *no short cuts*, you have to constantly remind yourself to prioritize, focus on the task and move on as quickly as possible.

e Well, I found that I was constantly behind schedule. I began to doubt whether I could do my job properly because I always seemed to have *too much on my plate* and, naturally, that made me feel very stressed. Then one day I missed a deadline for a really important client and I realized that something had to change.

4 Match an idiom in *italics* in the interview with a definition below.

1 increase the level of effort or performance _____

2 when there isn't a quicker or easier way to do something _____

3 the last possible moment that something can be done _____

4 not immediately but at some point in the future _____

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1 Match the statements (1–6) to the type of person, A or B.

A: Assertive

B: Non-assertive

1 _____ is more likely to say yes to requests from friends and family even when they are unreasonable.

2 _____ will often apologize for something even if it isn't their fault.

3 _____ can calmly explain problems or express dissatisfaction without getting angry.

4 _____ is more likely to be able to set their own priorities and decide how they want to spend time.

5 _____ is unlikely to complain about poor service from shops, restaurants or suppliers.

6 _____ can usually cope and respond to criticism without feeling that they are necessarily at fault.

2 Choose the correct word in *italics* to complete the strategies on being assertive.

1 Keep what you say clear and to the *fact / edge / point*.

2 Don't feel that you need to *provide / produce / inform* long explanations.

3 Avoid becoming angry – try to be polite but *steady / firm / fixed*.

4 Use a calm and *negative / neutral / uninterested* tone of voice.

5 Try not to make *personal / private / reserved* comments.

6 Use 'I' statements *apart from / instead of / including* 'you' statements: for example, 'I feel under extra pressure when the orders are late' rather than 'You make me stressed by always completing the orders late.'

7 Repeat key information in different ways to get your point *around / about / across*, for example, 'I'd like a refund, please' or 'As I said, I want my money back'.

3 24 Listen to a conversation between two colleagues.

1 What is the problem? _____

2 Which strategies in exercise 2 does Liz use? _____

4 25 Now listen to another version of the conversation and complete Liz's responses.

1 I can't work late on Thursdays. If you _____ , I did _____ it in the last staff meeting.

2 But _____ , I did give you warning that Thursdays aren't possible.

3 The _____ is, it makes me _____ that my requirements aren't being _____ when other people's reactions are seen as more important than mine.

4 Sorry, Henry. That's not _____ . Could you email me the new schedule after the _____ have been made.

5 Thanks, Henry. I won't _____ you because I know you're busy. I really _____ your help.

Hi Rob,
After our meeting this morning [1]_____ (I want to let off steam about) some of the issues that were raised. As you know, Maggie [2]_____ (went on about) the cuts that her department are making but [3]_____ (she obviously didn't take into account) that our staffing levels are [4]_____ (miles bigger) than hers. I'm sure she [5]_____ (thinks that she knows best) but on this occasion [6]_____ (trying to push through) her strategy to make similar cuts to all departments [7]_____ (is totally short sighted).
I realize that [8]_____ (you probably don't want to be bothered) with this and that you're [9]_____ (up to your ears) with other projects but I would really [10]_____ (like to hear what you have to say).
Perhaps we could have a [11]_____ (natter) and [12]_____ (work out ways to stop her daft plans).
I do hope we can [13]_____ (stop this madness) and find a solution that is [14]_____ (less irritating for us).
[15]_____ (Bye for now).

Gino

5 Replace the phrases in brackets in the email (1–15) with one of the words or phrases (a–t). Try to make the email as neutral as possible. Not all the phrases are used.

a acceptable to everyone
b appreciate your thoughts on this
c she doesn't seem to have a clue
d attempting to implement
e brief chat
f commented on
g consider some possible alternatives
h reckons she's in the right
i extremely busy
j has nothing to do with you
k far greater
l had a moan about
m has the company's interests at heart
n I don't think she fully appreciates
o Yours faithfully
p I'd like to discuss
q Kind regards
r resolve this matter
s this is not strictly your responsibility
t would not be the best course of action

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Interaction Weighing alternatives

1 26 Listen to a conversation where people are discussing alternatives. What is the main topic of their discussion?

a preparation for a supplier visit

b the budget for updating the building

c choosing a design for a new uniform

d responsibility of departmental committees

2 Listen again and complete the extracts from the conversation.

1 Personally, I prefer _____ fibres like cotton. They're _____ likely to lose their shape in the wash.

2 Yeah, it's _____ expensive though. I'm _____ to go for the man-made fabric.

3 Well, it's only a _____ before they need replacing. They're pretty _____ .

4 It'd be good for the warehouse workers to get an _____ look before the delegation from head office visits _____ .

5 But _____ it'd be more sensible to spend the money on warehouse facilities _____ on what people wear?

6 _____ , the premises committee is responsible for _____ .

3 Choose the best alternative (a, b or c) to complete the compound adjectives.

1 We have the choice of either letting go two senior managers or twelve low-_____ employees.

a stage b level c criteria

2 Do you want a basic camera or a multi-_____ device that can also make and edit films?

a function b activity c operation

3 This strategy might be more relevant to a multinational rather than a medium-_____ company.

a placed b sized c capacity

4 Another alternative would be to encourage staff to use more double-_____ copies when printing.

a face b amount c sided

5 A simple _____-saving measure would be to remind staff to turn out the lights when leaving their office.

a energy b efficiency c volume

6 Either we come up with effective _____-cutting ideas or we'll continue to make a loss.

4 Match an idiom in *italics* (1–5) with the definitions (a–e). Then tick those that you agree with.

1 It's advisable to *weigh up the pros and cons* before making a choice. _____ ☐

2 Sometimes it's wiser to *choose the lesser of two evils* than avoid making a decision. _____ ☐

3 It's often a good idea to have a *plan B* to fall back on. _____ ☐

4 When all the alternatives are all equally favourable, you should *keep your options open*. _____ ☐

5 When evaluating alternatives try to keep an open mind and avoid *tunnel vision*. _____ ☐

a choose the less unpleasant option

b avoid making a firm decision so as not to restrict yourself

c focusing on only one way of doing things

d consider the advantages and disadvantages

e an alternative solution

W	D	E	L	E	G	A	T	I	O	N
U	A	M	E	E	E	M	N	M	E	R
N	E	R	A	S	L	P	E	E	N	E
I	I	E	E	U	E	U	R	X	C	P
F	D	N	D	H	B	F	L	P	E	L
O	A	T	I	H	O	N	A	E	E	A
R	P	S	E	E	C	U	R	N	R	C
M	F	Q	R	D	F	W	S	S	E	E
N	C	P	R	E	M	I	S	E	S	D
C	M	X	A	W	F	A	B	R	I	C
E	E	U	P	D	A	T	E	D	X	E

5 Use the clues to find eight words from the listening in exercise 1 in the wordsearch.

1 Do you prefer clothes that are made from natural or man-made _____ ?

2 He won't be able to _____ his old car unless he gets a raise at work.

3 You don't need to wear a _____ to work but we do ask staff to dress smartly.

4 After they are assembled, the goods are stored in the _____ .

5 If you continue to make a noise we will have to ask you to leave the _____ .

6 He was representing his company in Istanbul as part of a trade _____ .

7 The construction had taken a considerable amount of time and _____ to complete.

8 During the rebranding exercise the firm's logo was _____ using a more modern design.

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Nothing but the truth?

A Past simple and past perfect

1 Choose the best words in italics to complete the story.

Marcus Schrenker 1 *seemed / had seemed* to have it all. He had a beautiful wife, two private planes and a home worth almost two million dollars. Everything about his life appeared to be prosperous and successful. But then things started to go wrong.

Prior to his downfall, Mr Schrenker 2 *has / had* worked as an investment advisor managing pension funds and he owned three financial companies. But by January 2008 the Indiana department of insurance 3 *had filed / filed* a complaint against Schrenker on behalf of some of his investors. In December of the same year, his wife filed for divorce. His business problems began to escalate out of control.

In January 2009, Marcus 4 *had taken / took* a trip in one of his planes. Air traffic control received a distress call from the plane. Marcus informed them that he 5 *hit / had hit* turbulence and that the windshield 6 *had blown / blew* out. Two hours later the plane 7 *has crashed / crashed*, narrowly missing a residential area. At first, it looked as though a terrible accident 8 *befell / had befallen* Marcus Schrenker. However, experts found no body at the crash site and they also discovered that there was no problem with the window of the plane. So, what 9 *had / has* happened in the two hours between the distress call and the crash?

In an attempt to fake his own death and avoid his mounting legal, financial and marital problems, Marcus Schrenker 10 *parachuted / had parachuted* from his plane, leaving it on autopilot. Landing safely, he made his way to a motorbike which he 11 *had hidden / hid* previously.

The authorities soon 12 *had realized / realized* that something was wrong. They froze the assets of Schrenker's private and business accounts. Meanwhile, he approached police officers. He told them that he 13 *had been involved / had involved* in a canoe accident. They took him to a hotel, unaware that Marcus was wanted for questioning. Later, they returned to the hotel to question him but by that time, Marcus 14 *disappeared / had disappeared* once again. He had run into woods near the hotel. Later that night they finally 15 *had arrested / arrested* him at a Florida campground.

At his trial it came out that Schrenker had conned friends into investing in a fund that didn't exist. He 16 *was / had been* sentenced to four years in prison and ordered to pay over half a million dollars in fines.

2 Correct the mistake in the sentences.

a Before taking off he had hid a motorbike to make his escape. _____

b At the time the police arrived he had already left the hotel and run into the woods. _____

c Marcus did parachute out of the plane and landed safely. _____

d His wife had decided for end their marriage. _____

e Legal action was took on behalf of people who had given money to Marcus Schrenker. _____

f He was found guilty, sentenced to time in prison and had fined a large amount of money.

g He contacted air traffic control and claimed that the plane had damaged during turbulence. _____

3 Put the events in exercise 2 on the timeline.

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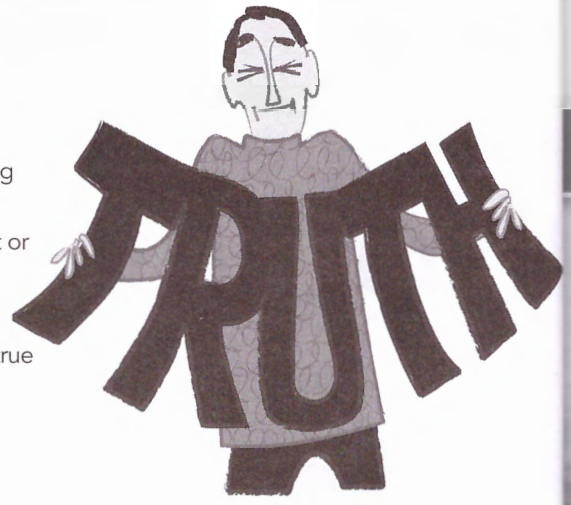
B Honesty and deceit



1 Match the idioms (1–6) to the meanings (a–f). Use a dictionary if necessary.

1 (not be) born yesterday _____

2 give (someone) the benefit of the doubt _____

3 all above board _____

4 bend the truth _____

5 catch (someone) red-handed _____

6 a pack of lies _____

a a large number of untrue statements

b find someone doing something wrong or illegal

c choose to believe someone is honest or telling the truth

d not easy to fool

e say something that is not absolutely true

f legal and honest

2 Use one of the idioms in exercise 1 to complete the sentences.

1 It's important to be honest – I can't stand people who try to _____ .

2 The computer hackers were _____ and arrested.

3 I might be new to this business but I _____ and I know when I'm being overcharged.

4 Although the accounts looked _____ the company was actually losing millions.

5 I know it's stupid, but the guy had a really honest face and so I gave him _____ .

6 He claimed he was an experienced financial advisor but we soon discovered it was _____ .

3 Put in punctuation where necessary to make the sentence have the meaning in brackets.

1 Expert says painter is a fraud.
(the painter's opinion is that the expert is a fraud)

2 Expert says painter is a fraud.
(the expert's opinion is that the painter is a fraud)

3 The directors statement proved to be false.
(a number of directors made a false statement)

4 The directors statement proved to be false.
(one director made a false statement)

5 Prior to the interview the suspects solicitor and police had never met.
(none of the three groups had met before the interview)

6 Prior to the interview the suspects solicitor and police had never met.
(the solicitor of the suspect and the police had not met before)

4 Complete the table with the correct form of the word.

Verb	Noun	Adverb
1_____	deception	2_____
fabricate	3 _____	-----
4_____	reliability	5 _____
admit	6_____	7_____
8_____	9_____	harmfully
false	10_____	11_____

5 Complete the sentences with one of the words from exercise 3.

1 The defendant told the court that he never intended to _____ investors.

2 She told her employers that she had a PhD but that turned out to be a _____ .

3 The security guard was _____ accused of theft but he managed to clear his name.

4 I wouldn't trust him with my savings but _____ that's just my opinion.

5 People were fooled into giving up their savings because the scheme was offering a _____ easy way to make money.

6 He's not terribly honest but he doesn't mean any _____ .

6 Complete the dialogues using words from the box.

believe fool joking off other seriously

1

A: Did you hear that they're going to pay us double for all the extra work we did on the project?

B: You're _____ ! They never usually pay overtime.

A: I know, but they decided to be generous because it's my birthday.

B: Pull the _____ one. You can't _____ me like that.

A: You believed me for a minute though, didn't you!

2

A: So, in my appraisal I said that I'm not going on any more business trips this year.

B: Come _____ it, I bet you'll be in Helsinki next week with the rest of the team.

A: No, _____ , I'm tired of spending my life in planes and hotels.

B: I don't _____ you. You love travelling, it's the best part of our job.

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1 What would you do in the following situations? Do the quiz and find out how honest you are!

Is honesty the best policy?

1 A work colleague offers to give you a copy of the latest blockbuster film that he illegally downloaded from the Internet. Do you ...

- **a** accept a copy and ask if he can get any more?
- **b** decline the offer but agree to watch it on his computer?
- **c** refuse his offer and explain that you don't agree with illegal downloading?

2 You are at a cash machine and before you put in your bank card it gives you £300. Do you ...

- **a** take the money and walk away?
- **b** take the money but donate half of it to charity?
- **c** go into the bank and hand the money back?

3 You're in a supermarket car park and you accidently hit a car while parking, breaking its headlight. Nobody has seen you. Do you ...

- **a** drive off quickly and go to another supermarket?
- **b** leave a note to apologize but don't include contact details?
- **c** wait until the person comes back and give him / her your insurance details?

4 you're running short of stationery at home. Do you ...

- **a** take a box of new pens and some paper from work?
- **b** take the pen that you've been using at your desk and a few paperclips?
- **c** stop at the stationery store on the way home and buy what you need?

5 You're buying a new jacket and you realize that the assistant has charged you £20 less than the price on the sales ticket. Do you ...

- **a** decide that she's made a mistake and feel pleased at the unexpected bargain?
- **b** assume that the item is in a sale but don't check in case it's a mistake?
- **c** point out the difference in price and ask if it is correct?

6 You're staying at an upmarket hotel and there is a bathrobes and a pair of slippers in your room for you to use. Do you ...

- **a** take them with you when you leave, after all your room was expensive?
- **b** take the slippers – you're sure that they would just get thrown away?
- **c** leave both the bathrobe and slippers behind when you leave?

7 You're in a hurry and have to get on a train without a ticket. It's a long journey and the ticket inspector only gets on when you are almost at your destination. You're alone in the carriage. Do you ...

- **a** tell the inspector that you got on at the previous stop and save lots of money?
- **b** name a station a few stops after the place where you actually got on and save a little?
- **c** give the name of the actual stop you got on and pay the full fare?

8 At the start of your holiday, your suitcase is stolen. Which of these are you most likely to do on your insurance claim? Do you ...

- **a** add some expensive items, such as a camera and laptop, that you didn't really lose?
- **b** replace the real brand of one or two of the lost items with more expensive brands?
- **c** keep strictly to the list of items and brands that you actually lost?

2 Complete the analysis of the quiz in exercise 4 with a, b or c.

1 Did you choose mostly _____ ?

You have very strong ideas about honesty and believe it's important to do the right thing, whether other people are present or not. You can sometimes be surprised, and even shocked, by individuals who give in to the temptation to be dishonest.

2 Did you choose mostly _____ ?

You can't see anything wrong with bending the rules, especially if it's to your advantage. You suspect that people who are honest all the time only tell the truth because they're worried about being caught out.

3 Did you choose mostly _____ ?

You like to think that you are honest most of the time and you wouldn't be dishonest about anything big or important. However, the line between honesty and dishonesty isn't always clear and when you're unsure about the right thing to do, you often decide to compromise.

3 Choose the best word to complete the sentences.

1 As _____ as I know, the HR department is still accepting applications.

a long **b** much **c** far

2 He didn't want to go to the party so he told a _____ lie and said he was working late.

a silver **b** white **c** black

3 The philosophical debate considered situations where a lie might be _____ .

a tolerable **b** precise **c** justified

4 To the best of my _____ , a copy of the document was sent to each member of the board.

a knowledge **b** learning **c** awareness

5 I'm not surprised that he didn't donate much to the charity, he isn't _____ for his generosity.

a notorious **b** noted **c** reputed

6 This still has to be _____ , but I've heard that they could announce the sales results by the end of the day.

a confirmed **b** definite **c** accepted

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1 Read the text and decide if the following statements are true (T) or false (F).

1 It's straightforward to tell the difference between a compliment and flattery. ☐

2 We might know that a compliment isn't completely honest but we still want to believe it. ☐

3 People who repeatedly say nice things are less likely to be believed. ☐

4 The main reason we don't pay compliments is because we think they are unethical. ☐

5 The majority of people have no need to be admired. ☐

Thanks for the compliment ... I think.

Most of us like to think that we can tell the difference between a compliment and flattery. After all, the difference should be obvious; a compliment is supposed to be *sincere* while flattery is seen as *over the top*. Typically, a flatterer uses *ingratiating* comments to win favour with their superiors or the opposite sex. But in reality, it can be more difficult than we think to differentiate between the two. Recent research suggests that we all love praise so much that it can be effective even when it's obviously insincere. The reason is that most of us want to feel better about ourselves. So, even when we know that the praise is wildly excessive a part of us still wants to hear it. As a result, we feel better about ourselves and that also makes us view the person saying good things in a positive light. Of course, it can *backfire*. If we feel that someone is constantly saying complimentary things then we are less likely to take what they say seriously. They can get a reputation for being false or *two-faced*.

Sometimes we are reluctant to say complimentary things to another person. Often it's because we're too embarrassed. So all those positive feelings get wasted. Perhaps the lesson we can learn is that everyone likes approval, so long as the person paying the compliment is being truthful and specific and doesn't *have an ulterior motive*. When someone says something nice, try not to be self-conscious. The best way to receive a compliment is simply to smile and be gracious and show that you appreciate the thought.

2 Match a word in *italics* in the text to one of the definitions.

1 saying different things to different people to get what you want _____

2 exaggerated or extravagant _____

3 have the opposite effect to the one intended _____

4 honest and genuine, saying something you really mean _____

5 conceal the real reason for doing or saying something _____

6 deliberately charming in order to win approval or gain favour _____

3 27–31 Listen to extracts from five conversations and match each one to one of the statements to say what the speaker does.

Conversation **1**	**a** uses flattery
Conversation **2**	**b** asks a follow-up question
Conversation **3**	**c** has an ulterior motive
Conversation **4**	**d** gives a specific example
Conversation **5**	**e** is talking to someone they haven't met before

4 Match the response in each of the conversations in exercise 3 to one of the strategies below.

a accepting the compliment _____

b returning the compliment _____

c giving an explanation _____

d making the praise sound less important _____

e sharing the praise with other people _____

5 32 Listen to seven compliments and choose the best response (a or b).

1 **a** Thanks, you're looking great too.
b You're being very complimentary.

2 **a** I appreciate you saying that. I've found the projects really interesting.
b Yes, I've been working very hard and I'm sure it will be remembered in my appraisal.

3 **a** Well, if you say something confidently people will believe anything.
b That's kind of you to say so. I did quite a lot of background research and that helped.

4 **a** Oh these old things, I've had them for ages.
b They cost £58 and they're made of leather.

5 **a** No, perhaps your English is getting worse.
b Thanks, perhaps all the homework is paying off.

6 **a** Thanks, cooking is such hard work isn't it?
b It's a pleasure, we're so glad that you could come.

7 **a** What a kind thing to say. I'm really pleased to be working with you all.
b That's nice. I've got plenty of ideas to help you all improve your performance.

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1 Read the article and answer the questions.

1 Where was she stealing money from?

_____

2 How did she spend the money?

_____

3 Why didn't her employers discover the crime earlier?

_____

4 How many people did she steal from?

_____

5 What was her defence at the trial?

_____

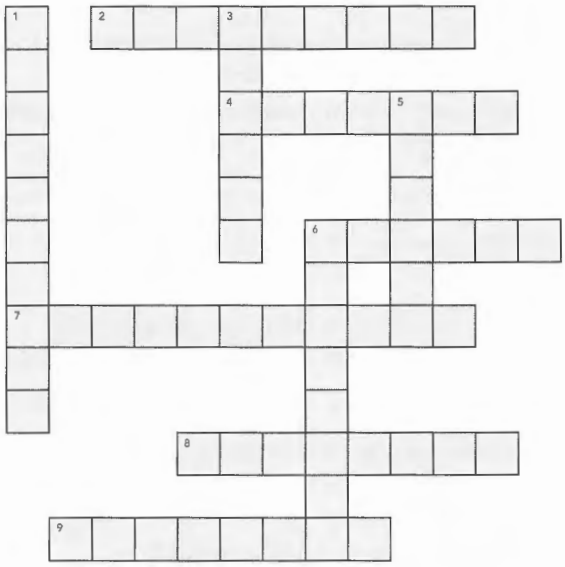
To her employers, she was considered the perfect secretary. If a problem came up at midnight, she would drop everything and see to it. She held such a position of trust she helped plan a lavish surprise birthday party for one of her bosses and dealt with many of their day-to-day money matters. Yet behind her image as a reliable and hardworking employee, the personal assistant was secretly siphoning off millions from her bosses' personal accounts.

Over a period of two years, she stole £4.3 million from superiors while working at an investment bank. She forged cheques and paid the money into accounts that she had set up in her maiden name. Despite buying luxury cars, houses, a power boat, expensive jewellery and designer clothes, the thefts went undetected. This was due to the fact she seemed completely trustworthy and also because her employers were so rich that it took some time to notice that the money had gone missing.

The thefts had still not come to light by the time her bosses, a married couple, left the company. In fact they were so impressed with her work that they recommended her to the person taking over their position. She then continued pilfering from her new boss. At one point she stole £2.5 million in a single transaction. As well as using the money to fund a wealthy lifestyle, she also paid off mortgages for friends and family.

She was on the point of escaping when her crimes were finally rumbled. She planned to leave the country, saying that she had a new job. Instead she was arrested and charged with stealing from her boss. It was only then that the couple she had previously worked for realized that there was a fortune missing from their own accounts. When she stood trial, she pleaded not guilty to theft saying that she had been given the money by her employers. However, she was found guilty and sentenced to seven years in prison, although she was later released early on parole.

2 Use the clues to help you complete the crossword with words from the text.



Across

2 He didn't seem like a thief yet he'd been _____ from the bank for years

4 discovered that someone had been doing something wrong (informal)

6 The surname that a woman has before she marries is her _____ name.

7 reliable, honest and truthful

8 let out of jail early on condition that you regularly report to the authorities once released

9 The cash was _____ off illegally without the account holder's knowledge.

Down

1 in a way that escaped notice

3 The signature on the cheque didn't belong to the person who owned the account. It had been _____ .

5 done extravagantly, with no expense spared

6 a special loan often used to purchase a house

3 Circle six verbs and three adjectives that we can use with *trust*.

accidental	believe	betray	build	complete	earn	expected	gain	hold	implicit	join	lose
mutual	save	total	utter	win							

4 Choose one of the words from exercise 3 to complete the sentences.

1 When he stole the funds he *won / betrayed* the trust of all his investors.

2 There needs to be a strong bond of *mutual / total* trust between customers and suppliers.

3 We don't tend to discuss it – the trust is *implicit / complete* rather than spoken.

4 In some cultures trust is *joined / won* gradually over a number of months or even years.

5 We worked together in the past and he has my *utter / complete* trust.

6 In order to *gain / lose* our client's trust we must be transparent in all our dealings.

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Review 5–6

1 Choose the best word or phrase to complete the two opinions about working environments.

1	a more part	b most part	c main part
2	a preferring	b prefer	c to prefer
3	a considerable	b considerably	c consider
4	a hole	b whole	c wholly
5	a less	b a lot	c much
6	a liked	b likely	c like
7	a far than	b far most	c far more
8	a most	b main	c majority
9	a inclined	b appreciate	c tend
10	a much noisy	b far noisier	c far more noisy
11	a regulation	b law	c rule
12	a largely	b larger	c large
13	a twice	b double	c two times
14	a compare	b comparing	c compared

Opinion 1
For the [1] _____ , people in our department tend [2] _____ working in an open plan office. It's [3] _____ easier to walk over to a colleague's desk and chat about something than it is to knock on their door and go into their office. On the [4] _____ open plan spaces are [5] _____ formal. In our team we are more [6] _____ to have quick, frequent chats about our projects than schedule long meetings. It's [7] _____ productive.

Opinion 2
The [8] _____ of people are [9] _____ to work better when they have their own office or share with one other person. For a start, open plan offices are [10] _____ than individual offices. As a [11] _____ the quieter it is the more I can concentrate. By and [12] _____ that's true for most people, I think. I know that I get [13] _____ as much work done now that I have my own office [14] _____ to when I was in an open plan environment.

2 Read the sentences and replace the words in brackets with a more appropriate option.

1 These are very _____ (tricky) times but we will reach our objectives if we remain _____ (uncompromising).

2 These evening dresses are specially designed to make the wearer look _____ (skinny).

3 During the exchange trip the students were very _____ (curious) and asked questions about cultural differences in their host country.

4 Our latest range of delicious yet economical dinners are proving popular with _____ (mean) shoppers.

3 Cross out a word that is <u>not</u> usually used with the verb.

1	turn	into / out / around / above
2	move	in / away / through / on
3	come	beneath / round / up / about

4 Correct the mistakes in the following sentences.

1 How long did it take to turn into your spare room a home gym? _____

2 Lucia had enjoyed her time with the company but felt it was time to move it on. _____

3 I thought he was the Finance director but it turned he out was the new security guy. _____

4 Did the pay review come in conversation up when you spoke to Daniel yesterday? _____

5 Have you got a date to move to your new apartment in? _____

6 It will take more than money to around this company turn. _____

7 Do you think he'll eventually come to your way round of thinking? _____

5 Match these words with the correct definition.

1 up-market	a relating to marriage
2 prosperous	b strong and unpredictable winds while in the air
3 distress call	c becoming greater in size, number or intensity
4 turbulence	d mechanical system guide a vehicle without need of a driver
5 residential area	e cheated someone out of money or property
6 mounting	f not noticing or realizing what is happening
7 marital	g something that's expensive or of superior quality
8 autopilot	h a district where people live
9 unaware	i radio contact with the authorities to ask for help
10 conned	j wealthy and successful

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Finding fixes

A Mixed conditionals

1 Write the following numbers in words.

1 **2.58**	2 **7,524**
_____	_____
3 **9,690,000**	4 **10 ¾**
_____	_____
5 **8.03**	6 **502,412**
_____	_____
7 **33 ⅓**	8 **0.958**
_____	_____
9 **2,400,392**	10 **–14.82**
_____	_____

2 Correct any mistakes in the sentences. Which sentences are second and which are third conditional?

1 If she had of won the competition, she would have got a car. _____

2 If you had bought a map, you might not have get lost. _____

3 I would learn Japanese if I have more time. _____

4 If we had a break, we could grab a coffee. _____

5 They would have accept the offer if we had agreed to their terms. _____

6 You could have came to the party if you hadn't worked at the weekend. _____

7 If I became an assistant manager, I could earn a higher salary. _____

8 If you hadn't call the supervisor there might have been a bad accident. _____

3 Choose the correct word to complete the mixed conditional sentences.

1 If the contractors hadn't changed the completion date we would _____ in our new headquarters by now.

a have been **b** been **c** be

2 The designer _____ finished the illustrations if we hadn't altered the specifications.

a would have **b** should **c** could

3 If the correct procedures _____ followed, we wouldn't need an enquiry now.

a have been **b** had been **c** had

4 The computer wouldn't _____ all the time if you hadn't downloaded so much music.

a crashed **b** crashing **c** crash

5 If Kris was in charge of the training budget we _____ lost so many useful courses.

a might had **b** mightn't have **c** might not had

6 The situation could _____ peacefully if they learned to communicate more effectively.

a have been resolved **b** had been resolved
c be resolve

4 Complete the sentences with *would* or *had*.

1 If I _____ explained the problem earlier, my boss wouldn't be upset with me now.

2 We _____ have travelled by train if the airport was still closed.

3 The client wouldn't want a refund if you _____ delivered the package on time.

4 I _____ have been on time if my alarm clock worked.

5 If Sam worked harder, he _____ have been promoted months ago.

6 If I _____ started my own software business, I _____ be rich by now.

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B Risk assessment

1 Read the information about writing a risk assessment and choose the correct answers.

1 What is the aim of a risk assessment?

a to eliminate potential problems through safety laws

b to recognize and form strategies to deal with problems

c to analyse and control problems that have already occurred

2 What is the objective of the ranking system?

a to check how serious the event is after it has occurred

b to consider how to identify risks that have happened in previous situations

c to access the level of probability of a particular event happening

3 After the information has been gathered what should it be used for?

a to build a set of guidelines to follow if problems happen

b to liaise with emergency services to identify what to do

c to communicate the potential dangers to everyone in the group

2 Find a word in the text that has a similar meaning to the following.

1 methodical _____

2 dangers or threats (x2) _____

3 previous _____

4 judged or assessed (x2) _____

5 listing and comparing things _____

6 reduce or lessen _____

7 conclude, end up with _____

8 a fixed set of actions to follow _____

3 33 Listen to the information about the Overland Seven rally. Are the following statements true (T) or false (F)?

1 The participants will drive through seven countries. _____

2 The winner is the car which arrives in Turkey first. _____

3 The second stop will be in Slovakia. _____

4 It's likely that not all the cars will reach the finishing line. _____

5 Any vehicles are allowed to enter the race. _____

6 Teams that take more than three days would be excluded from winning. _____

4 Listen again and answer the questions.

1 Where is the first timing stop? _____

2 How many points do the first three cars get at each stop? _____

3 How old must the cars be? _____

4 Why do the cars need at least two drivers? _____

5 What is the total distance of the rally? _____

A risk assessment is a systematic examination of a task or situation in order to identify any hazards which might occur. There are various ways of identifying potential hazards including observation, using prior experience and following health and safety guidelines or legislation. Then you need to think about the group of people who may be at risk from the problems that have been identified. Once the risks have been identified they can be evaluated to decide how likely they are to happen. One way of doing this is to use a ranking system, for example:

1 = highly unlikely
2 = unlikely
3 = possible
4 = probable
5 = certain

This will help to identify the severity of the risk. Risks which are identified as 4 or 5 would then be prioritized and given more time and attention. The final stage would be to decide which control methods should be implemented to minimize the risk. At this point it is also important to use the available information to construct an action plan that could be put in place to cope with the situation if the event did occur. This should culminate in a workable procedure that can be communicated and followed. It should include information about any emergency services which would be required to participate.

5 Complete part of the race risk assessment with one of the connectors.

although because in case provided that
supposing unless

The main risk is due to the fact that this is an overnight race. 1 _____ there are two drivers, it could still be very tiring and there is a real risk of falling asleep at the wheel. Lack of sleep can be as dangerous as drinking and driving. 2 _____ an animal runs out in front of the car, a tired driver's reactions might not be quick enough to take appropriate action. The terrain is an additional danger 3 _____ the teams will be travelling in unfamiliar countries. 4 _____ they drive with their full attention the risks of driving in unfamiliar environments should be minimal. But as we have mentioned, the teams will be tired. 5 _____ the drivers stop for rest periods, they could become confused by differences in driving style or road rules compared to their own country. Finally, the race goes through some remote areas and the drivers will need to make sure that they have everything they need 6 _____ something goes wrong.

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1 Use the clues to find ten words in the wordsearch.

1 planned and organized action

2 person who buys goods or services

3 strong negative reaction by a group of people about an event or decision

4 things that are done wrongly or in an unsatisfactory way

5 written request signed by lots of people demanding a specific action

6 change a course of action or return to what it was before

7 refusal to deal with or buy goods from a particular company

8 money in payment for something that goes wrong, for example loss or damage

9 ordinary people, not a particular group

10 amount of money returned to a customer who paid for something they are not happy with

C	R	O	B	R	E	V	E	R	S	E	S	G	I
O	N	E	I	K	C	X	Z	L	M	G	Y	O	T
N	T	Y	F	N	D	B	F	H	E	I	O	M	Z
S	F	Q	I	U	B	G	O	P	R	M	V	P	A
U	A	D	X	G	N	J	K	Y	H	W	F	E	P
M	I	E	T	A	M	D	L	V	C	N	P	N	F
E	L	B	A	C	K	L	A	S	H	O	R	S	T
R	I	A	K	C	T	Y	U	B	M	Z	T	A	Q
S	N	H	E	F	C	S	T	A	B	V	G	T	W
E	G	E	N	E	R	A	L	P	U	B	L	I	C
L	S	E	O	X	G	P	T	V	I	Y	H	O	G
Z	O	X	D	L	C	A	M	P	A	I	G	N	Q
G	D	P	E	T	I	T	I	O	N	N	K	E	C
L	S	C	G	A	S	F	C	Z	Y	X	N	V	E

2 34–38 Listen to five people describe things that have gone wrong. What sort of company is the speaker complaining to in each situation? Circle the correct option below.

Speaker 1: travel / estate agent / catering

Speaker 2: stationery / broadcasting / electronics

Speaker 3: computer software / telecommunications / energy

Speaker 4: garage / construction / vehicle hire

Speaker 5: accountancy / banking / solicitor

3 Listen again. What adjectives do the speakers use to describe the following actions?.

Speaker 1

1 the behaviour of the staff _____ _____

Speaker 2

2 printing out photographs _____

Speaker 3

3 the family TV package _____

4 giving misleading information _____

Speaker 4

5 driving without lights _____

6 the actions of the garage staff _____

Speaker 5

7 charging different fees for similar services _____

8 including unauthorized services _____

4 We can use the prefixes *im-, un-, ir- and il-* to make adjectives negative. Match the words in the box to the correct prefix in the table. Check any words you do not know in a dictionary.

clear fortunate legal legible literate patient perfect personal professional relevant reparable replaceable

im-	*un-*
il-	*ir-*

5 Choose the best word to complete the dialogues.

1

A: The instructions for this printer are very *unclear / irrelevant*. They're small and the ink is smudged.

B: I'm sorry to hear that. I'll send you a more *legible / literate* copy.

2

A: Your computer technician broke my computer and some of the information on it is *irreplaceable / irreparable*.

B: That's *unfortunate / illegal*. We'll send someone round immediately to try to solve the problem.

3

A: I agree that their prices are competitive but I'm concerned that the service might be rather *impersonal / imperfect*.

B: On the contrary, feedback suggests that their service is both personal and *patient / professional*.

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D Communication strategies Negotiating

1 Rearrange the words into phrases you could use in a negotiation.

1 I'm / that / me / price / work / doesn't / afraid / for

_____

2 Would / you / hiring / consider / staff / extra / if / productivity / we / to / increase / agree?

_____

3 Great / we / get / writing / this / in / shall?

_____

4 Our / is / costs / that / need / we / to / cut / position / without / on / compromising / quality

_____

5 I / certainly / see / can / coming / where / you're / from

_____

6 I'd / more / consider / time / to / like / this.

_____

2 Which phrase in exercise 1 would you use to do the following?

a open the negotiation _____

b signal understanding or agreement _____

c object to a point _____

d make a concession _____

e avoid making a decision _____

f close the negotiation _____

3 39 Listen to an extract from a negotiation. Which of the following topics are discussed?

1 Absence of any consultation ☐

2 Lack of adequate discussion ☐

3 Cutting childcare provision ☐

4 Longer working hours ☐

5 Stopping an employee transport service ☐

6 Refusal to pay for adequate parking facilities ☐

4 Listen again. What is the outcome of the negotiation?

1 Both participants agree to disagree. ☐

2 The manager agrees to compromise. ☐

3 The manager agrees to consult his superiors. ☐

5 Complete these sentences from the negotiation with the correct word in the box. Listen again to check.

account	aware	behalf	considerable	contradicts	feeling	forward	option	proceed	through

1 But there's still a lot of bad _____ about the suggested changes.

2 I'm not sure whether the initial consultations took that into _____ .

3 One _____ would be to find out how many would be adversely affected.

4 Are you _____ of how many staff use this service?

5 However, this would save the department a _____ amount of money.

6 But I'm not sure this has been thought _____ .

7 Increasing the number of cars on the road rather _____ that, don't you think?

8 How do you want to _____ ?

9 Could you raise these concerns on our _____ ?

10 I'll put _____ your points but I can't make any promises.

6 Which phrase (a–f) could replace the phrase in *italics* in sentences 1–6?

1 Thanks for coming in today, shall we have a cup of coffee or *would you like to get started?* _____

2 Well, we can make some concessions on the schedule but we'd *like you to compromise* too. _____

3 I can see your argument, but it *wouldn't be easy* to agree to your terms. _____

4 OK, we *could lower some of our prices* if you agreed to place a regular order. _____

5 We've looked at a number of issues today. Let's arrange another meeting after we've had *time to think everything through.* _____

6 I hope you'll agree that *we've managed to agree on many key areas.* _____

a would be extremely difficult

b a chance to process this information

c need you to meet us halfway on this

d this has certainly been a productive meeting

e shall we get down to business?

f would be prepared to arrange a discount

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1 Read the article and match the problems (a–c) with the solutions (1–3) in the text.

a I've tried everything and it's impossible to find a solution.

b This problem's too complicated.

c The same idea keeps going round and round in my mind.

Crack the problem

Sometimes we can look at a problem and the answer comes to us immediately. At other times, the solution seems to remain hidden no matter how hard we try. When we are dealing with a particularly difficult *conundrum* it's possible to try and trick our brain into playing ball. Here are three common *stumbling blocks* that can occur when trying to solve problems and three strategies that could help.

1 _____

Solve one part at a time. Sometimes a problem seems too big to solve in one go. So, instead break it down into stages that are easier to manage. For example, if you want to clear up the ***clutter*** in your house, start with one room at a time. If you want to work on your personality, start with one positive characteristic that you want to improve.

2 _____

Take a break. When we focus on a particular idea we can forget to consider other options. That's often the point where our ***thought processes*** can lead us in the wrong direction. Stop for a coffee or change your location; go outside or move to a different room. It can help to open our minds to new ideas and encourage new ways of thinking. That's why the old saying 'sleep on it' sometimes works because it gives the brain time to process information.

3 _____

Redefine the problem. If a problem starts to seem impossible to solve, think about why you want to ***tackle*** it in the first place. That doesn't mean give up. Instead it means clarify what you want to achieve and change the way you define and approach the situation. For example, imagine that you keep trying for a promotion but never get it. Start by considering what you really want from the promotion. Is it more responsibility, a higher salary, a new office, more interesting tasks? Then work on accomplishing those things. Whether or not you get the new title, your job satisfaction is far more likely to increase.

2 Complete the definitions with a word or phrase in *italics* in the article.

1 something that is messy or disordered _____

2 a difficult puzzle or challenge _____

3 deal with something that requires effort _____

4 something that gets in the way and stops progress _____

5 the mechanics of thinking _____

3 Complete the problem-solving steps with one of the words in the box. Then place them in the correct order on the scale.

decision gather identify potential options

a Outline _____ solutions.

b Make a _____.

c _____ information.

d Discuss _____.

e _____ the problem.

4 Choose the best word in *italics* to complete the mini-dialogues.

1

A: Well, this is what I believe we should do; cut all fuel taxes in order to decrease the cost of petrol.

B: That's certainly an interesting *argument / resolution / explanation* but I think you're forgetting the impact it would have on the environment.

2

A: We need to look at ways to reduce world hunger.

B: This is a very complex *dispute / issue / thought* and it may be best to focus on a particular area.

3

A: The steps I have outlined are very likely to work.

B: On the contrary, I'm afraid the solution you propose simply isn't *useable / regular / viable.*

4

A: I studied all the available data on this topic.

B: Yes, I can see that you considered the *proofs / evidence / examination* very thoroughly.

5

A: So we're agreed that we'll tell the production department to increase output immediately?

B: Yes, that'd certainly *resolve / decide / determine* the problem in the short term.

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8

A Passives overview
B Asking questions
C The media
D **Communication strategies** Clarifying
E **Interaction** Dealing with a problem

Breaking news

A Passives overview

1 Read the headlines and cross out any words that are not essential. Make the headlines as short as possible.

a A recent poll says that Japanese employees tend to work the longest hours in the whole world.

b A Hollywood director has been caught stealing jewels from a jewellery store.

c The government looks ready to hold national elections around next May.

d A student complained yesterday after he was bitten by the President's dog.

e Scientists are excited to discover a new material that is tougher than steel.

f There are reports that falling currency rates will potentially increase exports.

g Measures have been taken to reduce the risk of redundancies caused by cutting costs.

3 Rewrite the sentences and clauses in *italics* in exercise 2 using the passive form.

1 _____

2 _____

3 _____

4 _____

5 _____

6 _____

7 _____

2 Match the headlines in exercise 1 with these extracts from news stories.

1
The incident occurred when *the university invited leading political figures to join a debate about animal rights.* The discussion was organized in response to the proposed animal welfare bill which parliament are due to consider next month. Sources say that the pets had been brought along in a light-hearted attempt to underline the government's support of the bill. The 19-year-old male was treated for minor cuts and later released from hospital.

2
The recent fall in exchange rates has made local goods more attractive, price-wise, to international consumers. However, financial experts are concerned that the cost of imports will also increase, which would be far less beneficial in terms of trade. *The Finance Minister is due to call a press conference early tomorrow* to discuss government proposals to stabilize the currency.

3
While some countries appear to have slightly reduced their working hours, many others appear to have opted to increase the working week. ***Researchers questioned inhabitants of 30 countries*** and found that the percentage of those who work more than 48 hours a week has significantly increased.

4
The spokesperson denied that the change of policy was connected to recent threats of industrial action at the laboratory. He stated that the recent discovery of a new method to replace gold components has allowed the company to reduce costs and averted the need to cut jobs. *The manufacturing process had previously required the precious metal.*

5
The date was leaked after confidential papers were left on a train by a civil servant. A government spokesperson has refused to confirm or deny the rumours. However, a senior politician, who did not wish to be named, confirmed, 'Voters can expect to go to the polls in late spring.' A senior administrator has resigned from his role following the discovery of the documents. ***His department is going to hold an inquiry into the incident.***

6
Although it has the appearance of plastic, it is incredibly strong. It is light, flexible and versatile which will allow it to be used in a number of different applications, including bridges, buildings and for household items. ***Designers, manufacturers and architects are already expressing interest.***

7
The bizarre incident took place after a party following the Oscar ceremony. Police reports refused to disclose a name but did confirm that a male had been arrested following the theft of a diamond bracelet. *A sales assistant had reported the item missing* soon after the shop opened early in the morning.

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1 Complete the questions with *get, bring* or *take*.

1 Did you remember to _____ the car to the garage for a service?

2 While you're out, could you _____ me a coffee?

3 Do you mind if I _____ a friend to your house-warming party at the weekend?

4 Will you let me _____ you to lunch to say thank you for all your help with the project?

5 When you come to the meeting this afternoon, will you _____ a copy of your report?

6 Would you be able to _____ me a map of the city when you're in New York?

2 Choose the correct word to complete the tag question.

1 You will be able to come to the seminar, _____ you?
a will b would c won't

2 The temperature couldn't get any colder, _____ it?
a can b could c can't

3 He gave you a receipt, _____ he?
a didn't b gave c doesn't

4 The delivery won't arrive on time, _____ it?
a won't b will c would

5 I'm giving the presentation, _____ I?
a am b aren't c are

6 He doesn't eat meat, _____ he?
a does b isn't c doesn't

7 Surely there's an online order form, _____ there?
a is b hasn't c isn't

8 They never sent us a credit note, _____ they?
a didn't b did c have

3 Complete the short answers in each mini-dialogue with the correct verb form.

1 **A:** They won't be able to come tonight.
B: Oh, _____ they?

2 **A:** I've got a terrible toothache.
B: _____ you? Sorry to hear that.

3 **A:** Liam looks very tired at the moment.
B: _____ he? He's probably working too hard.

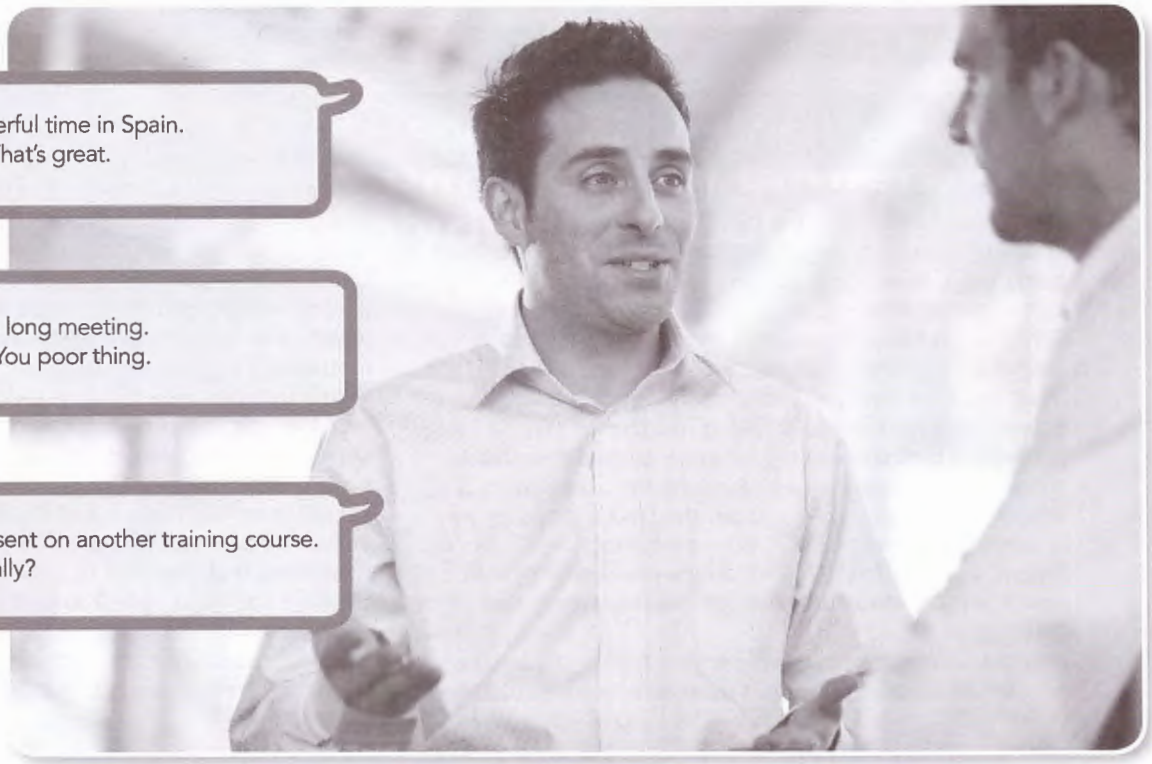
4 **A:** We had a wonderful time in Spain.
B: _____ you? That's great.

5 **A:** It was a really long meeting.
B: _____ it? You poor thing.

6 **A:** Natalia is being sent on another training course.
B: _____ she really?

4 Complete the gaps in the dialogue.

A: Can you [1]_____ me why these figures are incorrect?
B: They're not incorrect. [2]_____ you see the email I sent you with the amended figures?
A: What email? [3]_____ did you send it?
B: This morning. [4]_____ you checked your mail yet?
A: Yes, I have. Oh, you [5]_____ send it to my new email address, didn't you?
B: [6]_____ am I supposed to send it to your new email address if you don't tell me that you've changed it?
A: Sorry, I thought I'd already sent it to you. Tell you what, [7]_____ don't you send it again? I'll give you my new details now. I'm busy at the moment but perhaps we could [8]_____ again later to discuss them.
B: All right, [9]_____ you give me a call when you're free?
A: I certainly [10]_____ .



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1 As English has developed, it has adopted words from many different languages. Match the following words to the language you think they originally came from.

1 intelligentsia	a French
2 rendezvous	b Czech
3 coffee	c Japanese
4 robot	d Arabic
5 tycoon	e Russian

2 Match the words or phrases that have recently come into use (1–6) with the correct definition (a–f). Which of the words is used as a verb rather than a noun?

1 search engine _____

2 Spanglish _____

3 tween _____

4 docudrama _____

5 homepage _____

6 meritocracy _____

7 hotdesking _____

a a mixture of two different languages

b a documentary where some parts are acted or scripted

c the place on a website that contains personal data, photographs or contact information

d system that gives opportunities to people on the basis of ability rather than due to other factors such as wealth or seniority

e the stage between childhood and adolescence: not a small child but not yet a teenager

f when workers share office furniture rather than have a fixed place to work

g computer program where you type in a key word and it lists relevant websites

3 Look at the information about how English vocabulary is constantly changing. What ways does it mention?

_____

_____

_____

_____

4 Match the words in *italics* in the text to one of the descriptions.

1 informal expressions often used by young people _____

2 an abbreviated word that is taken from the initials of the actual word it refers to _____

3 ready to come into use in the near future _____

4 length of time that something is expected to last _____

5 stylish and up-to-the minute _____

6 something that is fashionable only for a very brief time ____

5 Match each word in the box to one of the groups mentioned in exercise 3. Then use the words to complete the sentences.

cookie	DNA	email	Google	mouse	radar

1 Most people know that _____ is used to warn ships and aircraft about approaching obstacles but many don't realize that it stands for 'radio detection and ranging'.

2 When you visit a website it sometimes leaves a _____ to make it easier for you to return at a later date.

3 Some celebrities _____ their name to see what is being written about them.

4 Sue bought a wireless _____ to use with her laptop.

5 Don't forget to _____ me the dates of the next departmental meeting.

An ever-changing language

One of the most interesting and infuriating things about the English language is the fact that it is constantly changing. Old words change meaning or sometimes stop being used. New words appear; some are a *fad* and only last a few months.

Other words become accepted as part of the English language. Sometimes an existing word can change meaning. One way that this happens is when a noun is used as a verb. For example, a microwave may be something that you use to prepare a quick dinner, but the verb 'to microwave' also explains the action as in, 'I'll microwave this pie while you get the plates.' Another way is when the word itself is given a completely new meaning. 'Spam' was a brand name for a type of canned meat but now it is more commonly used to describe unsolicited Internet mail.

Another way that new words become part of the language is when *an acronym* becomes used as a word. Sometimes this is due to the fact that it is a technical or scientific word. For example, when talking about deep sea diving it's easier to use the word 'scuba' rather than 'Self Contained Underwater Breathing Apparatus'. Alternatively, the acronym might be coined by the media. A recent example is WAGS to describe the wives and girlfriends of famous footballers.

Words that are used as *slang* can have a short *shelf life* and soon fall out of favour. Kevin Costner was famously derided for describing Madonna as 'neat' long after the word ceased to be *trendy*. Strangely, one slang word that seems to come in and out of fashion is 'cool'. Over the years, the use has expanded from an adjective describing something that is stylish to a synonym for 'OK' or 'fine': 'That's a cool ipad cover', 'Are we cool?'

So it seems that to survive new words need to catch people's imagination and be adaptable. But one thing is for certain, there's a new batch of words *waiting in the wings*.

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1 Read the idioms and match the words in *italics* (1–15) to a definition (a–e). Use each definition once only.

1 Roger *got the wrong end of the stick* and thought I meant dollars not yen. _____

2 I'm afraid I just can't *make head nor tail of* the new guidelines – they're so complicated. _____

3 All right, *to put it in a nutshell*, you have to do the test again. _____

4 I was referring to the supplier while she was thinking of the contractor so we were obviously *at cross purposes*. _____

5 Can you go over those directions again, I didn't *follow* what you were saying. _____

a make sense of
b understand
c misunderstood
d summarize the main point
e talking about two different things

2 Complete these sentences with the correct form of one of the idioms in exercise 1.

1 So you need to enter your PIN before pressing the button – do you _____ me?

2 It's an interesting report but I simply _____ the statistics, they're so badly presented.

3 I know you're in a rush so, _____ , we need to increase the budget by 20%.

4 You must have _____ . I didn't mean that you should cancel the order.

5 They discussed materials but they were describing two different projects, so they were _____ .

3 Complete the instructions for transfering photos using the phrases in the box.

after a while	check that you	don't take out	insert the card
remove the memory	use your mouse	wait a few moments	

4 40 Listen to the conversation about the instructions. What was the main problem with the instructions?

1 They were for the wrong device.

2 They were in the wrong order.

3 They used technical terms he didn't understand.

5 Listen to the conversation again and complete the sentences.

1 No, _____ , turn the whole thing around.

2 Oh, I _____ . OK, I've done that.

3 There's a small cover that you can take off, _____

4 I see what the instructions _____ now.

5 Just press the button beside it and it'll come out easily. _____

6 Now I put it in the slot in my computer, _____

7 Oh, right, it _____ there might be a technical problem.

8 No, _____ that I haven't taken any photos yet.

Transfer photos from a digital camera to your computer

Most digital cameras use a memory card to store photos. First, [1] _____ card from your camera. Next, [2] _____ into the slot on the front or side of your computer. There may be more than one slot on your computer because the memory cards can come in different sizes. So, [3] _____ are using the correct slot. Then [4] _____ to give your computer time to recognize the card. [5] _____ the memory card until the process is complete. [6] _____ , a pop-up window will appear. Now, [7] _____ to click on the window and drag your photos to a folder.

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E Interaction Dealing with a problem

1 Look at the stages for dealing with a problem. Complete the flow chart with the words in the box.

act action ahead collect define evaluate objective

What is the problem – [1] _____ it.

[2] _____ key information: what are the facts? What are your priorities?

Identify a clear [3] _____ : what end result do you want to achieve?

Decide what [4] _____ needs to be taken: how will you achieve your aim?

Plan [5] _____ : what additional difficulties might occur?

Now it's time to [6] _____ .

Afterwards take time to review : [7] _____ whether the response was successful.

2 41–43 Listen to three short conversations. Which stage from exercise 1 does each one come from?

3 Listen again and answer the questions.

Conversation 1

1 What problems are customers having? _____

2 How do they intend to respond? _____

Conversation 2

3 How can they improve the response time? _____

4 How did some staff feel about dealing with the complaints? _____

Conversation 3

5 How will they communicate information about the improvements? _____

6 Who are they about to report to? _____

4 Look at a letter describing a problem. Correct twelve mistakes.

Dear Mr Harding

I am writing to concern your reservation of the Barnard room at The White Horse hotel on 12 July.

Unfortunately, we have now being informed that extensive renovation work will need to be carried out on this conference room. This is in order for comply with health and safety regulations. Until the work has been complete by the construction company, we will be unable to allow the room to be used for any everfts.

We would like to extend our apology for any inconvenience that this may cause. In order to minimize disruption, your event will been relocated to the Miller room. This is one of our premium conference rooms. It is larger than the Barnard room and enjoys an excellent view of the lake. We would pleased to offer you the use of this facility at the same rate as the Miller room.

As a goodwill gesture we would like to offer you a 20% deduction in the restaurant and a complimentary day pass to the spa. Thank you to advance for your understanding. If you have an queries or would like any further information, please do no hesitate to contact me.

Your sincerely

Julianne Law
Assistant Manager

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1 Choose the best words in *italics* to complete the sentences.

1 If you'd followed the instructions you probably would *have / had* finished by now.

2 Would you have been as critical if you *were / have been* the person who made the mistake?

3 He'd be more financially secure if he *hadn't invested / hasn't invested* so much in hedge funds.

4 If the team leader had communicated effectively these problems wouldn't *have occurred / occurred*.

5 If the correct procedures had been followed we wouldn't *have needed / needing* to pay compensation.

6 She would have finished the task on time if she *hasn't been / wasn't* such a perfectionist.

2 Put the words in the correct order to make expressions you can use in a negotiation.

1 can / see / certainly / I / where / from / coming / you're _____

2 time / think / I'd / like / to / this / about _____

3 afraid / doesn't / I'm / that / me / for / work _____

4 need / saying / like / begin / by / costs / we / to / cut / I'd / to _____

5 you / give / discount / an / extra / would / if / we / order / us / the / increased _____

6 agree / think / we / can / these / terms / to / I / both _____

3 Match each expression in exercise 2 to one of these functions.

a opening the negotiation _____

b signalling agreement _____

c objecting to a point _____

d making a concession _____

e avoiding decisions _____

f closing _____

4 Each pair of sentences includes one active sentence and one passive sentence that contains a mistake. Identify the passive sentence and correct the mistake.

1 a The head of technology made the presentation.

b The presentation was made with the head of technology.

_____

2 a It is said that the environment will continue to been affected by pollution.

b Scientists say that pollution will continue to affect the environment.

_____

3 a The tourist filmed the incident using a mobile phone.

b The incident was filmed by a tourist by a mobile phone.

_____

4 a It is possible to use organic plants to make cosmetics.

b Organic plants can be use to make cosmetics.

_____

5 a There is reported that a new metal has been discovered in South America.

b The report says that they have discovered a new metal in South America.

_____

6 a An announcement will be making by the Financial Director this afternoon.

b The Financial Director is making an announcement this afternoon.

_____

5 Complete the mini-dialogues with the words in the box.

characters	episode	game shows	plot	series	reviews	setting

1

A: I missed that programme I wanted to watch about Russian art.

B: Don't worry, it's a _____ so you can catch part two next week.

2

A: I've just finished reading a book by Charles Dickens.

B: I like his descriptions but he has so many _____ that I get confused.

3

A: Are you going to that new play at the Victoria Theatre?

B: I'm not sure, it sounds good but the _____ weren't very complimentary.

4

A: So, they have to answer questions and they get £1000 for each one that's correct but if they get it wrong they lose all the money.

B: I'm not keen on _____ . I usually prefer current affairs programmes.

5

A: Did you enjoy that play you went to see last night?

B: Well, the acting was OK but the _____ was pretty ridiculous.

6

A: I heard that they use some exotic locations in the film.

B: That's right. It starts in turn-of-the-century Hong Kong but then the _____ suddenly changes to present-day Tahiti.

7

A: Have you been following that new Finnish detective series on channel 6?

B: I watched the first _____ but then I missed the next couple and I couldn't understand the storyline anymore.

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Security and privacy

A Making predictions

1 Match the word with the correct definition, a or b.

1 **PIN**
- a a personal identification number with four digits that is used to gain access to a cash machine
- b a special device used to connect two things together

2 **Password**
- a a list of recent payments that have been made to your account
- b a secret word that only you know which you can use to prove your identity

3 **Security number**
- a a unique number given to a person for the purpose of allocating insurance
- b a number on the back of a credit or debit card which may be required to make certain transactions

2 Read the article with tips on protecting yourself against credit card fraud and decide if these statements are true (T), false (F) or if the information isn't given (NG).

1 It is safe to send credit card or bank details by email as long as you are sending it to someone that you know. ☐

2 When a small picture of a log appears on your computer it tells you that it is safe to proceed with giving payment details. ☐

3 It is possible to purchase special software and devices to make the process of buying items on the Internet safer. ☐

4 More people are likely to give their personal details over the phone than by email. ☐

5 Credit cards are usually taken from bags or jackets in the workplace. ☐

6 When a new credit card arrives, you should immediately write your name on the reverse side. ☐

3 Find the words in *italics* on the website page which match these definitions.

1 purchases made in a shop or withdrawals of money from an account _____

2 wrong or illegal way of using something _____

3 with no one present to watch or guard _____

4 something that you have not asked for and do not want _____

5 stopped or interrupted on its way from one place to another _____

6 a small image on a computer screen that represents something ___

7 done without official approval or permission _____

8 devices or computer programs that block unwanted or dangerous communications _____

How to beat credit card fraud

- Never reply to *unsolicited* emails or telephone calls that request personal information such as your bank account details or passwords.
- Do not send payment information such as credit card details by email. Email is not secure and your messages could be *intercepted* by third parties.
- If you are making an online payment, check that the site is secure. There should be a 'padlock' *icon* on your browser's status bar, and the URL should begin 'https' ('s' = secure) . This means that the website is secure and your information will remain protected.
- Always use email *filters*, anti-virus software, spyware filters, and firewalls to help keep your computer secure.
- Check your bank and credit card statements as soon as you receive them, and report any *unauthorized transactions* immediately to your bank.
- Do not allow anyone else to use your card, and never give anyone your card details, even a friend or family member.
- Never leave your credit card or bank card *unattended* at work. There are more card thefts in the workplace than in anywhere else.
- Report lost or stolen cards immediately.
- Do not allow your card to be taken out of your sight when paying for something in a shop, and always check your card when it is returned to you to be sure that it is your card.
- Sign the back of your new card as soon as you receive it, and destroy the old one by cutting it up to avoid the risk of anyone else *misusing* it.

4 Choose the correct word to complete the sentences.

1 The price of insurance went up by 15% last year and it may *well / definitely* increase by the end of this year.

2 Sadly, there is *small / little* chance of the situation improving without further investment.

3 It's *highly / not much* likely that we will be able to use our smartphones to buy goods in shops instead of cash or credit card.

4 There's *ever a / every* chance that security firms will be demonstrating anti-virus software at the trade fair.

5 The cost of banking *probably / likely* won't fall in the next quarter.

6 Experts say that we *unlikely / might* be using our watches to scan and pay for small purchases in the near future.

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1 Which explanation (1–4) do you think is the best definition of the title of the article? Read the article and see whether your opinion changes.

1 someone who used to have a job as a hunter who now works in sport

2 a former criminal who now has a better understanding of the criminal mind

3 two people who have a competitive relationship but who find a way to compromise

4 someone who constantly changes their mind about a subject but who finally comes to a decision

2 Complete the text with one of the words in the box.

advise	capture	consultancy	crime	lawyer	life
move	pursued	serving	teenagers		

Poacher turned gamekeeper

When he was 16 years old, American Frank William Abagnale. Junior spent five years travelling though 26 different countries. This would have been remarkable enough for most [1] _____ , but this wasn't a gap year and Frank wasn't paying his way washing dishes or waiting tables. His adventure was funded by a life of [2] _____ ; he was using forged cheques.
[3] _____ by both the police and the FBI, he assumed eight separate identities to avoid [4] _____ . During his time on the run, he stole identities and pretended to be, amongst other things, an airline pilot, a doctor and a [5] _____ .
After finally [6] _____ five years in prison for his crimes, he went to work for the federal government. He used his knowledge of his time as a forger, imposter and escape artist to [7] _____ others on how to avoid people like himself. He has worked as a consultant and lecturer at an FBI academy. He also runs a financial fraud [8] _____ company advising companies how to avoid protect themselves against fraud.
His [9] _____ story has been made into a film and it has also been the subject of a Broadway musical. Crime might not pay but it seems that for some people it can certainly be a good career [10] _____ !

3 Use the modal perfect to complete the sentences.

1 I hear that you got locked in the office all night. That _____ been frightening!

2 This project is way over budget – we _____ spent so much on PR and marketing.

3 So you worked full-time while studying for your MBA? That _____ easy.

4 They really _____ called us to let us know that they were going to be late.

5 She _____ continued with a life of crime but instead she used her experience to help young people stay out of prison.

4 Choose the best word to complete the compound nouns in the sentences.

1 She was an escape _____ who could get herself out of even the most secure prison.

a artist b entertainer c performer.

2 During my lunch hour I'm going to find somewhere to get a hair_____ .

a trim b cut c snip

3 We agreed to work late at the weekend as long we get paid over_____ .

a salary b credit c time

4 I know she doesn't eat meat but does she eat sea_____ ?

a feast b diet c food

5 When I sit at the back of the class I can't see the black_____ .

a mail b board c ball

5 Match a word in exercise 4 to a type of compound noun in the table.

noun	+	verb	1 _____
verb	+	noun	2 _____
noun	+	noun	3 _____
adjective	+	noun	4 _____
preposition	+	noun	5 _____

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C Breaches of privacy

1 Read the article and answer the questions.

1 What two uses of the social networking site does the article mention? __

2 Find an example of the following in the text.

a an online retailer _____

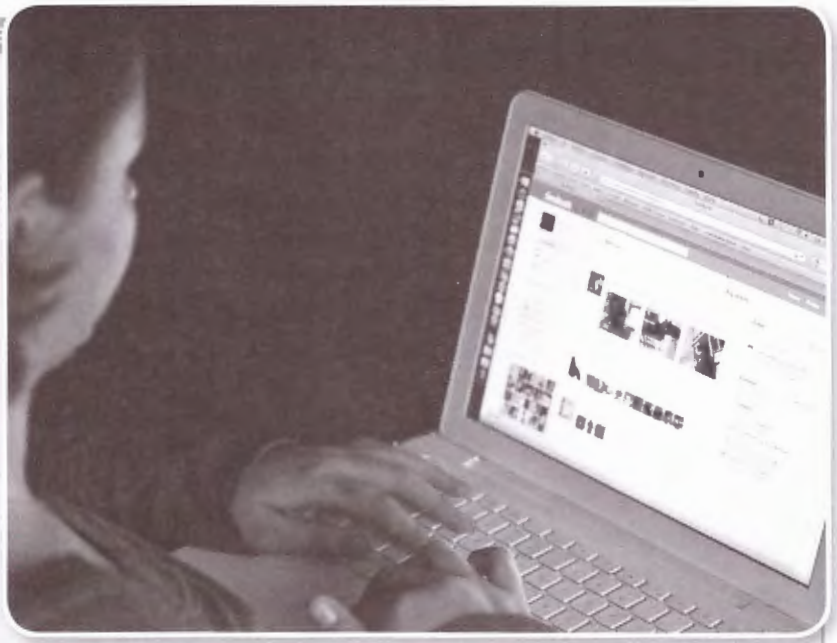
b a search engine _____

c a video-sharing site _____

3 What was the function of the program that caused problems? _____

4 What was the company accused of altering without advising users? ____

5 What does the company now need to do before making further amendments to these settings? _____



The social networking site Facebook has become an important part of many people's lives. It has been used to help people become reunited with lost friends, colleagues and members of their family and to make new friends with *like-minded* people. Some experts believe that people now spend more time on Facebook than they do on Google, YouTube and Amazon combined.

One of the aspects that has characterized Facebook is that it is constantly *evolving*. However, it is sometimes the speed of *innovation* which has got Facebook into trouble in the past. When the company introduced an advertising program called Beacon it upset some users. The aim of the program was to share information about what people bought on other websites. The problem was that many people weren't *aware* that their purchases would be made public to all their Facebook 'friends'.

One user discovered the problems that this could cause when he bought an engagement ring for his girlfriend. The news of his purchase immediately went out to all his friends and contacts, including to his girlfriend – whom he hadn't yet *proposed* to. Another user bought an expensive ring as a surprise present for his wife only to find that the news was broadcast on his Facebook page before he even had a chance to give it to her. Facebook subsequently installed a privacy control that allowed users to turn off Beacon completely.

More recently, Facebook was charged with *misleading* users with its privacy policy. The networking site had to answer to the US Federal Trade Commission over charges that it changed privacy settings without adequately warning users. As a result some people were sharing more personal data than they agreed to. Information which some people thought was private could in fact be viewed by everyone. The settlement with the US authorities requires Facebook to get users' approval before making changes to how it shares their data.

2 Find a word in the article to match the following definitions.

1 someone who thinks the same way that you do: *l*_____

2 growing and changing: e_____

3 invention and improvement: *i*_____

4 know that something is going on: *a*_____

5 asked someone to marry you: *p*_____

6 confusing someone or not telling the whole truth: *m*_____

3 Complete the sentences a word or phrase in the box.

against	of	over	to	up to	with

1 After the court case the two parties involved reached a settlement _____ each other.

2 The legal team disagreed with the verdict so they took the case to the court _____ appeal.

3 Three men were sentenced _____ six months in prison.

4 The lawyer expressed serious concern _____ the decision to allow the press into the court.

5 If found guilty they will face jail sentence of _____ three years.

6 The defendants were charged with fraud _____ the shareholders of the company.

4 Read the sentences and match the crime in *italics* in 1–5 to the correct definition (a–e).

1 The gang was also charged with committing a *burglary* in the home of a former friend. _____

2 The police reported several acts of *vandalism* during the carnival. _____

3 Experts agree that there was a rise in *white collar crime* during the recent recession. _____

4 A spokesperson from the fire brigade stated that the damage was caused by *arson*. _____

5 Incidents of *smuggling* exotic animals has increased since more people now wish to buy them as pets. _____

a deliberately setting something on fire

b breaking the law in a business context, for example fraud

c enter a person's house or business by force and steal things

d taking something from one country to another illegally

e deliberately damage public or private property

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1 **44–46** Listen to three conversations and match each one to one of the factors that influence how we make requests.

a Social relationship between the speakers

For example, is the person a stranger or a close friend?

Conversation _____

b Power relationship between the speakers

For example, is the person senior or junior in the hierarchy?

Conversation _____

c Size of the request

For example, is it a large or a small favour?

Conversation _____

2 Listen again and answer the questions.

Conversation 1

1 Who is usually the first contact in the hierarchy when putting forward ideas? _____

2 Who would benefit from the changes? _____

Conversation 2

1 June wants help with a colleague's

a farewell party.

b promotion celebration.

c birthday lunch.

2 What is Kieran's relationship with Sonia?

a They were close friends.

b They used to be engaged.

c They're work acquaintances.

Conversation 3

1 One of the speakers needs *change / to change money / to change currency.*

2 The other person offers *a cheque / cash / a token for the machine.*

3 **44** Put the words in the right order to make phrases used in Conversation 1. Listen again to check.

Conversation 1

1 *moment / could / wonder / if / I / have / a / of / time / your / I*

2 *feedback / really / value / your / I'd / so*

3 *you / it / with / possible / leave / be / would / copy / to / a*

4 *see / a / I / problem / with / don't / that*

5 *consider / thanks / much / for / taking / very / the / time / to / it*

4 **45** Complete the extracts from Conversation 2. Listen again to check.

Conversation 2

1 Hi, June. _____ your stapler for a sec. I'll bring it _____ .

2 Sure, no problem. _____ , Kieran, you're _____ that I wanted to see.

3 Look, I know you've got a lot _____ with the new catalogue and _____ .

4 I'd like _____ , June. But I'm afraid I don't actually know Sonia _____ at all.

5 Sorry I _____ help. Anyway, I got _____

5 **46** Choose the best word to complete Conversation 3. Listen again to check.

Conversation 3

M: I'm sorry to [1] *bother / pester you.* I [2] *enquire / wonder* if you might have change for a £10 note? The machine in the car park only [3] *gives / takes coins.*

W: Erm, wait a minute and I'll have a look. Oh, yes. Here you are. Is a £5 note and five pound coins of [4] *any / some use?*

M: [5] *That'd / That* can be great. Thanks [6] *so / too much.*

W: [7] No problem, *here / there* you go.

M: [8] *Brilliant / Brilliantly.* Thanks.

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1 Read the article about monitoring at work and match a paragraph to the summary.

a the legal implications for employers paragraph _____

b the type of monitoring that is used paragraph _____

c the effects of the monitoring on staff paragraph _____

d a challenge to an employer paragraph _____

Is Big Brother watching you?

1 A recent survey carried out in the UK found that more that 12 million people are scrutinized by electronic surveillance while at work. Employers can use technology to monitor the quality of work and to check how workers spend their time. The types of incidents included in the survey were monitoring techniques such as logging email and Internet usage or, in retail environments, measuring how quickly items were put through a till in order to check the efficiency of staff who work at sales terminals.

2 However, the report noted that for employees this type of electronic monitoring can result in raised levels of stress, anxiety and fear. IT staff and white collar workers such as call centre staff and data-entry workers complained of an increase of 10% in feelings of strain at work. Similarly, an 8% increase in work strain was reported by semi-skilled and manual workers.

3 It is possible for employers to find themselves on the wrong side of the law when checking on employees. The human rights group, Liberty, represented a college secretary from Wales who discovered that her employers had been monitoring her personal communication at work without her consent for more than a year. After a court battle, the European Court of Human rights ruled that her employers had violated her rights to privacy when they tracked her email correspondence, logged her personal calls and analysed what websites she visited. She was awarded damages for stress and anxiety suffered in the workplace.

4 This case could open the way for more employers to face challenges under the Human Rights Act if they fail to make workers aware that they are being monitored.

2 Read the article again and choose the correct option.

1 Which type of monitoring is not mentioned?
- a checking which Internet sites are visited
- b listening to non-work related calls
- c videoing staff outside the workplace

2 Which white collar job is mentioned?
- a someone who checks the accounts for a company
- b someone who keys information into a computer
- c someone who works in a health centre

3 Which human right did the employers fail to meet?
- a the right to be free from observation or intrusion from others
- b the right to be treated equally in the workplace
- c the right to be free to have a complaint heard fairly

4 Why was the case important?
- a Employees could now face increased surveillance outside of work.
- b The law could be changed to make certain types of monitoring illegal.
- c More employers could be confronted with legal action for unauthorized monitoring.

3 Decide if these statements are true (T) or false (F). Read the article again to check.

1 A variety of monitoring strategies were described in the survey. ☐

2 Semi-skilled staff reported slightly lower increases in stress levels to white collar workers. ☐

3 The secretary had to fight the court case alone. ☐

4 The court ruled that the college had to pay the secretary an amount of money. ☐

5 Due to the court case employers are no longer permitted to monitor staff. ☐

4 Replace the words in brackets in each sentence with a word in the box.

consent	logging	scrutinized	till	valid	violated

1 A large amount of people are unaware that they are being _____ (closely watched) at work.

2 The company were _____ (keeping a detailed record of) the amount of personal emails sent by staff.

3 I can take your purchases to the _____ (cash desk) when you're ready to pay for them.

4 It appears that the company used CCTV cameras without asking their employee's _____ (permission).

5 By passing this information to a rival firm, you have _____ (disregarded) the terms of your contract.

6 We need to decide whether checking productivity is a _____ (good) enough reason to record the conversations of our sales team.

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Flexible thinking

A Verb patterns

1 Read the article about career change. Which statement (1–4) best summarizes the advice given?

1 Don't leave your job when economic prospects aren't good.

2 Career success and financial security can't make us happy.

3 Take time to explore options and evaluate the situation.

4 Beware of listening to other people's opinion about your career.

3 Match the verbs (1–10) in exercise 1 with one of the following verb patterns (a–f). Some verbs have more than one pattern.

a verb + *-ing* _____

b preposition + *-ing* _____

c idiomatic expression + infinitive without *to* _____

d verb + infinitive with *to* _____

e adjective + infinitive with *to* _____

f modal verb + infinitive without *to* _____

4 Find an idiom in the article that means the following.

1 leave a bad situation and end up in an even worse situation _____

2 things always seem better elsewhere _____

5 Complete these sentences using a word in *italics* in the article.

1 Many people gain _____ from hobbies and interests as well as from their career.

2 Ethan says he wants greater _____ at work, including the opportunity to work from home.

3 Many celebrities are tempted by the _____ of fame but then find that they have less personal freedom.

4 Customers in the survey expressed _____ at the poor level of service.

5 Teenagers may think they are expressing their individuality but their tastes in dress and music are often a way of _____ with their peer group.

6 The strike _____ movement in the centre of the city – traffic was at a standstill for over two hours.

2 Read the article and complete it with the correct form of the verbs in brackets.

Time for a change?

Deciding [1] _____ (change) your career can be a big step. It is something that most people think about during their career but very often it gets put off. One reason is that we often spend the first part of our career *conforming* to what other people think we should do. Often this involves making safe career choices which are designed [2] _____ (provide) security and promotion prospects or the *trappings* of success such as money, car and impressive job titles.

At some point in our career, often in our early thirties we can [3] _____ (start) to feel a lack of *fulfilment*. This often happens when we have achieved some of the goals that we aimed for at the start of our career. We begin to re-evaluate what we really want from a job. Some of the things that we imagined that we wanted might no longer seem so important and we begin [4] _____ (ask) the question 'what happens next?' That's when the prospect of another few decades in the same job or line of work might not seem so inviting.

At this point many of us feel *paralysed*. We know that we don't want to continue in our present job but, especially in a difficult employment climate, we don't want to jump out of the frying pan into the fire.

A useful first step is to discuss the situation with someone that you trust, a mentor or a friend who has made a career change in the past. Very often moving jobs might not mean [5] _____ (switch) companies. You [6] _____ (look) at other roles within the organization which might be more challenging or fulfilling. If the change is more drastic, then it is advisable [7] _____ (do) some research and gather as much information as possible in order to [8] _____ (make) the best decision. Or you might not want to work for somebody else at all – this might be the opportunity to be your own boss and start your own business. That could provide freedom and *flexibility*, but might initially involve much longer hours, lower pay and less security.

Establishing what you really want is a key factor in [9] _____ (help) to ensure the success of any career change. It is easy to think that the grass is always greener on the other side, so it's important to discover whether *dissatisfaction* with a job is temporary or deeper and more permanent. If you do decide to move on, evaluate your skills and analyse what you really get enjoyment from both in and outside of work. With preparation and planning, you can look forward to [10] _____ (step) into the future with confidence.

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B Extreme adjectives and adverb usage

1 47 Number the parts of the conversation in the correct order. Then listen and check.

- ☐ That's a good idea. I'm *very hungry*. Perhaps, while we eat, I'll be able to tell you a bit about our company.
- ☐ Thanks for the offer I'll remember that, Colin. Do you have time to grab some lunch?
- ☐ Colin, how are you? I didn't recognize you without your beard. You look *very good*!
- ☐ Excuse me, are you Jill Thomson? It's Colin Blake, we used to work at Merk Communications together.
- ☐ That's fantastic. Remember when we shared that *very small* office at Merk communications?
- ☐ I am, unfortunately. We're in the middle of preparing the end of year report so everyone's *very tired*. Nothing much has changed since you left.
- ☐ No, but you do look better without it. I heard you had a *very clever* business idea that's taken off.
- ☐ Oh yeah, it was always *very cold*, wasn't it? Are you still working there?
- ☐ Look, if you ever think of moving on, give me a call. We'll always have an opening for someone as talented as you.
- ☐ Yeah, it all happened really quickly. It started as a small internet business that I ran from my spare room, then six months later we're suddenly in a *really big* building in the centre of the city. It's unbelievable.
- ☐ Oh, yeah. I got rid of the beard. It was *pretty bad*, wasn't it?

2 Match the extreme adjectives below with the words in italics in the exercise 1.

1 huge _____
2 starving _____
3 awful _____
4 tiny _____
5 brilliant _____
6 freezing _____
6 great _____
8 exhausted _____

3 Put these adverbs in the correct place in the table.

carefully completely everywhere extremely fast frequently now really rather then there therefore totally usually

What the adverb describes	*Example*
how	*quickly*
when/how often	*often*
where	*here*
why	*consequently*
degree	*very*

4 Choose the best word to complete the dialogues.

1

A: Their department made several mistakes when processing the order and *consequently / really* we lost the contract.

B: That's *usually / totally* unacceptable. Have you spoken to the director to complain?

2

C: The problem is that you're *absolutely / frequently* late and it's not fair on the other members of your team.

D: I admit it's been *quite / completely* difficult to get here on time using public transport, but I'm buying a new car at the weekend and you have my word that it won't happen again.

3

E: I'm a bit concerned I'm travelling to the trade fair with Heather and she drives really *carefully / fast*.

F: Why don't you travel *here / there* by train? It'll be quicker and you won't have to worry about safety.

4

G: He has amazing leadership skills but he's an *often / extremely* difficult person to work with.

H: I agree and *therefore / then* we need to think carefully before promoting him to this position.

5 Find eleven mistakes in the email.

Hi Lucian

I thought I'd drop you a line because I haven't seen you in aged. What have you been get in up to?

How's business? If I remember right you were planning to move office. How did it go?

It's been incredible busy at work. I've recent been promoted and the workload is pretty heavy. But I can't complain because everything's going really good. It's hardly work but I'm enjoying working with a new team and learning some valuable skills. Are you planning to go to the conference in Fez? Perhaps we could meet in and have dinner? Hopeful, I'll have a chance to catch on with you there.

Please take my regards to Keith and Sabrina when you see them.

Alan

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1 Complete the sentences with a word to describe people.

1 I'm surprised to hear that she was stressed about giving the presentation – she always seems so *conscientious / calm* and in control.

2 You need to try to be more *punctual / outgoing* in future, that's the third time you've been late.

3 Compared to how *reserved / late* he is normally, he was pretty sociable at the office party.

4 Being *anxious / assertive* allows you to state your opinions in a confident and self-assured manner.

5 My last boss was so *careless / moody* one minute he'd be cheerful and pleasant and the next he could be really grumpy.

6 The report was written in a very *slapdash / self-assured* way with a number of careless errors.

2 Replace the words in brackets with a word or phrase in the box.

although	consequently	furthermore	owing to
since	whereas		

1 The item was delivered two weeks late and _____ (not only that) it was the wrong model.

2 You continued to use the Internet for personal emails _____ (despite the fact that) you were warned not to do so.

3 Karina consistently updated her skills which aided her career progression, _____ (but) Hugo declined to take up similar training opportunities.

4 The scheduled appraisals have been postponed for a week _____ (as a result of) unforeseen circumstances.

5 We'd like to offer you a bonus _____ (because) you've put so much time and effort into this project.

6 Some managers fail to give regular feedback and _____ (therefore) staff can be unpleasantly surprised when issues arise at an annual performance review.

3 48 Listen to six employers talk about the characteristics that they value most in employees. Number the characteristics in the order that they are mentioned. Which characteristic is not described?

	Speaker
Adaptability	
Professionalism	
Dependability	
Self-motivation	
Industriousness	
Loyalty	
Integrity	

4 Listen again and complete the information.

1 I always notice someone who has a strong work _____ . Doing more than is expected shows me that you have good time _____ skills and organize your _____ efficiently, all traits which will ensure that you progress quickly through the _____ .

2 It's not just a _____ of arriving at work on time and being where you're supposed to be. It's also being someone _____ you can give a task to and you know that it will be done to a reasonable _____ .

3 The workplace is _____ -changing and in most work environments its very useful to have people who are _____ and able to learn new skills. You know, people who have a can-do _____ .

4 Good relationships are built on _____ and I want each member of my team to be someone that I know is _____ in both what they say and what they do. We're a company that values moral and _____ behaviour both on a personal level and in our business _____ .

5 As we're a small company I particularly value staff who take _____ and require minimal _____ . They should be able to see what needs to be done and _____ with it.

6 I expect my employees to take _____ in their appearance and behaviour. How they look, speak and dress _____ on the company so I expect them to act in a way that is _____ for their role.

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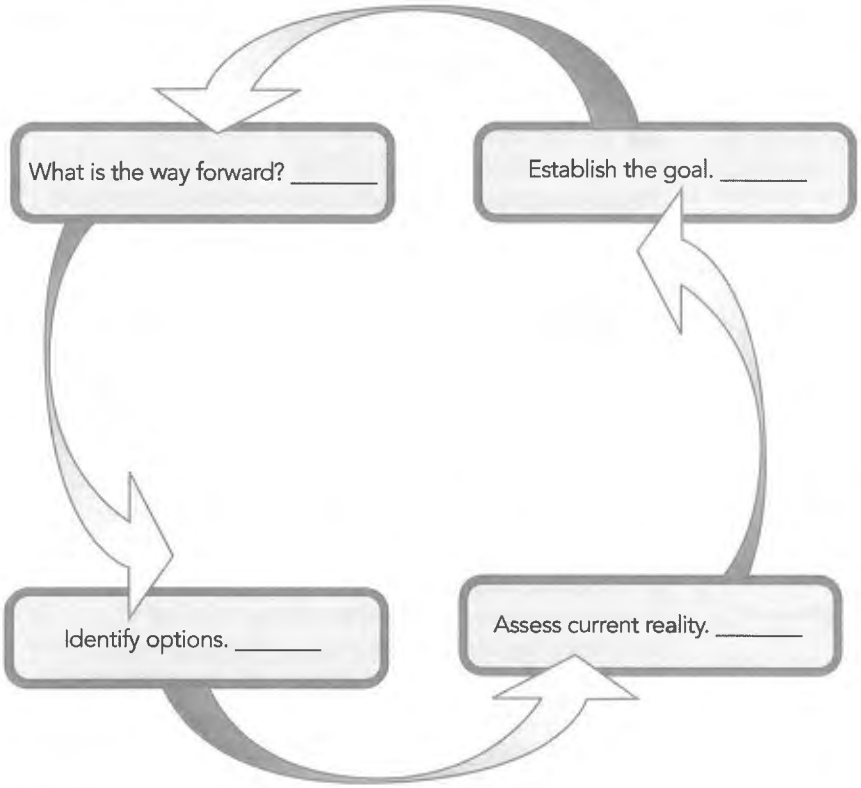
1 What do you think the following common business acronyms mean? Use a dictionary if you are not sure.

1 TQM
- a total quality management
- b totally qualified manager
- c trusted quick merchandise

2 ICT
- a informal calling techniques
- b interaction closed today
- c information and communication technology

3 ROI
- a right over instinct
- b risks of interest
- c return on investment

2 The diagram describes the GROW model. Underline the key words in the diagram whose first letters make up the acronym. Then number the boxes in the correct order 1–4.



3 49 Listen to a presentation about the GROW model. Match each point (a – g) to one of the steps the speaker describes. Which point is not mentioned in the talk?

Introduction _____

Step 1 _____

Step 2 _____

Step 3 _____

Step 4 _____

a When things are going well it's easier to encourage and inspire yourself and others.

b It's a good idea to deal with setbacks in a systematic way.

c Initially work out the desired result.

d What's getting in the way of achieving your aim?

e Include adequate time for consultation and research.

f Analyse the choices available and select the best one.

g Work out the steps that are needed to make progress.

4 Complete the notes and listen again to check.

GROW MODEL

When nothing goes to plan we can get [1] _____ *. One danger is that we might* [2] _____ *and do nothing. It's important to have a* [3] _____ *approach to move forwards.*

Step 1 – clarify main [4] _____ *and work out the smaller* [5] _____ *that you need to achieve along the way.*

Step 2 – how urgent is it? What are the main [6] _____ *? What's* [7] _____ *progress?*

Step 3 – more than one option – outline the [8] _____ *and disadvantages. Identify which course of* [9] _____ *is best in this situation*

Step 4 – Outline your action [10] _____ *. Is any* [11] _____ *required? Make the steps* [12] _____ *so you know when you achieve them.*

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1 Read the quiz and circle your response to each statement.

1 You are born with a certain amount of intelligence or ability and you can't add to it.

mostly agree ☐ mostly disagree ☐

2 Some people have a natural talent for certain things, such as music, and other people haven't.

mostly agree ☐ mostly disagree ☐

3 It's quite possible to change how intelligent or able you are.

mostly agree ☐ mostly disagree ☐

4 Practice and hard work can substantially increase most people's level of talent.

mostly agree ☐ mostly disagree ☐

2 Read the introduction below to an article about mindsets. Complete the table (1–6) with the headings (a–f).

a Attitude to failure

b How challenges are regarded

c Most likely to say ...

d The success of others

e What is important?

f Views on potential to grow

3 Which two statements in exercise 1 do you think describe someone with a *fixed mindset* and which two describe someone with a *growth mindset*?

Fixed: _____ and _____

Growth: _____ and _____

4 The following comments describe how mindsets can impact on business and work. Do they describe a fixed or a growth mindset?

1 It can make managers focus mainly on attracting and retaining people with a specific talent and neglecting those who have potential. _____

2 Some members of staff may be seen as a threat because they are being promoted quickly. _____

3 It's good to focus on creating inspiring working environments and developing talent. _____

4 We try to encourage problem solving and experimentation. Our teams have the opportunity to learn new skills both from informal peer learning situations as well as more formal training. _____

5 In the feedback session even constructive criticism was taken very personally. _____

6 In my appraisal my manager pointed out one or two things that I need to work on but it was useful in pointing out which skills I need to develop. _____

Mind your mindset

Mindsets describe the beliefs we have about ourselves and how we view our qualities. Stanford professor Carol Dweck in *Mindset: the new psychology of success* identifies two different mindsets. Encouragingly, our mindsets don't need to be fixed and it's possible to change from one to another. Just knowing about the two types of mindset can encourage us to think about situations in different ways.

	Fixed mindset	Growth mindset
1 _____	We are given a certain amount of intelligence or talent and little can change it.	The amount of intelligence or talent can constantly be developed throughout life.
2 _____	achievements and success	dedication and effort
3 _____	They might be rejected as they contain the possibility of failure as well as success.	They are embraced because they offer the potential to learn new skills.
4 _____	Might become disheartened. When things don't go right. They may feel as if they are being judged by the outcome.	They continue to move forward and try to find new outcomes. They're likely to evaluate and learn from mistakes.
5 _____	They are more likely to compare their achievements to others' and feel bad. They may attempt to diminish the accomplishment by saying it's down to luck.	What other people achieve is not seen as a threat. Instead it can be used as an inspiration.
6 _____	'I knew I wouldn't be able to do it – I'm useless at maths.'	'The brain is a muscle that can be trained.'

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Review 9–10

1 Decide which statement (1–4) most accurately reflects the interview.

1 Bank customers can expect to pay higher charges due to cuts in banking technology.

2 By the end of the year all consumers will be protected from incidents of identity theft.

3 It is unlikely that the global banking community will act together to solve identity theft in the immediate future.

4 Other priorities are likely to be seen as more important than the issue of identity theft which could result in lower return for investors.

A: As head of security for a global bank, don't you agree that there is little chance that you will be able to stop identity theft in the near future?

B: There's no denying that it's a serious problem. But I have already promised our customers that we will reduce definitely incidents of identity theft within the next year.

A: But there's sure be an increase in the cost of banking then. These costs will being passed onto the consumer.

B: I'm afraid I can't rule out an increase in banking fees. This is a very expensive process and it requires a considerable investment in cutting-edge technology. But we take our customers' concerns seriously and it's quietly probable that any increase would be a short-term measure.

A: In the consumers experience fees usually only go up, they rarely come down. But can you guarantee that the new CEO, Petra Mulholland, will be continue to invest in technology to tackle this issue?

B: Absolutely. There's surely to be a period when other areas gain prominence. I don't need to tell you how busy the banking sector is. But I do have Ms Mulholland's personal guarantee that this will certain remain a key priority for our organization.

A: Well I'm doubt whether this problem can be completely halted by any one organization. Do you foresee an increase in global cooperation on this matter?

B: We can well see countries working together more productively at some point in the next decade. But that won't probably begin to happen within the next two or three years.

2 Now read the interview again. Find and correct ten mistakes.

3 Choose the best word to complete the sentences.

1 This policy could have an adverse *affect / effect* on employment figures.

2 The problem *arose / rose* because employees were not consulted.

3 Their legal team will *advise / advice* them on how to proceed with their complaint.

4 We are extremely sorry that this occurred, it was due an *overview / oversight* in accounts.

5 The guidelines state that managers should *let / allow* staff take regular breaks.

6 Didn't you *used to / use to* have CCTV cameras in the warehouse?

4 Rewrite the sentences using to + infinitive.

1 Getting advice is useful when considering a career move.
It's useful _____ .

2 Everybody left the office before her last night.
She was the last person _____ .

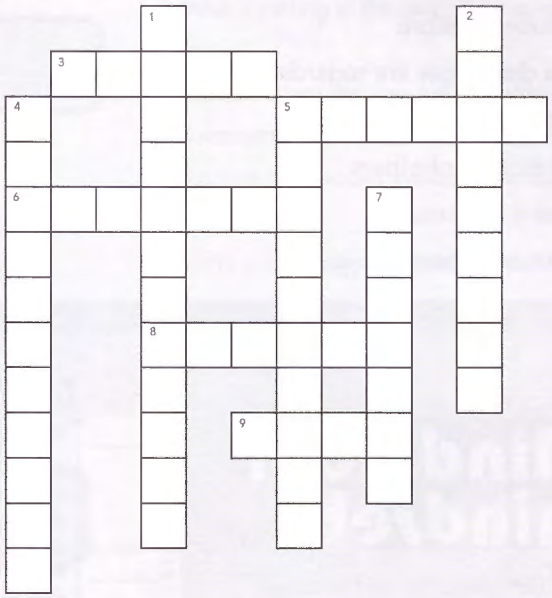
3 Explaining this policy simply is very difficult.
It's very difficult _____ .

4 Making adequate plans is very important before resigning.
It is very important _____ .

5 He's accepting the offer of promotion and he's delighted.
He's delighted _____ .

6 Leaving a contact number with Reception is advisable when conducting business off-site.
It's advisable _____ .

5 Answer the clues and complete the crossword.



Across

3 Sometimes he's cheerful and the next moment he's cross, he's very m_____ .

5 My colleague and I have similar ideas, we're very like-m_____ .

6 What were the three main e_____ of restructuring on your organisation?

8 Houdini was a world famous e_____ artist.

9 Careful that you're not jumping out of the frying pan into the f_____ .

Down

1 The delivery was late and c_____ we were unable to fulfil our orders.

2 We are very sorry that this problem occurred, it was due to an o_____ by an employee.

4 Most employees would value greater f_____ in their work hours.

5 The advert was m_____ because it wrongly suggested that the produce was free.

7 He always thinks the grass is g_____ on the other side but it isn't.

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Unit 1

1D page 7 Exercise 2

Conversation 1

A: Did you see that programme about the Amazon jungle last night?

B: Yeah, it was really interesting.

Conversation 2

A: Is there anywhere around here to get a decent cup of coffee?

B: I'm not sure, I don't know this area very well.

Conversation 3

A: Look at this rain! It's like a monsoon!

B: I know, and it's really cold too.

Conversation 4

A: Did you hear that Lisa from Marketing had her baby on Monday?

B: Really? Aw, she and Jake must be delighted.

Conversation 5

A: What seminar are you going to next?

B: I thought I might try Layla Miles. She's talking about her new book.

A: Mm, OK, I'll give that a try too. It starts in ten minutes.

Conversation 6

A: What line of business are you in?

B: Well, I've worked in banking for most of my career.

1D page 7 Exercises 3 and 4

A: Well, that last speaker was pretty impressive, wasn't he? I'm tempted to recommend to my manager that we invest in this technology he was talking about.

B: That's just what I was thinking. It certainly seems like the way forward.

C: Hmm.

A: Exactly, we don't want to get left behind. Isn't that right, James?

C: I suppose so.

B: But of course, there's no denying that we're talking about a huge amount of money. James, you mentioned that you used to work in this field. Why don't you tell us your thoughts on this technology?

C: Well, it has a lot of potential. In my view, it hasn't been in operation for enough time to make a decision. I'd like to speak to some of the companies who've already installed it and get their feedback.

A: That seems like a very sensible approach.

B: Yeah, I agree with you, James.

C: Oh, by the way, does anyone here like James Bond?

A: Why?

C: They're exhibiting the Aston Martin they used in one of the Bond films in the main hall. Do you fancy going to take a look?

A and **B**: (general noises of agreement)

B: So, which actor do you think was the best Bond then?

C: Well, everybody always says ...

1E page 8 Exercise 3

Extract 1

Can you picture what a billion people looks like? Difficult isn't it? Let's start by thinking about this city. There are about a million people living here. Now multiply that a thousand times. That's the number of people who do not have access to clean drinking water every day. One billion people. That's a sixth of the world's population.

Extract 2

I've divided my talk into three main parts. Firstly, we'll look at some of the environmental factors that have contributed to the problems with fresh water. Then I'll share some of the stories from the geographic areas which require the most urgent aid. And finally, we'll consider positive steps that can help to improve the situation.

Extract 3

So, to conclude, I'd like to thank you all for your time and attention today. The single fact that I would like you to take away with you is that access to clean drinking water is an achievable goal. By educating yourselves about the problem you have become part of the solution and we invite you all to make a difference.

Unit 2

2B page 10 Exercise 3

Conversation 1

A: We're quite short of space, I'm afraid. We usually have a lot of availability after 7 p.m but there seem to be a lot of clubs and activities running at the moment. How about this room? What do you think?

B: Oh, this is better. It's much bigger than the conference room. I'll tell Reception so that they can let people know. Can I get some extra chairs as well?

Conversation 2

C: Come on – we'll be late!

D: Don't be daft it's not even eight yet. I told you we didn't need to get up so early.

C: It'll go without us if we're not there by half past.

D: Stop panicking. Anyway, I don't know why you're so keen to go, you hate heights.

C: Because it'll be fun. Oh, look at this traffic. I told you we should have left earlier.

Conversation 3

E: Hi, it's Clara Davis from ATC here. I'm just calling to see whether Mr Yoshida has had time to look over the itinerary for his visit. Pardon? I'm afraid you'll have to speak up. I can't hear you.

F: I said I think you've got the wrong number.

E: Sorry, could you repeat that? Oh it's very noisy here.

Conversation 4

G: So, do you reckon you'll come along?

H: I'm not sure, Ted. Look at my in-tray – I'm snowed under at the moment. I think I'll just grab a sandwich and eat it at my desk.

G: Oh, go on – just give it a try. It only lasts half an hour and it's a lot more fun than going to the gym.

H: I'm quite happy going to the gym thanks very much. Anyway, I've got absolutely no sense of rhythm.

G: Neither has Silvio from Marketing and that doesn't stop him going every week.

H: Well, quite. That's another reason why I prefer the gym.

Conversation 5

I: Oh my goodness, what's happened here?

J: I came round the corner carrying some boxes and I tripped over. The floor's slippery as if someone's spilt water or something.

I: Have you hurt yourself?

J: My ankle's quite painful but I think I can stand up. Aargh! No, I can't.

I: No, don't move. Stay right where you are. I'll go and get a first aider.

Conversation 6

K: So, what sort of organization is it?

L: Well, it does lots of different activities. For example, it arranges days out in the country for kids who live in inner cities. It also provides holidays and short breaks for low income families.

K: That sounds like a good cause. Put me down for a tenner.

L: Thanks Elaine. We really appreciate your support.

2D page 12 Exercises 1, 2, 3 and 4

Don't miss out. For one day only, I'm offering you a fantastic bargain. This will make the perfect gift for any musicians in your family. Come over here, madam and take a look. These are quality items that we're offering today. Listen to this – I should be on television, shouldn't I? Mind you, it's so cold out here that I'm playing with my gloves on so that doesn't help. That's right, come and have a look, gents. This'll make a great birthday present for your wife or girlfriend. As you can see it's very light and easy to transport. When you're not using it you just roll it up and pop it in a bag and voilà as they say. I'm offering you the chance to own one of these today. This is an exclusive opportunity, you won't find them anywhere else in town. My brother's a concert pianist and he says they're really handy. He uses one to practise while he's travelling round the world. No, I'm not joking. It's been proven

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that 10,000 hours' practice makes you an expert at anything. These are selling fast so invest today before I sell out. They're only £29.99 and I'll even give you a free music book. Not only that, you have my word that if you're not completely satisfied just return it within 24 hours and I'll give you your money back right away. So what are you waiting for? Why not start your musical career today?

2E page 13 Exercises 3 and 4

Speaker 1

It's an interesting concept. I can imagine that parents might buy it for their children. It's good that one size can fit adults and children, and that makes it less expensive to produce. But it would need a bit more thought before it went to market. See, at the moment you have to remember to look at it to see if it's changed colour. What if you forget? One solution would be to add an alarm that goes off when the colour changes. Perhaps it could play music or something? It certainly has potential but the main drawback for me is that there are already similar products on the market, so it would have competition.

Speaker 2

What an odd idea. I'm not sure that anyone will like the thought of a mechanical creature running around. I can see young guys who like gadgets buying it though. The thing is, the name could put most people off. I'd advise changing it to something less insect-like. But the concept is interesting and the technology could be worth investing in. My concern is that it would probably take a lot more than £100,000 to put it into production.

Unit 3

3B, page 16, Exercises 1 and 2

J = Justin, **F** = Fiona

J: Hi Fiona, what's new?

F: Oh, nothing much. What about you?

J: Well, it's really busy at the moment. Hey, have you heard about these changes they want to make to the working hours?

F: Well, I did hear through the grapevine that they were talking about cutting lunch breaks by ten minutes. It's all meant to be very hush hush, isn't it?

J: Between you and me it looks like they'll probably go ahead with it, like really quickly. But listen, don't let on that you heard it from me.

F: To be honest, most people are already talking about it. I mean, according to Sylvie, they've already made the decision.

J: Still, I'd rather you didn't repeat it for the moment. I don't want them to think that I can't keep a secret.

3D, page 18, Exercises 2, 3 and 4

1 You know how much I was looking forward to my skiing holiday? Well in the end I had to spend the whole time inside the hotel. I didn't get to ski once.

2 I'm glad I bumped into you. I wanted to let you know that you've won a prize for being the smartest person in the workplace. It's a new monthly competition we're having.

3 I'd paid a fortune for the tickets but when we arrived at the concert I realized that I'd left them at home.

4 Hey, guess what? They've just announced that we've won the contract!

5 Jim just called to say that thieves broke into the warehouse where he works and stole a load of stock.

6 I'm so excited, I have to tell someone! You know the job in design that I've wanted for ages? Well, my manager's just called me into his office and told me that I've got it!

3D, page 18, Exercises 5 and 6

Conversation 1

A: They've just announced that they're not going to pay us for the overtime that we did last week. We have to take the time off instead.

B: Oh really, well that's a surprise, isn't it?

Conversation 2

C: Listen, I spoke to your manager and he's agreed to let us use your skills on a new project our team's planning.

D: Oh wonderful, so when do you want me to start?

Conversation 3

E: This jacket has been a great success with retail customers. The store's so pleased that they want to triple the number of items.

F: You're kidding me, that order's way bigger than we expected.

Unit 4

4C, page 22, Exercises 3 and 4

1 As a result, the board of directors now plan to put forward their recommendations at the next annual general meeting. They hope to gain agreement from investors to re-invest dividends in a bold expansion project that has the potential to see the price of stock double but which also carries a significant element of risk.

2 Well, this concept certainly has a lot of potential. Have you considered putting together a business plan and applying for a loan in order to develop it?

3 Although I started out as a sole trader, I wanted to diversify. After a lot of thought, I approached Max to see if he would like to join me in the venture because I knew that he had a lot of experience in this field. Most importantly, I knew that we could work well together and had similar ideas about how to run a company. So he put up 50% of the money and we went into business together.

4 It was an incredibly generous gesture because they were giving me their life savings in order to start up my business. It made me realize that failure was not an option. It's one thing losing your own money, or even the bank's money, but quite another when it's people who love and trust you. But they really believed in the project. Thankfully, the returns were so good that they were able to pay off their mortgage with the profits.

5 I tried all the usual ways to raise funds for my software start-up but it's difficult to find a backer in this financial climate. I approached these guys because I heard that they had a reputation for investing in unusual projects. They take quite a large cut but then without their money I would never have been able to get the idea off the ground.

4D, page 23, Exercises 2, 3 and 4

N = Neil, **C** = Carl, **J** = Jon, **S** = Sasha

N: Thanks for coming today. We've got a lot to get through. Do you all have a copy of the agenda? If you don't mind, we'll be discussing things in a different order as I know that some of you need to leave early. So I want to cover the most important points first. Right, let's get started, shall we?

C: Neil, before we begin, I'd like to discuss the problems my staff are having with the new system for claiming expenses.

N: We'll come to that later, Carl. Let's focus on this point for the moment. Can we start by looking at the changes to the present rewards for the sales targets? Sasha, would you like to share your views on this?

S: I'm afraid it hasn't gone down very well with my team. They don't like the idea of having company shares as a reward because ...

J: This is a waste of our resources. Everyone was perfectly happy the way we used to do this.

N: Sorry, Jon, could you just let Sasha finish her point? Go on, Sasha.

S: As I was saying, they don't like the idea because it used to be something they could share with family or friends. For example, last year it was a holiday.

N: OK, I see. Any other comments?

C: To be honest, my staff are quite happy to get shares. In the long run this could be more valuable than a one-off prize.

N: Thanks, Carl. Jon, what are your thoughts on this?

J: Some people are worried that if our share price goes down then these will be worthless.

N: It sounds as though we have to

more effectively. That brings us on to the second point we need to discuss: use of the company newsletter to communicate with staff. Carl, would you like to explain briefly what's been happening?

C: Um, yes. Well it started last year when we had a meeting to discuss how to cut down on, erm, memos and internal emails, that sort of thing. One of the ideas was to use the company newsletter to communicate key information to all staff.

J: I'm really sorry Neil, but I need to leave quite soon because I'm meeting a client. Would it be possible to ...

C: Where was I? Oh yes, the newsletter. Thing is, people don't seem to be reading it. It's not as though it's easy to write. It took me a whole afternoon just to decide what font to use ...

J: Neil, I'm very sorry but I really have to go.

N: Hmm? What? Oh, right. Oh, yes, we're running out of time, aren't we? Sorry, Carl do go on ...

4E, page 24, Exercises 1 and 2

I: Interviewer, **E:** interviewee

I: We have Esther Marquez in the studio to talk about the Gage Prize. Esther, tell our listeners a little about it.

E: Certainly. The Gage Prize is a social enterprise award for ordinary people or groups who've made a big contribution to improving their local community. They might have started a new club or a venture that's improved the quality of life for people in their neighbourhood.

I: How do you select the candidates?

E: We ask communities to do that for us. You can't nominate yourself, but if you know someone who you think should win the prize, write and tell us why, using not more than 500 words.

I: And the winner receives £75,000, is that right?

E: Yes, and all the money goes towards funding projects in the local community.

I: If there's anyone that you want to put forward for the prize, you'll need to be quick because nominations have to be in by the 20th of February. When do the judges decide on a winner, Esther?

E: It's quite a long process because we consider every nomination and get it down to a shortlist. At that stage, the judges interview the final three candidates and then make their decision. The name of the winner will be announced on May the 16th.

I: For more information take a look at the Gage Prize website on www.Gprize@EH.net. Thanks for coming in, Esther. Good luck to all those who enter and we look forward to hearing the results.

E: Thank you.

Unit 5

5D, page 29, Exercise 3

L = Liz, H = Henry

L: Oh Henry, can I have a word? It's about the new work schedule.

H: Yes, I've only got a minute though Liz, I'm really busy.

L: Well I can't work late on Thursdays. You see, I normally go to my yoga class then because it helps with my bad back. They used to have the class on Wednesdays but they changed it.

H: I'm afraid there's nothing I can do. There's no one else who can do the Thursday shift.

L: But that's not fair! You always do this. Everyone's needs are listened to apart from mine. It's favouritism.

H: That's not true, Liz. I'm sorry if it's inconvenient but that's just the way it is.

L: Well, we'll see about that. I'm going to take this up with my union and I'm speaking to HR too. This is completely unacceptable.

5D, page 29, Exercise 4

L = Liz, H = Henry

L: Oh Henry, can I have a word? It's about the new work schedule.

H: Yes, I've only got a minute though Liz, I'm really busy.

L: Well, I can't work late on Thursdays. If you recall, I did mention it in the last staff meeting.

H: I'm afraid there's nothing I can do. There's no one else who can do the Thursday shift.

L: But as I said, I did give you warning that Thursdays aren't possible.

H: Oh come on, Liz. Help me out here. You know how funny Stella and Keith can be about changing their schedules.

L: The thing is, it makes me feel that my requirements aren't being considered when other people's reactions are seen as more important than mine.

H: That's not the case, Liz. It's just that you're much easier going than some of the others on the team. Why don't you work this Thursday and we'll see what we can do about changing next week's schedule?

L: Sorry, Henry. That's not possible. Could you email me the new schedule after the amendments have been made. I really appreciate your help with this.

H: All right, I'll speak to Keith but he won't be happy.

L: Thanks, Henry. I won't keep you because I know you're busy. I really appreciate your help.

5E, page 30, Exercises 1 and 2

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A: Personally, I prefer natural fibres like cotton. They're far less likely to lose their shape in the wash.

B: Yeah, it's a bit more expensive though. I'm inclined to go for the man-made fabric. It's easier to keep clean.

C: Do we really need to replace these uniforms? It seems like an unnecessary expense.

B: Well, it's only a matter of time before they need replacing. They're pretty old-fashioned. And it'd be good for the warehouse workers to get an updated look before the delegation from head office visits this time next month. Anyway, we've already made provision in the budget to invest in the warehouse.

C: But surely it'd be more sensible to spend the money on warehouse facilities rather than on what people wear? For example, some of the storage bays need replacing.

A: Generally speaking, the premises committee is responsible for that sort of thing. You could certainly bring it to their attention. In the meantime, shall we take another look at these designs?

Unit 6

6D, page 34, Exercises 3 and 4

Conversation 1

A: Hi, sorry you don't know me, but I just listened to your talk about ethics and I just wanted to say how much I enjoyed it.

B: Oh, really? Thanks.

A: Yes, it's given me a lot to think about.

B: That's good to hear. But I can't take all the credit. The research is the product of team work. I'm lucky to work with some very talented people.

Conversation 2

C: I love these photos, that's a beautiful house by the sea.

D: Thanks, it's our holiday home. It was a wreck when we bought it but we worked really hard to renovate it.

C: Wow, well it certainly looks great now. It must be wonderful to own somewhere close to the beach. You're so lucky. I've been trying to book somewhere to go on holiday in June but everywhere is so expensive at that time of year.

D: Oh, really?

Conversation 3

E: Do you mind if I take a look at your drawings? Hey, these are really good. You're very talented.

F: Oh they're nothing. It's just something I do in my spare time.

E: No seriously, have you thought about doing this professionally?

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Conversation 4

G: Oh, Janine you look absolutely gorgeous. You've changed your hair, haven't you. I adore the colour. Oh, and you've lost weight.

H: Thanks Sylvia. You're looking well, too.

G: And that dress! Utterly divine! But then you always have had the most exquisite taste.

Conversation 5

I: Ed, I just wanted to say thanks for all the hard work you've put into this project.

J: Thanks, it's kind of you to say so.

I: Your help in the negotiation was particularly appreciated. Your expertise meant that we got just the result we were hoping for.

6D, page 34, Exercise 5

1 You're looking well. Have you been working out?

2 I can tell that you've put a lot of effort into your work lately and it's certainly paid off.

3 You put your ideas across well in the meeting. You sounded extremely knowledgeable and confident.

4 Wow! Where did you get those shoes, they're great!

5 Have you been practising your English? It sounds really fluent.

6 Thanks for inviting us to dinner. You're a fantastic cook.

7 We're so lucky to have someone as intelligent and creative as you on the team.

Unit 7

7B, page 38, Exercises 3 and 4

Here we are at the start of the Overland Seven rally. We're about to drive from Berlin, Germany to Istanbul, Turkey and the route goes through five other countries. As soon as the starting flag falls, 20 convertible classic cars will head off and complete the short distance over the Polish border to Krakow, that's the first timing stop. The first car that arrives at each stop gets 100 points, the second car gets 75 and the third gets 50 points. The team with the most points at the end of the race wins. Once we get through Poland we'll continue over the mountains and into Slovakia, stopping at Budapest, Hungary for the second timing stop. From there it's down through Romania and Bulgaria to Turkey. If the cars are still running – and usually quite a few are not – they finally reach Istanbul. Provided that the cars are convertibles and are over 30 years old, any make can enter. Unless teams complete the race within three days they'll be disqualified. Each team has at least two drivers in case the person at the wheel gets tired. Exhaustion is one of the most dangerous factors in a rally like this; that's when you're likely to make mistakes. Those of us who reach the finishing line will have covered 1,750 kilometres of

7C, page 39, Exercises 2 and 3

Speaker 1

I booked this trip with your company because your brochure said that 'friendly and helpful' reps would be at the resort to help guests with any problems. However, I found that the staff were unfriendly and impolite. As a result, I'd be highly unlikely to book a holiday with you again.

Speaker 2

This mobile phone that I bought last week has a built-in camera. But I can't download the images to my computer, so it's impossible to print out any of the shots. And the other thing is, I need a phone camera that's easy to work, but the instructions that were sent with this product are useless.

Speaker 3

We signed up for a digital TV package with your company. Unfortunately, the family package which we requested is completely unsuitable for our needs. The TV channels are mainly sports or for younger children. As I explained to your sales representative, we have no interest in sport and our children are teenagers, and he guaranteed that we would be able to choose suitable alternatives. It's unacceptable to give misleading information about your packages and I would not be able to recommend your company.

Speaker 4

I chose your company to service my motorbike because you have a good reputation and are a national chain. You can imagine how disappointed I was to find the level of service so unprofessional. Not only did your mechanics fail to check the engine, but they also failed to change the bulbs on the lights. This meant that I had to drive home without lights, which is illegal. These actions by your staff were very irresponsible and I want to know what you are going to do to make sure that events such as these don't re-occur.

Speaker 5

I've just received your invoice for work which you did for my company. You seem to have charged for different services at different rates. For example, you charged £45 an hour for phone consultations and £65 for writing a letter. This pricing seems completely illogical as these services would take about the same amount of time. I also noticed that you've included fees for legal services which I didn't authorize, which I find highly irregular.

7D, page 40, Exercises 3, 4 and 5

A: Thanks for coming along to this meeting today. I understand that you have some concerns about the changes we're making in the department?

B: That's right, my team feel that they haven't been consulted about these changes and they are the people who will be most

A: Oh, I see. Well, as I recall we did carry out consultations with all the teams, yours included.

B: That's right. But our position is that the consultations suggested that there would be more debate about the issues before a decision was made.

A: Oh, I see where you're coming from. It's not the changes in particular but the way we've gone about implementing them?

B: Not exactly, it's true that we'd like more discussion on this. But there's still a lot of bad feeling about the suggested changes.

A: What areas in particular?

B: The extension to the working day, for example. That's certainly problematic.

A: We did make it clear that all staff would be paid for the extra time.

B: True but some of our team have children and this would cause child care problems.

A: That's a good point, I'm not sure whether the initial consultations took that into account.

B: One option would be to find out how many employees would be adversely affected. The majority might volunteer to extend their hours. If it's only a small amount of the team who have a problem then we could work round that.

A: Hmm, maybe. Anything else?

B: Yes, you're cutting the bus from the station to the laboratories. Are you aware of how many staff use this service?

A: I know the bus is usually full. However, this would save the department a considerable amount of money.

B: But I'm not sure this has been thought through. If we cut the bus service then there is no other way to get to the labs. That means that people are more likely to use their cars and we simply don't have the capacity in the car park. Plus the company is currently running ads highlighting how green we are. Increasing the number of cars on the road rather contradicts that, don't you think?

A: Well, I can't argue with that. I'm meeting with the board this afternoon and they'll have the final decision on this. How do you want to proceed?

B: Could you raise these concerns on our behalf?

A: You've certainly given us some things to consider. I'll put forward your points but I can't make any promises. Leave it with me for the moment.

B: OK, thanks for agreeing to discuss this. I'll let the team know and we'll see what happens after the board meeting.

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Unit 8

8D, page 45, Exercises 4 and 5

A: Hello, Torgan Multimedia Supplies. How Can I help?

B: I need some advice about an item which was purchased at your store.

A: Sure. Can you tell me which product you're calling about?

B: Yes, it's the Carlton Digital Camera. Model number 4327.

A: And what seems to be the problem?

B: I'm having problems downloading photos to my computer. This is my first digital camera you see.

A: Well, let's see if we can work it out together. I presume you've already had a look at the instructions?

B: Yes, I can follow some of them but there are some terms that I'm not sure of.

A: Oh I see, right. Can you give me an example?

B: Well, what's a memory card? Is it in the back of the camera somewhere?

A: No, it's a small square piece of plastic. Turn your camera upside down.

B: Do you mean so that I'm looking at the back of the camera?

A: No, erm, let me put it another way, turn the whole thing around. You should be looking at the bottom part of the camera now.

B: Oh, I see what you mean. OK, I've done that.

A: Right, now there's a small cover that you can take off, do you follow?

B: Yes, I've got that off now.

A: OK, now look inside and you'll see a small blue piece of plastic. That's the memory card.

B: Oh right. I see what the instructions were getting at now. But how do I get it out?

A: Just press the button beside it and it'll come out easily. Do you see?

B: Oh yes, I've got it. Right. Now I put it in the slot in my computer, is that right?

A: Yes, that's it. Now wait a few seconds while your computer reads it.

B: Very clever, all this technology. My last camera was the size of a brick and used film.

A: Well, hopefully you'll see the difference in quality. OK, has anything appeared on the screen?

B: Yes, there's like a big box thing. So what do I do now?

A: That's the pop-up that they describe in the instructions. It shows you all the photos that you've taken. Can you click on one of the photos?

B: No, I can't.

A: Oh right, it sounds as if there might be a technical problem.

B: No, what I mean is that I haven't taken any photos yet. I only got the camera half an hour ago. It's a birthday present.

A: Oh, happy birthday! Well, it's probably best if you put the memory card back into the camera and take some photos. Then you can try downloading them.

B: Good idea, I'll take some of the birthday celebrations. Now if you could just explain to me how to get the memory card back into the camera ...

8E, page 46, Exercises 2 and 3

Conversation 1

A: So, as far as we know, how many customers are currently experiencing these problems with connecting to broadband?

B: Just over 10,000. But it seems to be mainly occurring in two geographic areas so maybe we should concentrate on those?

A: That sounds sensible. Let's go with that.

Conversation 2

C: So do you feel that our actions were quick enough?

D: Not on this occasion. We could improve the response time by speeding up communication between areas. Everyone should be aware of what's happening at all stages so that they can pass on accurate information. Unfortunately that wasn't the case this time.

C: Yeah, there's definitely room for improvement. We should also budget for extra training for some of the newer staff. I got the impression that some of them felt very stressed by the volume of complaints they were dealing with.

Conversation 3

E: Right, so, Giovanni, you're off to liaise with the engineers, aren't you?

F: Yes and Liza's calling a press conference later this morning to inform the public when they can expect to see an improvement.

E: I'm going to brief the board now and make sure that they're aware of what we're doing to handle this.

Unit 9

9D, page 51, Exercises 1, 2, 3, 4 and 5

Conversation 1

D = Dermot, **G** = Gavin

G: Excuse me, Dermot, I wonder if I could have a moment of your time?

D: Oh hello, it's Gavin, isn't it?

G: That's right, from Sales and Marketing. If it's convenient, I'd like to put forward some ideas about how to improve the online order form on our website.

D: Have you spoken to your line manager about your ideas? After all, that's the normal procedure, isn't it?

G: Well, yes, but he's very busy with the restructuring of the sales department at the moment. So he isn't really in a position to consider it properly. But I know that you were instrumental in getting the company online. So, I'd really value your feedback.

D: Go on.

G: Well, I really think that a few simple changes could help boost customer satisfaction. I've written a short report on it and summarized the recommendations. Would it be possible to leave a copy with you to look through at your convenience?

D: OK, I don't see a problem with that. I'm leaving tomorrow for a policy meeting at the New York branch, so it's unlikely that I'll get back to you for a couple of weeks.

G: Thanks very much for taking the time to consider it, Dermot. I really appreciate it.

Conversation 2

J = June, **K** = Kieran

K: Hi, June. Can I borrow your stapler for a sec? I'll bring it straight back.

J: Sure, no problem. Actually, Kieran, you're just the person that I wanted to see.

K: Oh, really?

J: The thing is, I need a little bit of help with something. Well, quite a lot of help, actually. Look, I know you've got a lot on your plate with the new catalogue and everything. Do you think you might be able to organize Sonia's leaving do with me? I was hoping that you might take charge of collecting the money and booking a venue. Oh, and perhaps arranging the food – you're so good at that sort of thing.

K: I'd like to be of help, June. But I'm afraid I don't actually know Sonia very well at all. You probably heard there's a problem with the photo shoot for the catalogue, so I'm going to be running round in circles trying to get that sorted.

J: Oh right. Of course. I did hear something about that.

K: Sorry I couldn't be more help. Anyway, I got to dash, I'll pop the stapler back as soon as I've finished with it.

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Conversation 3

M = Man, **W** = Woman

M: I'm sorry to bother you. I wonder if you might have change for a £10 note? The machine in the car park only takes coins.

W: Erm, wait a minute and I'll have a look. Oh, yes. Here you are. Is a £5 note and five pound coins of any use?

M: That'd be great. Thanks so much.

W: No problem, there you go.

M: Brilliant. Thanks.

Unit 10

10B, page 54, Exercise 1

J = Jill, **C** = Colin

C: Excuse me, are you Jill Thomson? It's Colin, we worked at Merk Communications together.

J: Colin, how are you? I didn't recognize you without your beard. You look great!

C: Oh, yeah. I got rid of the beard. It was awful, wasn't it?

J: No, but you do look better without it. I heard you had a brilliant business idea that's taken off.

C: Yeah, it all happened really quickly. It started as a small Internet business that I ran from my spare room, then six months later we're suddenly in a huge building in the centre of the city. It's unbelievable.

J: That's fantastic. Remember when we shared that tiny office at Merk Communications?

C: Oh yeah, it was always freezing, wasn't it? Are you still working there?

J: I am, unfortunately. We're in the middle of preparing the end of year report so everyone's exhausted. Nothing much has changed since you left.

C: Look if you ever think of moving on, give me a call. We'd always have an opening for someone as talented as you.

J: Thanks for the offer. I'll remember that, Colin. Do you have time to grab some lunch?

C: That's a good idea. I'm starving. Perhaps, while we eat, I'll be able to tell you a bit about our company.

10C, page 55, Exercises 3 and 4

Speaker 1

I always notice someone who has a strong work ethic. Doing more than is expected shows me that you have good time management skills and organize your workload efficiently – all traits which will ensure that you progress quickly through the ranks.

Speaker 2

It's not just a case of arriving at work on time and being where you're supposed to be. It's also being someone reliable you can give a task to and you know that it will be done to a reasonable standard.

Speaker 3

The workplace is ever-changing and in most work environments it's very useful to have people who are flexible and able to learn new skills. You know, people who have a can-do attitude.

Speaker 4

Good relationships are built on trust and I want each member of my team to be someone that I know is honest in both what they say and what they do. We're a company that values moral and ethical behaviour both on a personal level and in our business dealings.

Speaker 5

As we're a small company I particularly value staff who take initiative and require minimal supervision. They should be able to see what needs to be done and get on with it.

Speaker 6

I expect my employees to take pride in their appearance and behaviour. How they look, speak and dress reflects on the company, so I expect them to act in a way that is appropriate for their role.

10D, page 56, Exercises 3 and 4

It'll come as no surprise to learn that it's easier to motivate yourself and your team when things are going smoothly. But what happens when problems occur and everyone feels demotivated because it seems that nothing is going to plan? Sometimes the result is that we freeze, either as individuals or as a group; we don't know what to do next, so we do nothing at all. That's when it's important to have a methodical approach, something which can lead you forward step by step and help you look at the problem in a more positive way. One such approach is the GROW model which can be an effective motivational and problem-solving tool in a variety of situations. The main steps to the GROW model are pretty straightforward:

Step 1: Establish your goals. Start by working out what you want to achieve. That makes sure that everyone knows the direction you're all moving towards. You might find it useful to clarify the main objective and then work out the smaller goals that you need to achieve along the way to make that work.

Step 2: Assess your current reality. In simple terms this means working out how urgent the situation is. You might want to decide on a scale of 1 to 10 with 10 being the most urgent. Then look at what you've already tried to make the situation better. Why didn't it work? What did you learn from it? What are the main obstacles that you need to overcome, both internally – how you're feeling about the situation – and externally? What is limiting your progress?

Step 3: Now identify your options. You've established your objectives and looked at what might be preventing you moving forward. Now look at how you can overcome those obstacles and move forward. What does your first step need to be? Then what? If you have more than one option, outline the possible benefits and disadvantages of each to make it clearer which course of action is best for this particular situation.

Step 4: What is the way forward? The previous steps have helped you to get a clearer idea about what you need to do. Now you need to outline your action plan. How many different stages are involved? What support will you need to get it done? Make sure the steps are measurable and achievable so that you or your team will know when the goal is reached.

Unit 1

A

Ex 1
1 was
2 enjoyed
3 considering
4 took
5 has been using
6 have outlined
7 going to be
8 will be finished
9 have always held
10 is

Ex 2
aim 2

Ex 3
1, 3, 4, 6

Ex 4
1 By the time
2 This time next year
3 Last quarter
4 For the time being

B

Ex 1
It's not what you know it's who you know.

Ex 2
1 How much do the tickets cost?
2 When is the event on? / What date does it take place?
3 How long will it be on (for)? / How long is it going to be on?
4 What time does Richard Davis speak? / When is Richard Davis speaking?
5 Who is the networking brunch / event aimed at?
6 Why are there recruitment agencies at the event? / Why will the recruitment agencies be at the event?
7 Who should I contact to get tickets / How do I book tickets?
8 How do I contact her? / What are her contact details?
9 How many people will be there? / How many people are expected?
10 Where can I get more information about professional networking events?

Ex 3
1 what; work: e
2 How; working: d
3 Where; graduate: a
4 did; study: c
5 see; time: b

Ex 4
1 Who forgot to bring in a pen to the exam?
2 Which costs more at the moment, gold or platinum?
3 correct
4 correct
5 How many people usually attend these training sessions?
6 correct

C

Ex 1

A
1 a quick line
2 take a rain check
3 has come up
4 tied up
5 How are things
6 pencil in
7 work for you

B
1 be rescheduled
2 owing to a prior engagement
3 unable to make
4 attached document
5 be of use
6 need clarification
7 would be most grateful

Ex 2
1 b
2 a
3 b
4 c
5 b
6 a
7 a
8 c

Ex 3
1 b
2 e
3 a
4 d
5 c
6 f

D

Ex 1
1 approachable
2 judge
3 dominate
4 cue
5 wallflower
6 catching up
7 witty
8 talking over
9 break

Ex 2
1 b
2 a
3 b
4 c
5 a
6 c

Ex 3
1 F
2 T
3 F
4 T
5 T
6 F

Ex 4
1 the way **forward**
2 your thoughts **on** this
3 In **my** view
4 That seems **like**
5 anyone **here**
6 going **to** take a look

E

Ex 1
1 Finally, I'll summarize the main points.
2 I'd like to present a unique range of products.
3 A funny thing happened to me on the way here today.
4 I have divided my talk into three parts.
5 I'd like to conclude by reminding you of the two most important factors.
6 As you know, I'm here today to talk about our sales results.
7 I'll begin with a brief overview.
8 I'd like to start with an interesting fact that may surprise you.

Ex 2
Openings: 3,8
Introducing the topic: 2,6
Outlining the talk: 4,7
Concluding: 1,5

Ex 3
1 c
2 b
3 a

Ex 4
1 tone
2 pitch
3 verbal
4 facial
5 gesture
6 posture
7 appearance
8 sway

V	E	P	I	T	C	H	P	P	R	X	A
G	V	U	Q	V	N	T	O	N	E	E	L
V	Z	K	F	S	B	J	U	I	Y	Y	Y
C	E	Z	H	W	B	D	P	T	X	I	I
N	A	R	G	A	N	G	O	M	H	X	H
V	B	T	B	Y	B	M	S	Y	F	X	V
T	F	U	S	A	D	X	T	R	A	L	Y
V	F	W	N	D	L	J	U	E	C	U	W
L	H	E	I	O	A	J	R	H	I	V	W
G	E	S	T	U	R	E	E	G	A	S	R
Z	Y	M	S	C	J	J	N	I	L	F	S
E	A	P	P	E	A	R	A	N	C	E	J

Unit 2

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A

Ex 1
1 a
2 c
3 b
4 c
5 a
6 b

Ex 2
1 habits
2 change
3 change
4 change
5 habit
6 habit

Ex 3
1 can't
2 were allowed to
3 ought to
4 doesn't need to
5 may
6 had to
7 mustn't
8 don't have to

B

Ex 1
1 T
2 F
3 NG
4 T
5 NG
6 T
7 T
8 F
9 T
10 NG

Ex 2
1 will not have been completed / will not be complete
2 will leave
3 (will) return
4 are going to cycle
5 will break
6 will not take place
7 is starting

Ex 3
1 e
2 b
3 a
4 f
5 d
6 c

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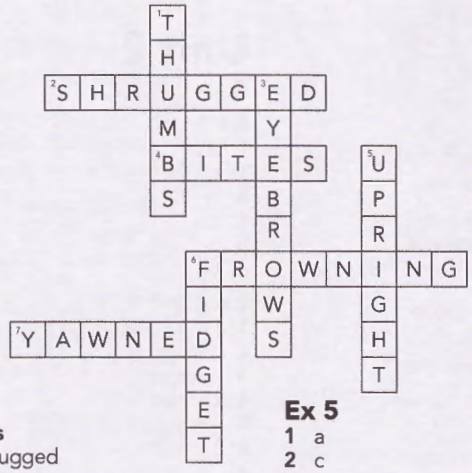

C

Ex 1

Across
2 shrugged
4 bites
6 frowning
7 yawned

Down
1 thumbs
3 eyebrows
5 upright
6 fidget

Ex 2

1 Preparation is the key
2 Open with a bang
3 Show the way
4 It's not just what you say
5 Don't echo visual information
6 Sum up in style

Ex 3

a 4
b 5
c 6
d 3
e 2

D

Ex 1

Item C

Ex 2

2, 4, 5

Ex 3

1 one day only
2 bargain
3 easy to transport
4 own
5 been proven
6 exclusive opportunity
7 handy
8 invest
9 you have my word
10 give you your money back

Ex 4 possible answer

For a limited period I can offer you a fantastic deal. This will make an ideal gift for any musicians in your family. As you can see it's very light and portable. When it's not in use you just roll it up and carry it in a bag so it's very convenient. This is a unique opportunity as they are not available anywhere else. Experts suggest that 10,000 hours' practice makes you an expert at anything so this is an ideal chance to purchase one today and learn a musical instrument. They cost only £29.99 and as a special offer I can also include a free music book. Not only that, but I guarantee that if you're not completely satisfied I'll reimburse you in full.

Ex 5

1 a
2 c
3 b
4 a

E

Ex 1

1 venture
2 intends
3 entrepreneurs
4 raise
5 pitch
6 backing
7 develop
8 guidance

Ex 2

1 I'd like to introduce myself
2 Let me ask you a question.
3 My product is called
4 Unlike other products
5 unique selling point
6 I'd like to talk to talk to you about
7 designed to
8 aimed at
9 main benefits
10 has the potential

Ex 3

Speaker 1: Pitch B
Speaker 2: Pitch A

Ex 4

1 parents
2 add an alarm / music
3 similar products on the market – would have competition
4 young men who like gadgets
5 change name of product
6 would cost more than £100,000 to put into production

Review 1–2

Ex 1

1 b
2 c
3 a
4 c
5 b
6 c

Ex 2

1 d; j
2 e; g
3 b; h
4 c; f
5 a; i

Ex 3

So, what's the best way to motivate our employees? / Well, one thing that we can all do / is start to listen more. / Research suggests that when people feel that their concerns are being heard, / they're less likely to become demotivated in their communication strategies training in three departments. As a result, / each one reported back that there were significant improvements in the following areas: / attendance, / team work, / productivity / and attitude.

Ex 4

1 Visitors aren't allowed into restricted areas.
2 We should show the public what work we do here.
3 No, you don't need to wear anything special.
4 Yes, we may have to work longer hours.
5 You ought to talk to the supervisor.

Ex 5

1 pleasure
2 Many
3 forwarded
4 shortly
5 prior
6 unable
7 reschedule
8 availability
9 work
10 suit
11 confirm
12 attached

Unit 3

A

Ex 1

1 to have been
2 got
3 have used
4 started
5 haven't had
6 sent
7 discovered
8 didn't like
9 arrived
10 said
11 has asked
12 haven't discussed

Ex 2

b

Ex 3

1 Why were you late?
2 Why didn't you phone her?
3 What have you decided to do?
4 Have you apologized to her yet?

Ex 4

1 yet
2 since
3 for the time being
4 At the end of last month
5 yesterday

B

Ex 1

1 have you heard
2 through the grapevine
3 hush hush
4 you and me
5 let on
6 honest
7 according
8 didn't repeat it

Ex 2

a Oh
b Well
c like
d mean

Ex 3

1 let go
2 let off
3 let on
4 let up
5 let down
6 let in on

Ex 4

1 down
2 on
3 off
4 go
5 in on
6 up

Ex 5

1 bag
2 lips
3 fly
4 game
5 beans
6 hat

Ex 6

a 1; 4
b 5
c 2; 6
d 3

C

Ex 1

1 dilemma
2 hitch
3 disruption
4 glitch
5 setback
6 crisis

Ex 2

1 setback
2 disruption
3 hitch
4 dilemma
5 glitch
6 crisis

Ex 3

1 F (they had been travelling for five years)
2 F (the main problem was that they were stranded 200 miles from the nearest city)
3 T
4 T
5 F (darkness delayed the operation until next morning)
6 T

Ex 4

1 kept her head
2 ordeal
3 thought on her feet
4 plummeted
5 stranded
6 racing against time
7 a wreck
8 alarming
9 alerted
10 in a fix

D

Ex 1

1 I **don't have** a clue.
2 It's hard to say.
3 Mm, I'm **not** really sure.
4 Your guess is as good as **mine**.
5 I haven't the faintest **idea**.

Ex 2

1 b
2 c
3 c
4 a

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Ex 3
1 I'm so disappointed.
2 What's the point?
3 That's funny!
4 What a blow!
5 Wow, amazing!
6 How odd!

Ex 4
1 b
2 e
3 f
4 c
5 a
6 d

Ex 5
1 Version 2
2 Version 2
3 Version 1

Ex 6
1; 4

E

Ex 1
1 go
2 income
3 negative
4 downsize
5 between
6 selective

Ex 2
1 C
2 B
3 A
4 B
5 A

Ex 3
1 has not proved universally popular
2 a lively discussion
3 lacked clarity
4 on gardening leave
5 blown out of all proportion
6 being economical with the truth
7 shown the door
8 put on hold
9 declined to comment
10 relieve him of his role

Ex 4
Correct order is 4, 3, 2, 5, 7, 6, 8, 1
Extract B

Unit 4

A

Ex 1
1 F
2 T
3 F
4 T

Ex 2

Abstract	Concrete
accommodation	*apartment*
advice	suggestion
information	fact
news	story
progress	advance
research	study
work	job

The abstract nouns are all uncountable.

Ex 3
1 golf; tennis
2 bread; cake; equipment; furniture; machinery
3 air
4 milk; rain; water
5 cake; sugar
6 milk; juice
7 bread; cake
8 rice; sand

Ex 4 Possible answers
1 train people, often in sports (verb, noun); bus that travels long-distance journeys (noun)
2 leave (verb); dry area of land (noun)
3 thing that locks or unlocks doors etc (noun); main or important (adjective)
4 (say) something that is not true (verb, noun); stretch out horizontally on something (verb)
5 somebody given medical treatment (noun); able to wait calmly (adjective)
6 straight tool used for measuring (noun); person who governs a country (noun)
7 take an educational course (verb); report on research or room where study takes place (noun)

Ex 5
1 coach; patient
2 key
3 ruler
4 desert; lie
5 study

B

Ex 1
Statement 3

Ex 2
a 2
b 6
c 3
d not used; deal with small problems straight away and they will not become large problems
e 5
f 7
g 4
h 1

Ex 3
1 acquaintances
2 anxiety
3 pessimistic
4 self-esteem
5 relish
6 drive
7 possessions
8 optimistic
9 well-being
10 aspirations

Ex 4
metaphor: 3b
simile: 1c
proverb: 2a

Ex 5
1 S
2 P
3 M

C

Ex 1
1 correct
2 give ~~the~~ advice
3 need ~~the~~ time and money
4 correct
5 by a group from ~~the~~ Montreal
6 ~~The~~ training to become a dentist
7 correct
8 pass me **the** file

Ex 2
1 an
2 a
3 a
4 –
5 –
6 a
7 a
8 the
9 a
10 a
11 a
12 a

Ex 3
1 c
2 a
3 d
4 e
5 b

Ex 4
1 b
2 b
3 a
4 b
5 a

Ex 5
1 dividends
2 sole trader
3 loan
4 mortgage
5 cut

Ex 6
1 mortgage
2 sole trader
3 dividends
4 loan
5 cut

D

Ex 1
1 a
2 b
3 c
4 a
5 c
6 b
7 a
8 c

Ex 2
They discuss points 2 and 4.

Ex 3
1; 2; 4; 5.

Ex 4
1 We've got a lot to get through.
2 Do you all have a copy of the agenda?
3 Let's get started, shall we?
4 We'll come to that later.
5 Would you like to share your views on this?
6 Could you just let Sasha finish her point?
7 What are your thoughts on this?
8 Would you like to explain briefly what's been happening?
9 That brings us on to the second point we need to discuss.
10 We're running out of time.

E

Ex 1
1 enterprise
2 contribution
3 500
4 £75,000
5 20th of February
6 16th of May
7 Gprize@EH.net

Ex 2
1 NG
2 T
3 F (We ask communities to do that for us.)
4 F (You can't nominate yourself.)
5 T
6 NG

Ex 3
1 decide
2 decisive
3 analysis
4 analytical
5 organize
6 organization
7 criticize
8 critical
9 consider
10 consideration

Ex 4
1 criticism
2 considered
3 organize
4 decisive
5 analyse / consider
6 decision

Review 3–4

Ex 1
2 3 6 and 7 are correct.
1 Last year you **joined** several social networking sites, didn't you?
4 There are rumours that he **sold** the firm last month.
5 Apparently, the auditors **arrived** earlier this morning.
8 **Haven't** you completed your expenses claim yet?

Ex 2
1 b
2 a
3 c
4 c
5 b
6 a
7 c

Ex 3
1 sand
2 calm air
3 rice
4 machinery
5 meat
6 equipment

Ex 4
1 agenda; share; views
2 back; point / item; remind
3 finish; helpful; stick
4 covers; move; item / point
5 brings; discuss; running

Ex 5

Across		Down	
1	novelty	1	fly
5	being	2	dividend
7	abstract	3	leopard
9	down	6	grapevine
10	kidding	8	sole

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Unit 5

A

Ex 1
1 c
2 d
3 a
4 b

Ex 2
1 look on the bright side
2 in the loop
3 get a word in edgeways
4 on edge
5 blow-by-blow
6 at liberty
7 crack on
8 bombard

Ex 3
1 bit
2 less
3 more
4 happier
5 times
6 slightly
7 the
8 even

B

Ex 1
Statement 2

Ex 2
1 stimulating
2 outsider
3 expand
4 life-enhancing
5 integrate

Ex 3
1 the majority
2 On the whole
3 more likely
4 tend to
5 seemed to be; Most

Ex 4
most ~~of~~ people
as a rule
Generally speaking
tending to occur
By and **large**

C

Ex 1
1 c
2 a
3 b
4 c
5 a
6 c

Ex 2
1 how is the finance report coming; I'm afraid I haven't got round to it yet.
2 When can we expect to see; It may take some time
3 due to finish the day before yesterday; I'll see what I can do.
4 What's taken you so long; I'm aware that we're behind schedule

Ex 3
1 c
2 e
3 a
4 b
5 d

Ex 4
1 up my game
2 no short cuts
3 the eleventh hour
4 in the long run

D

Ex 1
1 B
2 B
3 A
4 A
5 B
6 A

Ex 2
1 point
2 provide
3 firm
4 neutral
5 personal
6 instead of
7 across

Ex 3
1 Liz does not want to work on Thursdays on the new work rota.
2 Liz only uses point 1 – she states clearly what she wants.

Ex 4
1 recall; mention
2 as I said
3 thing; feel; considered
4 possible; amendments
5 keep; appreciate

Ex 5
1 p
2 f
3 n
4 k
5 m
6 d
7 t
8 s
9 i
10 b
11 e
12 g
13 r
14 a
15 q

E

Ex 1
Topic c

Ex 2
1 natural; far less
2 a bit more; inclined
3 matter of time; old-fashioned
4 updated; this time next month
5 surely; rather than
6 Generally speaking; that sort of thing

Ex 3
1 b
2 a
3 b
4 c
5 a
6 c

Ex 4
1 d
2 a
3 e
4 b
5 c

Ex 5
1 fabric
2 replace
3 uniform
4 warehouse
5 premises
6 delegation
7 expense

W	D	E	L	E	G	A	T	I	O	N
U	A	M	E	E	E	M	N	M	E	R
N	E	R	A	S	L	P	E	E	N	E
I	I	E	E	U	E	U	R	X	C	P
F	D	N	D	H	B	F	L	P	E	L
O	A	T	I	H	O	N	A	E	E	A
R	P	S	E	E	C	U	R	N	R	C
M	F	Q	R	D	F	W	S	S	E	E
N	C	P	R	E	M	I	S	E	S	D
C	M	X	A	W	F	A	B	R	I	C
E	E	U	P	D	A	T	E	D	X	E

Unit 6

A

Ex 1
1 seemed
2 had
3 had filed
4 took
5 had hit
6 had blown
7 crashed
8 had befallen
9 had
10 had parachuted
11 had hidden
12 realized
13 had been involved
14 had disappeared
15 arrested
16 was

Ex 2
1 had **hidden** a motorbike / he **hid** a motorbike
2 **By** the time
3 Marcus **parachuted** out / Marcus **had parachuted** out
4 decided **to** end
5 action was **taken**
6 **and fined** a large amount
7 the plane had **been** damaged

Ex 3
Correct order: e; d; a; g; c; b; f

B

Ex 1
1 d
2 c
3 f
4 e
5 b
6 a

Ex 2
1 bend the truth
2 caught red-handed
3 wasn't born yesterday
4 above board
5 the benefit of the doubt
6 a pack of lies

Ex 3
1 Expert, says painter, is a fraud.
2 Expert says painter is a fraud.
3 The directors' statement proved to be false.
4 The director's statement proved to be false.
5 Prior to the interview, the suspects, solicitor and police had never met.
6 Prior to the interview, the suspect's solicitor and police had

Ex 4
1 deceive
2 deceptively
3 fabrication
4 rely
5 reliably
6 admission / admittance
7 admittedly
8 harm
9 harm / harmfulness
10 falsification / falsehood (falsity is also possible)
11 falsely

Ex 5
1 deceive
2 fabrication / falsehood
3 falsely
4 admittedly
5 deceptively
6 harm

Ex 6
1 joking; other; fool
2 off; seriously; believe

C

Ex 1 and 2
1 c
2 a
3 b

Ex 3
1 c
2 b
3 c
4 a
5 b
6 a

D

Ex 1
1 F (it can be more difficult than we think)
2 T
3 T
4 F (the main reason is that we feel embarrassed)
5 F (most of us want to feel better about ourselves)

Ex 2
1 two-faced
2 over the top
3 backfire
4 sincere
5 have an ulterior motive
6 ingratiating

Ex 3
1 e
2 c
3 b
4 a
5 d

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Ex 4
a Conversation 5
b Conversation 4
c Conversation 2
d Conversation 3
e Conversation 1

Ex 5
1 a
2 a
3 b
4 a
5 b
6 b
7 a

E

Ex 1
1 her bosses' personal accounts
2 on luxury cars, houses, a power boat, jewellery, designer clothes and paying off mortgages for friends and family.
3 They thought she was trustworthy and were so rich they didn't notice that the money was missing.
4 her three bosses
5 She claimed that her employers had given her the money.

Ex 2

1 U		2 P	I	L	3 F	E	R	I	N	G
N					O					
D					4 R	U	M	B	5 L	E	D
E					G				A		
T					E				V		
E					D		6 M	A	I	D	E	N
C							0		S		
7 T	R	U	S	T	W	O	R	T	H	Y	
E							T				
D							G				
			8 O	N	P	A	R	O	L	E	
							G				
	9 S	I	P	H	O	N	E	D			

Across
2 pilfering
4 rumbled
6 maiden
7 trustworthy
8 on parole
9 siphoned

Down
1 undetected
3 forged
5 lavish
6 mortgage

Ex 3
verbs: betray; build; earn; gain; lose; win
adjectives: complete; implicit; mutual

Ex 4
1 betrayed
2 mutual
3 implicit
4 won
5 complete
6 gain

Review 5–6

Ex 1
1 b
2 c
3 b
4 b
5 a
6 b
7 c
8 c
9 a
10 b
11 c
12 c
13 a
14 c

Ex 2
1 challenging; determined
2 slim
3 inquisitive
4 thrifty

Ex 2
1 above
2 on
3 beneath

Ex 4
1 turn into your spare room: turn your spare room into
2 to move it on: move on
3 it turned he out was: it turned out he was
4 come in conversation up: come up in conversation
5 to move to your new apartment in: to move in to your new apartment
6 to around this company turn: to turn this company around
7 come to your way round: come round to your way

Ex 5
1 g
2 j
3 i
4 b
5 h
6 c
7 a
8 d
9 f
10 e

Unit 7

A

Ex 1
1 two point five eight
2 seven thousand, five hundred and twenty-four
3 nine million, six hundred and ninety thousand
4 ten and three quarters
5 eight point zero/nought three
6 five hundred and two thousand, four hundred and twelve
7 thirty-three and a third / one third
8 nought / zero / oh point nine five eight
9 two million, four hundred thousand, three hundred and ninety-two
10 minus fourteen point eight two

Ex 2
1 If she **had won** (third conditional)
2 you might not have **got** lost (third conditional)
3 if I **had** more time (second conditional)
4 correct (second conditional)
5 They would have **accepted** (third conditional)
6 You could have **come** (third conditional)
7 correct (second conditional)
8 If you hadn't **called** (third conditional)

Ex 3
1 c
2 a
3 b
4 c
5 b
6 a

Ex 4
1 had
2 would
3 had
4 would
5 would
6 had; would

B

Ex 1
1 b
2 c
3 a

Ex 2
1 systematic
2 hazards; problems
3 prior
4 evaluated; prioritized
5 ranking
6 minimize
7 culminate
8 procedure

Ex 3
1 T
2 F (the winner is the car with most points)
3 F (the second stop is in Hungary)
4 T
5 F (vehicles must be convertibles and over 30 years old)
6 T

Ex 4
1 Krakow, Poland
2 car 1: 100 points; car 2: 75 points; car 3: 50 points
3 over 30 years old
4 in case the first driver gets tired
5 1,750 kilometres

Ex 5
1 Although
2 Supposing
3 because
4 Provided that
5 Unless
6 in case

C

Ex 1
1 campaign
2 consumer
3 backlash
4 failings
5 petition
6 reverse
7 boycott
8 compensation
9 general public
10 refund

C	R	O	B	R	E	V	E	R	S	E	S	C	F
O	N	E	I	K	C	X	Z	L	M	G	Y	O	T
N	T	Y	F	N	D	B	F	H	E	I	O	M	Z
S	F	Q	I	U	B	G	O	P	R	M	V	P	A
U	A	D	X	G	N	J	K	Y	H	W	F	E	P
M	I	E	T	A	M	D	L	V	C	N	P	N	F
E	L	B	A	C	K	L	A	S	H	O	R	S	T
R	I	A	K	C	T	Y	U	B	M	Z	T	A	Q
S	N	H	E	F	C	S	T	A	B	V	G	T	W
E	G	E	N	E	R	A	L	P	U	B	L	I	C
L	S	E	O	X	G	P	T	V	I	Y	H	O	G
Z	O	X	D	L	C	A	M	P	A	I	G	N	Q
G	D	P	E	T	I	T	I	O	N	N	K	E	C
L	S	C	G	A	S	F	C	Z	Y	X	N	V	E

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Ex 2
1 travel
2 electronics
3 telecommunications
4 garage
5 solicitor

Ex 3
1 unfriendly; impolite
2 impossible
3 unsuitable
4 unacceptable
5 illegal
6 irresponsible
7 illogical
8 irregular

Ex 4
impatient; imperfect; impersonal
unclear; unfortunate; unprofessional
illegal; illegible; illiterate
irrelevant; irreparable; irreplaceable

Ex 5
1 unclear
2 legible
3 irreplaceable
4 unfortunate
5 impersonal
6 professional

D

Ex 1
1 I'm afraid that price doesn't work for me.
2 Would you consider hiring extra staff if we agree to increase productivity?
3 Great, shall we get this in writing?
4 Our position is that we need to cut costs without compromising on quality.
5 I can certainly see where you're coming from.
6 I'd like more time to consider this.

Ex 2
a 4
b 5
c 1
d 2
e 6
f 3

Ex 3
2, 4, 5 are discussed

Ex 4
Statement 3

Ex 5
1 feeling
2 account
3 option
4 aware
5 considerable
6 through
7 contradicts
8 proceed
9 behalf
10 forward

Ex 6
1 e
2 c
3 a
4 f
5 b
6 d

E

Ex 1
1 b
2 c
3 a

Ex 2
1 clutter
2 conundrum
3 tackle
4 stumbling block
5 thought processes

Ex 3
a potential
b decision
c Gather
d options
e Identify
Correct order: e, c, d, a, b

Ex 4
1 argument
2 issue
3 viable
4 evidence
5 resolve

Unit 8

A

Ex 1 Possible answers
a Japan employees work longest hours in world
b Hollywood director caught stealing jewels
c National elections next May
d Student bitten by President's dog
e Scientists discover new material tougher than steel
f Falling currency rates increase exports
g Cost-cutting measures help reduce risk of redundancies

Ex 2
1 d
2 f
3 a
4 g
5 c
6 e
7 b

Ex 3
1 Leading political figures were invited to join a debate about animal rights (by the university).
2 A press conference is expected to be called by the Finance Minister early tomorrow.
3 Inhabitants of 30 countries were questioned (by researchers).
4 The precious metal had previously been required in the manufacturing process.
5 An inquiry is going to be held into the incident (by his department).
6 Interest is already being expressed by designers, manufacturers and architects.
7 The item had been reported missing by a sales assistant.

B

Ex 1
1 take
2 get
3 bring
4 take
5 bring
6 get

Ex 2
1 c
2 b
3 a
4 b
5 b
6 a
7 c
8 b

Ex 3
1 won't
2 Have
3 Does
4 Did
5 Was
6 Is

Ex 4
1 tell (*show* is also possible)
2 Didn't
3 When
4 Have / Haven't
5 did
6 How
7 why
8 meet
9 will / can
10 will

C

Ex 1
1 e
2 a
3 d
4 b
5 c

Ex 2
1 g
2 a
3 e
4 b
5 c
6 d
7 f (verb)

Ex 3
Words change meaning, e.g. *spam*; words take on a different part of speech, e.g. noun to verb; an acronym becomes a word, e.g. SCUBA; slang words fall out of use and lose their meaning, e.g. *cool*.

Ex 4
1 slang
2 acronym
3 waiting in the wings
4 shelf life
5 trendy
6 fad

Ex 5
nouns used as verbs: Google; email
words with new meaning: mouse; cookie
acronyms: radar; DNA
1 radar
2 cookie
3 Google
4 mouse
5 email

D

Ex 1
1 c
2 a
3 d
4 e
5 b

Ex 2
1 follow
2 can't make head nor tail of
3 to put it in a nutshell
4 got the wrong end of the stick
5 at cross purposes

Ex 3
1 remove the memory
2 insert the card
3 check that you
4 wait a few moments
5 Don't take out
6 After a while
7 use your mouse

Ex 4
Statement 3

Ex 5
1 let me put it another way
2 see what you mean
3 do you follow?
4 were getting at
5 Do you see?
6 is that right?
7 sounds as if
8 what I mean is

E

Ex 1
1 define
2 Collect
3 objective
4 action
5 ahead
6 act
7 evaluate

Ex 2
Dialogue 1: stage 2
Dialogue 2: stage 7
Dialogue 3: stage 6

Ex 3
1 connecting to broadband
2 concentrate on two geographic areas
3 by speeding up communication between areas
4 stressed
5 press conference
6 the board

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Ex 4
I am writing **concerning** your reservation of the Barnard room at The White Horse hotel on 12th July.
Unfortunately, we have now **been** informed that extensive renovation work will need to be carried out on this conference room. This is in order **to** comply with health and safety regulations. Until the work has been **completed** by the construction company we will be unable to allow the room to be used for any events.
We would like to extend our **apologies** for any inconvenience that this may cause. In order to minimize disruption, your event will **be** relocated to the Miller room. This is one of our premium conference rooms. It is larger than the Barnard room and enjoys an excellent view of the lake. We would **be** pleased to offer you the use of this facility at the same rate as the Miller room.
As a goodwill gesture we would like to offer you a 20% **discount** in the restaurant and a free day pass to the spa.
Thank you **in** advance for your understanding. If you have **any** queries or would like any further information, please do **not** hesitate to contact me.
Yours sincerely

Review 7–8

Ex 1
1 have
2 were
3 hadn't invested
4 have occurred
5 have needed
6 wasn't

Ex 2
1 I can certainly see where you're coming from.
2 I'd like time to think about this.
3 I'm afraid that doesn't work for me.
4 Would you give us an extra discount if we increased the order?
5 I'd like to begin by saying we need to cut costs.
6 I think we can agree to both these terms.

Ex 3
a 4
b 1
c 3
d 5
e 2
f 6

Ex 4
1 b was made **by**
2 a will continue to **be**
3 b **with using** a mobile phone
4 b can be **used**
5 a **It** is reported
6 a will be **made**

Ex 5
1 series
2 characters
3 reviews
4 game shows
5 plot
6 setting
7 episode

Unit 9

A

Ex 1
1 a
2 b
3 b

Ex 2
1 F (never give anyone your card details, even a friend or family member)
2 F (padlock icon)
3 T
4 NG
5 NG
6 T

Ex 3
1 transactions
2 misusing
3 unattended
4 unsolicited
5 intercepted
6 icon
7 unauthorized
8 filters

Ex 4
1 well
2 little
3 highly
4 every
5 probably
6 might

B

Ex 1
Explanation 2

Ex 2
1 teenagers
2 crime
3 Pursued
4 capture
5 lawyer
6 serving
7 advise
8 consultancy
9 life
10 move

Ex 3
1 must have
2 shouldn't have
3 can't have been
4 should have
5 could have

Ex 4
1 a
2 b
3 c
4 c
5 b

Ex 5
1 haircut
2 escape artist
3 seafood
4 blackboard
5 overtime

C

Ex 1
1 to reunite old friends and form new friendships
2 a Amazon
b Google
c YouTube
3 sharing information about what users bought on other websites
4 users' privacy settings
5 get users' approval

Ex 2
1 like-minded
2 evolving
3 innovation
4 aware
5 proposed
6 misleading

Ex 3
1 with
2 of
3 to
4 over
5 up to
6 against

Ex 4
1 c
2 e
3 b
4 a
5 d

D

Ex 1
a Conversation 3
b Conversation 1
c Conversation 2

Ex 2
Conversation 1
1 the line manager
2 customers
Conversation 2
1 a
2 c
Conversation 3
1 change
2 cash

Ex 3
1 I wonder if I could have a moment of your time?
2 So, I'd really value your feedback.
3 Would it be possible to leave a copy with you?
4 I don't see a problem with that.
5 Thanks very much for taking the time to consider it.

Ex 4
1 Can I borrow; straight back
2 Actually; just the person
3 on your plate; everything
4 to be of help; very well
5 couldn't be more; to dash

Ex 5
1 bother
2 wonder
3 takes
4 any
5 That'd
6 so
7 There
8 Brilliant

E

Ex 1
a paragraph 4
b paragraph 1
c paragraph 2
d paragraph 3

Ex 2
1 c
2 b
3 a
4 c

Ex 3
1 T
2 T
3 F (the human rights group Liberty represented her)
4 T
5 F (they must ensure that workers know this may happen and ensure that there is a valid reason for such monitoring taking place)

Ex 4
1 scrutinized
2 logging
3 till
4 consent
5 violated
6 valid

Unit 10

A

Ex 1
Statement 3

Ex 2
1 to change
2 to provide
3 start
4 to ask / asking
5 switching
6 can / could / might look
7 to do
8 make
9 helping
10 stepping

Ex 3
a 4; 5; 10
b 9
c 8
d 1; 2; 4
e 7
f 3; 6

Ex 4
1 jump out of the frying pan into the fire
2 the grass is always greener on the other side

Ex 5
1 fulfilment
2 flexibility
3 trappings
4 dissatisfaction
5 conforming
6 paralysed

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B

Ex 1
See audioscript on page 64.

Ex 2
1 really big
2 very hungry
3 pretty bad
4 very small
5 very clever
6 very cold
7 very good
8 very tired

Ex 3

What the adverb describes	Example
how	quickly, carefully, fast
when / how often	now, frequently, often, then, usually
where	here, everywhere, there
why	consequently, therefore
degree	very, completely, extremely, rather, really, totally

Ex 4
1 consequently; totally
2 frequently; quite
3 fast; there
4 extremely; therefore

Ex 5
I haven't seen you in **ages**.
What have you been **getting** up to?
If I remember **rightly** you were planning to move office.
It's been **incredibly** busy at work.
I've **recently** been promoted
everything's going really **well**.
It's **hard** work
Perhaps we could **meet** and have dinner.
Hopefully, I'll have a chance to catch **up** with you there.
Please **give** my regards to

C

Ex 1
1 calm
2 punctual
3 reserved
4 assertive
5 moody
6 slapdash

Ex 2
1 furthermore
2 although
3 whereas
4 owing to
5 since
6 consequently

Ex 3

	Speaker
Adaptability	3
Professionalism	6
Dependability	2
Self-motivation	5
Industriousness	1
Loyalty	–
Integrity	4

Ex 4
1 ethic; management; workload; ranks
2 case; reliable; standard
3 ever; flexible; attitude
4 trust; honest; ethical; dealings
5 initiative; supervision; get on
6 pride; reflects; appropriate

D

Ex 1
1 a
2 c
3 c

Ex 2
1 Establish the goal.
2 Assess current reality.
3 Identify options.
4 What is the way forward?

Ex 3
Introduction: a
Step 1: c
Step 2: d
Step 3: b; f
Step 4: g
Point e is not mentioned.

Ex 4
1 demotivated
2 freeze
3 methodical
4 objective
5 goals
6 obstacles
7 limiting
8 benefits
9 action
10 plan
11 support
12 measurable

E

Ex 1
Students' own answers.

Ex 2
1 f
2 e
3 b
4 a
5 d
6 c

Ex 3
Fixed: 1 and 2
Growth: 3 and 4

Ex 4
1 fixed
2 fixed
3 growth
4 growth
5 fixed
6 growth

Review 9–10

Ex 1
Statement 3

Ex 2
that we will **definitely reduce** incidents of identity theft
there's sure **to** be an increase
These costs will **be** passed onto the consumer.
And it's **quite** probable that any increase would be a short term measure the new CEO, Petra Mulholland, **will continue** to invest
There's **sure** to be a period
this will **certainly** remain a key priority
I doubt whether this problem can be completely halted
We **could** well see countries working together
that **probably won't** happen within the next two or three years

Ex 3
1 effect
2 arose
3 advise
4 oversight
5 let
6 use to

Ex 4
1 It's useful to get advice when considering a career move.
2 She was the last person to leave the office last night.
3 It's very difficult to explain this policy simply.
4 It's very important to make adequate plans before resigning.
5 He's delighted to accept the offer of promotion.
6 It's advisable to leave a contact number with Reception when conducting business off-site.

Ex 5

			1 C							2 O	
	3 M	O	O	D	Y					V	
4 F			N			5 M	I	N	D	E	D
L			S			I				R	
6 E	F	F	E	C	T	S		7 G		S	
X			Q			L		R		I	
I			U			E		E		G	
B			8 E	S	C	A	P	E		H	
I			N			D		N		T	
L			T		9 F	I	R	E			
I			L			N		R			
T			Y			G					
Y											

Across
3 moody
5 minded
6 effects
8 escape
9 fire

Down
1 consequently
2 oversight
3 flexibility
6 misleading
8 greener

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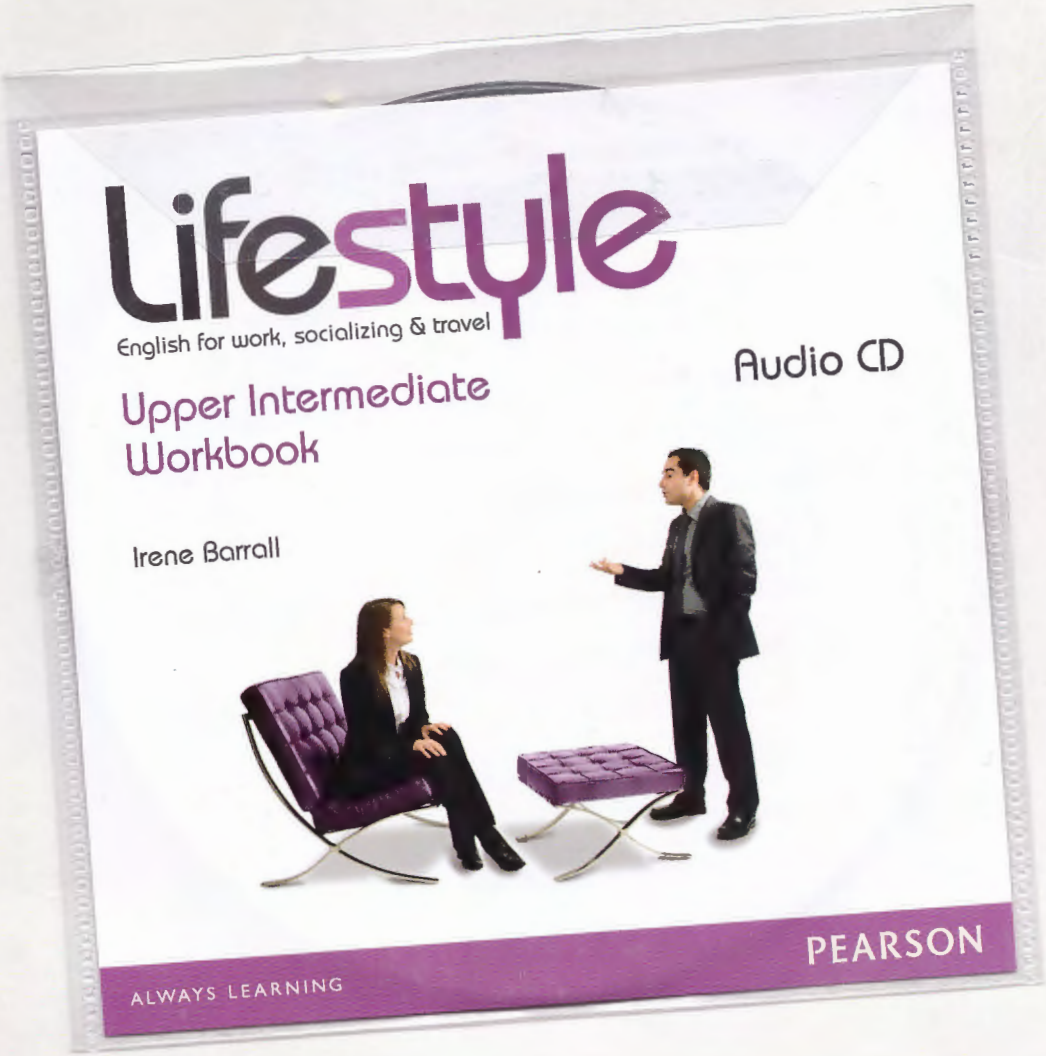

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