

Collins

English for Business

www.tienganhedu.com

Intermediate

BUSINESS GRAMMAR & PRACTICE

Nick Brieger & Simon Sweeney

HarperCollins Publishers
77-85 Fulham Palace Road
Hammersmith
London W6 8JB

First edition 2011

Reprint 10 9 8 7 6 5 4 3 2 1 0

© HarperCollins Publishers 2011

ISBN 978-0-00-742057-5

Collins © is a registered trademark
of HarperCollins Publishers Limited

www.collinslanguage.com

A catalogue record for this book is available
from the British Library

Typeset in India by Aptara

Printed in Italy by LEGO SpA, Lavis (Trento)

All rights reserved. No part of this book may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior permission in writing of the Publisher. This book is sold subject to the conditions that it shall not, by way of trade or otherwise, be lent, re-sold, hired out or otherwise circulated without the publisher's prior consent in any form of binding or cover other than that in which it is published and without a similar condition including this condition being imposed on the subsequent purchaser.

About the authors

www.tienganhedu.com

Nick Brieger has worked around the globe in the fields of language teaching, team building, communication and intercultural training. He has worked with a wide range of major international organisations. He is also the author of more than 20 books in the areas of language, communication and culture.

Simon Sweeney is a Lecturer in International Business at The York Management School, University of York. He has written numerous textbooks for international English and business communication skills and has worked in a variety of teaching and training contexts with clients from across Europe, Japan, and China.

Introduction		3
Grammatical Terms		4
Grammar		
Verbs – Main Tenses		
Unit 1	The Present Continuous	6
Unit 2	The Present Simple	8
Unit 3	The Past Simple	10
Unit 4	The Past Continuous	12
Unit 5	The Present Perfect Simple	14
Unit 6	The Present Perfect Continuous	16
Unit 7	The Past Perfect	18
Unit 8	The Future with Will	20
Unit 9	The Future with Going To	22
Unit 10	The Conditionals (1)	24
Unit 11	The Conditionals (2)	26
Unit 12	Tense Review	28
Verbs – Other Forms		
Unit 13	Verb ...ing	30
Unit 14	Infinitive	32
Unit 15	Verb ...ing or Infinitive + to	34
Unit 16	Verb + Object + Infinitive	36
Verbs – Auxiliaries and Modals		
Unit 17	Will and Would	38
Unit 18	May and Might	40
Unit 19	Can and Could	42
Unit 20	Must, Mustn't and Needn't	44
Unit 21	Shall and Should	46
Verbs – Voice		
Unit 22	Active	48
Unit 23	Passive	50
Verbs – Other		
Unit 24	Be (1)	52
Unit 25	Be (2)	54
Unit 26	Verbs of Speaking	56
Unit 27	Verbs of Reporting	58
Unit 28	Verbs of the Senses	60
Unit 29	Arise, Rise, Raise, Lie and Lay	62
Unit 30	Verbs + Adjectives	64
Unit 31	Have, Have Got and Get	66
Unit 32	Make vs. Do	68
Unit 33	Verb + Preposition	70
Unit 34	Verb + Object + Preposition	72
Unit 35	Verb + Adverb (Phrasal Verb)	74

Sentence and Clause Types

Unit 36	Sentence Types – Simple and Complex	76
Unit 37	Connecting Ideas	78
Unit 38	Subordinate Clauses	80
Unit 39	Reported Speech [1]	84
Unit 40	Reported Speech [2]	86
Unit 41	Questions	88
Unit 42	Relative Clauses	92
Unit 43	Clauses of Contrast	96
Unit 44	Clauses of Cause or Reason	98
Unit 45	Clauses of Purpose	100
Unit 46	Clauses of Time	102
Unit 47	-ing and -ed Clauses	104

Nouns

Unit 48	Nouns	106
Unit 49	Noun Compounds	108
Unit 50	Genitive Forms	110

Adjectives and Adverbs

Unit 51	Adjectives vs. Adverbs	112
Unit 52	Adjective Modification with Adverbs	114
Unit 53	Comparison of Adjectives	116
Unit 54	Expressions of Frequency	118
Unit 55	Degree with Very, Too and Enough	120
Unit 56	So vs. Such	122
Unit 57	Already, Yet, Again and Still	124

Determiners

Unit 58	Articles	126
Unit 59	Pronouns	128
Unit 60	Demonstratives	130
Unit 61	Some, Any and Related Words [1]	132
Unit 62	Some, Any and Related Words [2]	134
Unit 63	Quantifiers [1]	136
Unit 64	Quantifiers [2]	138
Unit 65	Both, Either and Neither	140
Unit 66	Each and Every	142
Unit 67	Compounds with Every	144
Unit 68	Numerals	146

Prepositions

Unit 69	Time [1]	150
Unit 70	Time [2]	152
Unit 71	Place	154
Unit 72	Like, As and Such As	158

Appendices 1–8

		160
Answer Key		163
Index		188

Targets and objectives

Business Grammar & Practice: Intermediate is for intermediate level students who want to extend their understanding of the grammar used in business contexts. It includes structures which are often misused in English, and mastering these will give you confidence whatever business you are in or hope to work in. If you would first like a grounding in the core vocabulary of business English, the Pre-Intermediate level book in this series is the place to start.

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

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

Organisation of material

There are 72 units and 8 Appendices.

Each unit consists of:

1. Language presentation through:

- sample sentences to show the language forms in use;
- an explanation of the language forms;
- a description of the uses of these forms.

2. Practice through:

- controlled exercises to develop an awareness of the language forms;
- guided exercises to practise expressing the range of meanings conveyed by these forms;
- a transfer activity which provides a framework for further free practice of the language presented in the unit.

3. Answers to the controlled and guided exercises

Using a unit

You should work through a unit by:

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

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

Before you start an exercise:

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

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

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

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

Active (see also **Passive** and **Voice**)

A verb or verb phrase which has the person or thing doing the action as its subject, e.g. *The government increased taxes.*

Agent

The doer of an action in a passive sentence. The agent comes after the word 'by', e.g. *The mistake was discovered by an accountant.*

Article

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

Aspect

The feature of a verb that shows the time when an activity or state happens. In English the aspects are either continuous (see **Continuous**) or perfect (see **Perfect**).

Auxiliary verb

The verbs *be*, *have* and *do* when they are used with other verbs:

- continuous verbs (*be*), e.g. *Sales are increasing.*
- passive verbs (*be*), e.g. *The factory was sold last year.*
- the perfect (*have* and *had*), e.g. *We have already placed an order.*
- negative and interrogative verbs (*do*), e.g. *We don't agree with the plan. What do you think?*

Bare Infinitive (see **Infinitive**)

Clause

A group of words containing a subject and verb, and acting as a full sentence or part of a sentence. The verb may be a finite verb, e.g. *The company has been operating for 10 years* (finite clause) or a non-finite verb, e.g. *Having founded the company, ...* (non-finite clause).

Conjunction

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

Connector

A word which links clauses that are separated by a full stop or semi-colon, e.g. *however, therefore, similarly.*

Continuous (aspect)

A verb construction in the form *be* + infinitive, *...ing*, e.g. *is working*

Copula (copular verb)

A linking verb such as 'be' or 'seem' which takes a noun or adjective complement that tells us what the subject is, e.g. *He is the manager*, or *She seems very busy*. It can also tell us what the subject becomes, e.g. *She became sales director.*

Demonstrative

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

Derivation

A word that comes from another word, e.g. *management* is derived from the verb *manage*.

Determiner

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

Direct object (see **Object**)

Direct speech (see also **Indirect speech**)

A way of showing what someone actually says, e.g. 'I'm very pleased to meet you.' Quotation marks are often used to show direct speech.

Finite verb

A verb or verb phrase in one of the tenses.

Genitive

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

Indirect speech (see also **Direct speech**)

A way of showing what someone else has said by using your own words, e.g. *John announced that the meeting was cancelled.*

Infinitive (or bare infinitive)

The base form of a verb without 'to', e.g. *be, make, write.*

Infinitive + to

The base form of a verb with 'to', e.g. *to be, to make, to write.*

Interrogative

A group of words which asks a question.

Intransitive verb (see also **Transitive verb**)

A verb which cannot take a direct object, e.g. *He died last year.*

Some verbs can be both intransitive and transitive, e.g. *Production increased last year* (intransitive). *We increased production last year* (transitive).

Main verb

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

Modal verb

These verbs and their negative forms are modals: *will, can, shall, may, must, would, could, should, might*

Modals are followed by a bare infinitive, e.g. *You must attend the meeting.*

Needn't and *daren't* are also used in this way.

Object

A noun or noun phrase after a transitive verb, e.g. *We increased production by 5%.*

Participle

A non-finite verb formed with an infinitive + *ing* [present participle], e.g. *developing*, or the past participle form of a verb e.g. *developed*

Particle

A grammatical word which does not belong to the main classes, e.g. *to* [in the infinitive] or *not*.

Passive [see also Active and Voice]

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

Perfect (aspect)

A verb construction in the form *has/have* + past participle which puts the action or event in a different time from the time of speaking or writing.

The present perfect shows that the action has been completed by the time of speaking or writing, e.g. *We have already seen the report.*

The past perfect shows that an action has been completed by an earlier point of time, e.g. *We had already seen the report.*

Phrasal verb

A verb phrase that consists of a verb + adverb, e.g. *write up, pay out.*

Phrase

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

Pronoun

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

Quantifier

A word which describes quantity or amount, e.g. *all, many, some, few, no.*

Question tag

A short question added to a statement, which makes the statement into a question, e.g. *We sent the goods last week, didn't we?*

Relative clause

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

Reported speech [see Indirect speech]

Simple

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

Subjunctive

A verb form used to describe non-factual or hypothetical meaning. It is shown either by the bare infinitive e.g. *The shareholders demanded that he resign* or by *were* as in *If I were him, I would resign.*

Tense

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

Time marker

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

Transitive verb [see also Intransitive verb]

A main verb which takes a direct object, e.g. *We played golf last week.*

Verb ...ed

The verb form infinitive + *ed*, e.g. *helped.*

Verb ...ing

The verb form infinitive + *ing*, e.g. *helping.*

Voice

The grammatical category of either active or passive verb form.

Wh-question

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

Yes/no question

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

1

See also

Unit 2	The present simple
Unit 8	The future with will
Unit 9	The future with going to

A Sample sentences

- The company is expanding its international distribution.
- At present we are recruiting for a senior management post.
- What is happening in the economy? It is just recovering from a two-year-long slowdown.
- He knows what you need to do when you are launching a new brand.

B Form

The present continuous comprises two parts:
the present tense of **to be** + infinitive form of the verb ...*ing*

1 Positive form	2 Negative form	3 Interrogative form
I am/’m checking the figures.	I am not/’m not expecting a reply today.	Am I doing it correctly?
We/you/they are checking ...	We/you/they are not/aren’t expecting ...	Are we/you/they doing ...?
He/she/it is/’s checking ...	He/she/it is not/isn’t expecting ...	Is he/she/it doing ...?

C Uses

We use the present continuous to talk about:

- activities at or around the time of speaking
- temporary activities in the present
- fixed arrangements in the future

- To indicate an activity at the moment of speaking:
A: What are you doing?
B: I’m writing a business plan.
- To indicate an activity around the time of speaking:
The group is setting up a new Hong Kong office.
- To indicate the temporary nature of an activity:
Growth prospects are driving exchange rates at the moment.
(but this is not always the situation).
- To indicate a fixed arrangement in the future:
We are discussing further expansion of the programme at next month’s meeting.

Notes

- With C1, 2 and 3, we can use the following time expressions (present time markers):

at the/this moment *currently*
at present *now*

- With C4, we normally use a word or expressions to show that we mean future time.
This avoids confusion with the present time:
Where are you working next week? (future)
cf. **Where are you working?** (present)

Exercise 1

Make six sentences based on the following options. You can make questions, too.

Time expression	Subject	Present continuous	Object
Now	I	am/is/are planning	with our R & D department
At the moment	we	am/is/are working	a new project
At present	our department	am/is/are designing	new solutions
Currently	they	am/is/are installing	a new network

Exercise 2

Read the following text. It contains five examples of the present continuous tense. Classify them according to different uses shown in the box below.

The department is presently undergoing (1) major reorganisation. We are reducing (2) the number of office staff and relocating (3) some personnel in other departments. This month we are also advertising (4) for two new senior management posts. Our present director is leaving (5) at the end of the year.

*activity at or around
the time of speaking*

*temporary activity
in the present*

*fixed arrangement
in the future*

Exercise 3

Read the following dialogue.

Michael: What are you doing now, John?

John: I'm finishing preparations for our meeting tomorrow morning.

Michael: Is Patrizia coming?

John: Yes, she's arriving this evening.

Michael: Oh good. What are you doing this evening?

John: Nothing.

Michael: Well, I'm meeting Felix, to discuss the trip to Japan next week. Could you join us?

John: Er, no, I don't think so...

Complete the following sentences:

- Now John is _____
- Tomorrow morning, Michael, John and Patrizia _____
- Tonight Michael _____
- Tonight John isn't _____
- Next week they _____

Transfer

What are you doing now?

What are you doing tomorrow?

Think of a friend or colleague. What is he/she doing now?

Where are you going on Tuesday next week?

Are you working on any special project at the moment?

2

See also

Unit 1	The present continuous (see C4)
Unit 8	The future with <i>will</i>
Unit 9	The future with <i>going to</i>
Unit 54	Expressions of frequency

A Sample sentences

- Every research report contains a projected income statement.
- We usually raise money by issuing new shares. How does your company raise money?
- Due to rounding, some of these figures do not add up to 100 per cent.
- The meeting starts in another 10 minutes.

B Form

The present simple comprises:

one part in the positive, i.e. infinitive form of the verb[s]

two parts in the negative and interrogative, i.e. **do/does** + infinitive form of the verb

1. Positive form	2. Negative form	3. Interrogative form
I work in different departments.	I don't produce a monthly report.	Do I need more information?
We/you/they work ...	We/you/they don't produce ...	Do we/you/they need ...?
He/she/it works ...	He/she/it doesn't produce ...	Does he/she/it need ...?

C Uses

We use the present simple to talk about:

- characteristic or typical activities
- situations which are permanent
- fixed schedules in the future

- To indicate a general or permanent activity:
The company manufactures hair-care and cosmetics products.
- To describe a truth or current belief:
Products develop to meet changes in the market.
- To describe how often an activity is done:
How often do buyers visit the factory? They usually visit every six months.
- To indicate a fixed schedule in the future:
When does my subscription commence? It commences at the beginning of next month.
- With non-continuous verbs:
The prospectus contains information on the company's previous performance.
(*not: is containing*)

The following verbs are usually only used in the simple form:

*hope know understand like love mean forget contain imagine
remember prefer suppose want belong concern consist of cost
equal have involve depend on owe possess own remain require*

Notes

- Remember the **s** in the third person singular, i.e.:
positive – works negative – doesn't work interrogative – does ... work?
- With C1 and 2, no adverb of time is needed.
- With C3, we use time expressions to indicate how often something happens:
always usually often sometimes rarely/seldom hardly ever never
- Note the position of indefinite frequency markers:
Absenteeism usually increases before Christmas. [before the verb]
Usually absenteeism increases before Christmas. [at the beginning of the sentence]
Absenteeism is usually up before Christmas. [after the verb **to be**]

Exercise 1

Complete the following text with the correct form of a verb from the list in the box.

employ use supply work develop

Softcraft produces computer software for business applications. The company _____ programs for general business applications. In addition, Softcraft _____ customised software for individual requirements. Softcraft _____ 85 people. About 40 of these _____ in programme development. The company also _____ external consultants.

Exercise 2

Write sentences to complete a dialogue based on the flow chart below.

**Exercise 3**

Use a frequency adverb from the list below to make sentences using the given prompts.

always
often
rarely

frequently
sometimes
hardly ever

usually
occasionally
never

- | | |
|---|------------------------------------|
| 1. We/provide/good service | 5. He/have/meetings/in the morning |
| 2. I/have/face-to-face meetings/new customers | 6. I/see/the Senior Vice-President |
| 3. Our company/employ/external consultants | 7. We/write/reports |
| 4. I/be/busy in summer | |

Transfer

1. Read the following text.

Our company produces electronic components for washing machines. We are based in Singapore and we have subsidiaries in Korea, Malaysia and Japan. We sell our products throughout Europe and our biggest customers are in Europe. At present we are setting up a new distribution centre in France. Our department is working on the design plans and at the moment I am studying different plant layouts.

2. Use the model above to write a similar description of your own company and your present activities, or a company you know well.

3

See also:

Unit 5

The present perfect simple

A Sample sentences

- When the tax laws changed, limited partnerships became bad investments.
- Last year, we installed a new \$3-million computer system.
- How did you hear about the merger? – I received an email from a colleague yesterday.
- During the recovery, British firms didn't need to invest as quickly.

B Form

The past simple comprises:

one part in the positive, i.e. past tense form of the verb

two parts in the negative and interrogative, i.e. **did** + infinitive form of the verb

1 Positive form	2 Negative form	3 Interrogative form
Last year I/you/he/she/it/we/they worked in personnel.	At that time I/you/he/she/it/we/they didn't know the forecast.	Did I/you/he/she/it/we/they fill in the form correctly?

C Uses

We use the past simple to talk about activities in the past.

1. To indicate an activity at a specific time in the past:
The French government heard about the deal in January.
2. To ask when an activity happened:
When did you retire?

Notes

1. Once we have explicitly mentioned a specific time in the past, all the following activities are understood to happen within that time frame, i.e. in the past:
Last year, we introduced the new products with a print advertising campaign. The agency came up with multi-page ads that successfully promoted the products. There were no television commercials.

2. Typical past time markers include:

<i>yesterday</i>	<i>on + day/date, e.g. on Monday, on 21 January</i>
<i>ago</i>	<i>in + month/year, e.g. in July, in 1983</i>
<i>last</i>	<i>at that time</i>

3. **Already** and **recently**

In American English **already** is used with the past simple:

We already appointed a committee to oversee his decision.

In British English the present perfect is used (see Unit 5).

Recently is used with both the past simple and the present perfect:

I talked to our bank manager recently. (at a specific time in the recent past)

I haven't needed to talk to our bank manager recently. (in a period of time from the recent past till today)

Exercise 1

Complete the following paragraph with a correct form of the verb in brackets.

On Monday Diano S.p.A. _____ (report) increased profits for the year. Exports _____ (climb) by 20 per cent last year but domestic sales _____ (fall) by 5 per cent. Two months ago the company _____ [set up] new sales offices in France and Singapore. On the Milan Stock Exchange yesterday the company's share price _____ [rise] by 0.15 euros to €1.11.

Exercise 2

A journalist interviews a company director about a joint venture with Fallon Inc., an American company. Complete the sentences with an appropriate form of the verb given in brackets.

J: When _____ [begin] negotiations?

D: We _____ (start) three months ago.

J: And you reached agreement this morning?

D: That's right.

J: Was the original idea yours or Fallon's?

D: At first we _____ [approach] Fallon and we _____ (put forward) some outline proposals.

J: _____ [have] any major problems?

D: No, as you know, we _____ [meet] many times and we _____ [reach] agreement today.

Exercise 3

Look at the following chart which shows the history of a joint venture between two companies. Write a short paragraph which explains the main events.

**Transfer**

Write six sentences describing either:

- the history of a project you know well
- your educational and/or professional background.

4

See also

Unit 3

The past simple

A Sample sentences

- We were trying to build the company, when the recession hit.
- While we were seeking a solution, they were doing everything to stop us.
- A: Which team were you working with last year?
B: With Paul's team. We were trying to cut fuel costs.

B Form

The past continuous comprises two parts:
the past tense of **to be** + infinitive form of the verb ...ing

1 Positive form	2 Negative form	3 Interrogative form
I was checking the stock.	I was not/wasn't expecting a delivery.	What was I doing at this time last year?
We/you/they were checking ...	We/you/they were not/weren't expecting ...	What were we/you/they doing ...?
He/she/it was checking ...	He/she/it was not/wasn't expecting ...	What was he/she/it doing ...?

C Uses

We use the past continuous to provide a past time frame for another activity.

Timeframing:

The Health and Safety Committee were discussing hazards when the fire started.

The fire started at a past point of time (X) within a period.

What were you doing at this time last year?

This time last year = a past point of time within a time frame; 'what were you doing' indicates a past period of time and provides a time frame for 'at this time last year'.

While the fire brigade were fighting the fire, we were trying to save some of our works of art.

Here 'trying to save works of art' is not at a point of time (X), but lasts for a period of time [indicated by the lower brace]. In fact the two actions happened at the same time and for the same period. Therefore, both verbs are in the past continuous.

**Notes**

1. The past continuous does not indicate an activity that lasted for a long time:
I **was working** with a well-known computer manufacturer for ten years. [X]
I **worked** with a well-known computer manufacturer for 10 years. [✓]
I **was working** with a well-known computer manufacturer when I was made redundant. [✓]
2. Expressions with the preposition **during** can be changed to clauses with **while**
+ past continuous:
During the launch period, outdoor advertising reached 6 per cent of the total advertising budget.
While we were launching the product, outdoor advertising reached 6 per cent of the total advertising budget.

Exercise 1

How many sentence combinations can you make based on the following alternatives?

The manager	was	designing	new ideas	when	they	resigned
Mrs Ford	were	writing	a new plant		he	abandoned the project
The production team		researching	a report		the Director	found a solution
I					I	
					she	

Exercise 2

Complete the following sentences by choosing a suitable form of the verb in brackets. Use either the past simple or the past continuous.

- We _____ (review) safety procedures when the accident _____ (happen).
- While we _____ (clean) the tanks the chemicals _____ (pollute) the river.
- The plant _____ (operate) at full capacity before the explosion _____ (happen).
- We _____ (turn off) the supply because the pipe _____ (leak).
- As the equipment _____ (get old) we _____ (decide) to replace it.
- When the fire _____ (start) she _____ (wear) protective clothing.
- While the company _____ (investigate) the accident the government _____ (introduce) new regulations.
- The risk of explosion _____ (be) highest precisely when workers _____ (repair) the pipe.

Exercise 3

Below is an extract from a report on an accident at a construction site. Complete the text by choosing an appropriate form of each verb in brackets. Use either the past simple or the past continuous.

On Monday at 16.30 a construction worker was hurt at the Iribas plant. The foreman said that four men _____ (work) on a roof when a crane _____ (hit) the wall of the building. One of the men _____ (slip) and _____ (fall) to the ground. The crane driver _____ (try) to lift a metal pipe when he _____ (lose) control. A preliminary report identifies three factors which contributed to the accident: the injured worker _____ (not/wear) a safety harness. The crane _____ (work) in a prohibited area. It _____ (rain), so work should have been stopped.

Transfer

Think of your own career or work. Make sentences in which a past action occurs within a given time period.

Example:

We were doing a lot of work with Japanese suppliers when Impreso bought the company.

5

See also

Unit 3

The past simple

Unit 4

The present perfect continuous

A Sample sentences

- **Business confidence has dropped as a result of the recession.**
- **Have you told investors what is happening in your sector?**
- **Their salaries have not increased in real terms since 1992.**
- **High-priced issues have led the market since last week.**

B Form

The present perfect simple comprises two parts: **has/have** + the past participle form of the verb

1 Positive form	2 Negative form	3 Interrogative form
I/you/we/they have/’ve finished the project.	I/you/we/they have not/haven’t + past participle form of the verb	Have I/you/we/they + past participle form of the verb?
He/she/it has/’s finished the project.	He/she/it has not/hasn’t + past participle form of the verb	Has he/she/it + past participle form of the verb?

C Uses

In meaning, the present perfect belongs to the present tenses. This is because in the various uses, the meaning is always linked to the present, rather than the past.

- To indicate an activity at some non-specific time in the past with an impact or result in the present or future:

The company has reduced its payroll to 28,300. (present result = fewer employees on payroll)
cf. The company reduced its payroll last week. (specific time in the past)

We have recruited new talent for our management team. (present result = new managers)
cf. We recruited new talent for our management team at the beginning of May. (specific time in the past)
- To indicate an activity within a period of time which is not yet finished, i.e. unfinished time:

The company’s credit quality has improved this year. (The year is not yet finished.)
cf. The company’s credit quality improved last year. (Last year is finished.)
- To indicate an activity which started in the past and continues to the present:

So far/Up to now we have ignored the possibility of repeat orders.
 (in the period between then and now)

Office rents have fallen sharply since 2008. (They began to fall in 2008 and are still falling.)

The research group has worked on the project for several years. (It started working on it several years ago and is still working on it today.)

Notes

- As the activity in C1 happened at a non-specific time in the past, no time marker is used.
- In C2, typical time markers are: *this morning/week/month/year today now*
Just and **just now** are considered as present time markers, and are used with the present perfect:
They have just signed a deal on oil imports.
Recently can also be used with the present perfect (see also Unit 3, Note 3):
Many European airlines have recently invested in American companies.
Already and **yet** both provide a frame of unfinished time; the time frame starts at an unspecified point in the past and continues to the present. **Already** is typically used in positive sentences; **yet** in negative and interrogative sentences:
Have you signed the agreement yet? (between then and now)
Cutbacks have already brought inventories more in line with demand. (between then and now)
- In C3, typical time markers are:
since (to indicate the starting point), *for* (to indicate the period)
She has worked here since 2006. (starting point)
She has worked here for seven years. (period)

Exercise 1

Make six sentences based on the following options.

Mennis plc	has	called	you	yet
I	has not	contacted	us	recently
We	have	sent	the goods	today
Paolo	have not	ordered	anything	
Mr Joyce		arrived	to Frank	
She		spoken		

Exercise 2

Complete the following extract by choosing the correct form of the verb in brackets. Use either the past simple or the present perfect simple.

Last year our company _____ (report) a small increase in profits. This year we _____ (see) continued improvement and our turnover _____ (rise) by 15 per cent. This is very good news in a difficult world market. In fact internationally, the market _____ (fall). Naturally, our costs _____ (go up) and so the rise in profits is not so great. It is true that our domestic performance _____ (be helped) by the collapse of our competitor, Capra & Pecora, which _____ (go out of business) in January.

Exercise 3

JBM is a Financial Services Company. The Managing Director is Martina Pavlovski. Here is an extract from a speech she made to shareholders at the AGM.

Read the extract from her speech and place the different actions in bold in the appropriate column in the box below, according to the meaning in the context. The first one has been done for you.

'For our sector, **recent times have been difficult**. However, it is clear that we are not alone. **The world economy has suffered a downturn** and all sectors of industry have experienced difficulties. But this year **we have already seen signs of improvement**; I am sure you know that especially in Asia there has been increased growth and this will benefit us greatly. Also, turning to insurance, **we have been involved in the insurance market** for only a relatively short time, but it is good to see that **this sector has grown rapidly** since 2008.'

Activity at some non-specific time in the past with an impact or result in the present, or future	Activity within a period of time which is not yet finished.	Activity which started in the past and continues to the present.
the world economy ... in Asia there has been ...	we have already seen ... we have been involved.	recent times have been difficult This sector has grown ...

Transfer

Make sentences about the recent economic performance of either your own company, an industry you know about, or the economy of your country. You can use both the present perfect and the past simple.

6

See also

Unit 3	The past simple
Unit 5	The present perfect simple

A Sample sentences

- A:** How long have you been buying plots of land and developing them?
B: First, we simply sold plots of land, but we've been developing them for about three years.
A: Have you done well from this?
B: Yes, we've been making a lot of money.
A: That's because you've been acting as the property developer, and not just the seller.

B Form

The present perfect continuous comprises two parts:
 the present perfect of **to be** + infinitive form of the verb ...ing

1 Positive form	2 Negative form	3 Interrogative form
I/you/we/they have/'ve been using the agency.	I/you/we/they have not been /haven't been + infinitive form of the verb ...ing	Have I/you/we/they been + infinitive form of the verb ...ing?
He/she/it has/'s been using the agency.	He/she/it has not been/hasn't been + infinitive form of the verb ...ing	Has he/she/it been + infinitive form of the verb ...ing?

C Uses

The present perfect continuous belongs to the present tenses because, in its uses, the meaning is always linked to the present, rather than the past. We use the present perfect continuous:

- To indicate an activity at some non-specific time in the past with an impact or result in the present or future:
I have been reviewing last year's inventory levels.
 Here, the verb phrase 'have been reviewing' indicates an action over a period of time.
cf. **I've just finished reviewing last year's inventory levels.**
 Here, the verb phrase 'have finished reviewing' indicates an action at a point of time. 'To finish' cannot happen over a period of time; it indicates an instantaneous action. We use the present perfect continuous for verb phrases which can happen over a period of time.
- To indicate an activity which started in the past and continues to the present:
I have been developing and teaching sales training skills for salespeople since 1999.
 Again the verb phrase 'have been developing' indicates an action over a period of time; in this case the period of time is specified.
 Compare the following sentences:
Since last autumn, we have tested all of the corn leaving US ports.
We have been testing all of the corn leaving US ports since last autumn.
 In the first sentence we are interested in the fact that the tests are now finished and that we can now come to some conclusions, or move on to a new stage in the development cycle; in the second sentence we are interested in the action itself – the testing – and its duration.

Exercise 1

Make three sentences from each of the following prompts in the present perfect continuous. Make first a positive statement, then a negative statement and finally a question.

You/work/Paulus & Company/for many years
They/sell/shares/since January

Exercise 2

Read the following sentences. Decide which show examples of actions which continued over a period of time and which show actions which occurred at specific points in time. Write 'period' or 'point'.

- George has been working too hard recently. _____
- He has made a lot of mistakes. _____
- He has been travelling all over the country. _____
- He's even had a couple of minor road accidents. _____
- He's asked for some time off work. _____
- We've been thinking of ways to help him. _____

Exercise 3

Use the following prompts to produce a short email about recruitment problems in a clothing distribution company.

Transfer

Describe a decision connected with your own work. Use examples of both the present perfect simple and the continuous form.

Example:

ABC has decided to change the management structure. They have been thinking about this for a long time.

To:	<input type="text" value="bjmccusker.sales@ cottoniers.com"/>
From:	<input type="text" value="hcawley@cottoniers.com"/>
Subject:	<input type="text" value="Recruitment of Sales Director (Northern Region)"/>
<p>Dear Bob,</p> <p>We/to advertise/for six months/national newspapers. We/to interview/five candidates but/to be not able to fill/position.</p> <p>This month/to place/an advertisement/Sales & Marketing Journal.</p> <p>I/to talk to/'Head Hunting' agency. This seems to be an increasingly probable solution. Any comments?</p> <p>Best regards Harriet</p>	

7

See also

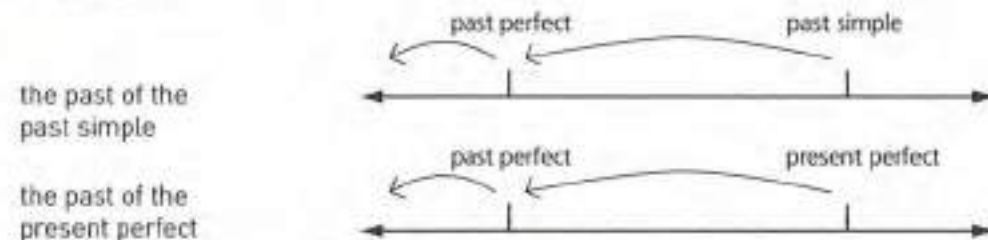
Unit 3	The past simple
Units 10 and 11	The conditionals (1) and (2)
Unit 46	Clauses of time

A Sample sentences

- By the time the company denied the report, the market had already closed.
- Once we had franchised this function, we lost contact with these customers.
- A leading economist said the government's policies were wrong and had increased unemployment.

B Form

The past perfect is:



The past perfect comprises two parts:

had + past participle form of the verb

1 Positive form	2 Negative form	3 Interrogative form
I/you/he/she/it/we/they had/'d finished the project.	I/you/he/she/it/we/they had not/hadn't + past participle form of the verb	Had I/you/he/she/it/we/they + past participle form of the verb?

C Uses

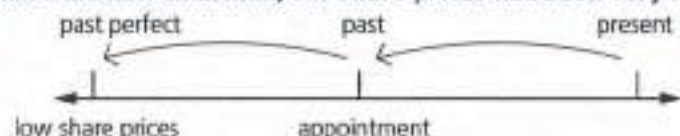
We use the past perfect to talk about activities which happened at a time before the past.

- To indicate an activity at a time before the past:

As soon as John had finished his report on Australia, we asked Sasha to go to Brisbane.



Before we appointed the new chairman, our share prices had been very low.



- To report a present perfect tense after a past tense verb of speaking:

The current chairman said, 'We have had merger talks for about two years'.

The current chairman said the two companies had had merger talks for about two years.

The present perfect in the direct speech in the first sentence is changed to the past perfect in the indirect speech in the second sentence.

Notes

- We often use a past simple form where the sequence of events is clear:

After the interest payment was added back, the bonds' loss was about 18 per cent in the quarter.
[The use of **after** makes it clear that the first event was the addition of the interest payment.]

- We use the past perfect with the following time conjunctions:

after before once until when as soon as

Exercise 1

Use the prompts below to write sentences which include a past perfect tense contrasted with a simple past tense. Use positive, negative and interrogative forms. Here is an example:

speak to/agency//when they/change/the agreement

We had spoken to the agency when they changed the agreement.

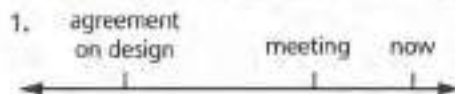
We hadn't spoken to the agency when they changed the agreement.

Had we spoken to the agency when they changed the agreement?

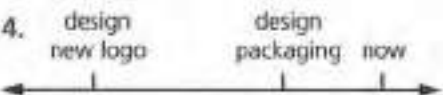
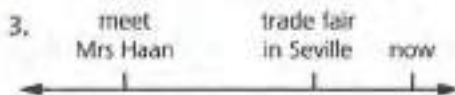
1. plane/leave//when they/reach/airport
2. she/already/sign/contract//when you/call
3. You/send/report//before we/notice/mistake

Exercise 2

Look at the time lines below to make sentences which contrast two different actions. Use **already** in each sentence. The first has been done for you.



We had already agreed the design before we had a meeting.



Exercise 3

Your company has contracted an advertising agency to market your goods. You receive the following letter from them, describing preliminary results of a market research survey.

Imagine you telephone a colleague to tell him about these results. What would you say? Write five sentences using past perfect tenses.

Example:

More women than men had bought clothes in the previous week.

Transfer

Write four examples of sentences describing events affecting your work, in which a past tense is contrasted with a past perfect tense.

Example:

I had already worked in marketing before I joined my present company.

DTR Market Surveys

16 King Richard Street

Coventry CV2 7RT

Telephone (0203) 542281

Fax (0203) 542020

Email DTRmarket@commail.net

Jean Tourner
Keek Clothing
St Paul's Avenue
Dublin 6
Irish Republic

Our Ref: K/JT7
Your Ref:

Dear Jean,
Re: Keek Clothing Survey: Preliminary Results

We have now finished the first stage of analysing the results of our survey. I am preparing a full report to send to you.

We asked whether the respondents had bought clothes in the previous week, and divided the respondents by sex and into three age categories. The results are as follows:

sex	18-25	26-35	36-45
male	62%	49%	31%
female	71%	57%	42%

We were surprised by the large number in all categories but the margin of error was calculated at only ± 5 per cent and the sample size was 850. I'll phone you later to discuss this.

Best regards,
Simon Deekes
Simon Deekes
DTR Market Surveys Ltd

8

See also

Unit 1	The present continuous (section C4)
Unit 2	The present simple (section C4)
Unit 9	The future with going to
Unit 17	Will and would

A Sample sentences

- **OK, I'll take the minutes of the meeting.**
- **I'll check on the financial details before taking a decision.**
- **Trade barriers have been removed but this won't affect the trade deficit this year.**
- **The European operations will be restructured and ordered to cut 200 staff.**

B Form

The future with **will** comprises two parts: the modal **will** + the infinitive form of the verb

1 Positive form	2 Negative form	3 Interrogative form
If/you/he/she/it/we/they will /'ll deliver the goods tomorrow.	If/you/he/she/it/we/they will not / won't be at the meeting.	Will I/you/he/she/it/we/they arrive in time?

C Uses

We use the modal **will** to talk about:

- the future
- willingness (see Unit 17)

1. To indicate an activity decided at the time of speaking:

A: Have you told investors what is happening in the company?

B: Not yet. I'll get on with it right away.

A: I'm sure they won't be very happy about it.

B: I'll try to persuade them not to withdraw their investment.

2. To indicate a neutral activity in the future or a part of a process:

A second conference will be held in Paris from September 6th–8th.

First the Commission will present reports on employment trends.

3. After verbs of mental activity, e.g. *think, hope, expect*:

Economists expect that the price increases will continue to slow.

4. After adverbs of certainty, probability and possibility:

The firm will probably restructure the deal and offer new shares when market conditions improve.

5. In the main clause of conditional sentences type I (see Unit 10):

Even if they decide to increase their quota, they'll still be producing beyond their allotment.

[*not*: even if they will decide...]

Notes

1. The contraction 'll can be used after all subjects (noun and pronoun) – but only in speech:

The new EU rules'll be in force from 2013.

2. Future time markers are:

next...

on + day/date, e.g. on Monday, on 21 January

in + month/year, e.g. in July, in 1999

3. In C3, the negative of 'I think he will' is usually 'I don't think he will':

We think they will say yes.

We don't think they will say yes. [*rather than*: We think they won't say yes.]

Notice also: **I think so.** (positive)

I don't think so. (negative)

Notice, however, the following equivalents:

We hope/expect (that) they will say yes.

We hope/expect (that) they won't say no.

4. In C4, notice the word order [**will** and adverb] in the positive and negative sentences:

The market will definitely improve.

The market definitely won't improve.

Exercise 1

Look again at the five uses of **will** explained on the opposite page. Then read the sentences below and categorise them according to type of use.

1. I think I'll go to Athens soon.
2. Are you thirsty? I'll get you something to drink.
3. We'll watch a short film, then we'll see the production plant.
4. Hold on - I'll just phone Marta to ask her.
5. When you come, I'll introduce you to Maria Penrose, our Finance Manager.
6. There'll probably be a fall in profits in the spring.
7. Perhaps I'll get to Sydney next year.
8. I expect you'll stay in a hotel, won't you?
9. John has arrived. I'll go to meet him.
10. The report will be ready on Monday.

Exercise 2

Write appropriate sentences to complete the following exchanges. Include a form of the word **will**. The first has been done for you.

1. Martin: Sara has arrived.
Kevin: (come)
I'll come at once.
2. Sara: What'll your talk be about?
Hanna: (cost savings)

3. Emma: What do you think about the possibility of doing more business in Europe?
Fred: (easy)

4. Isobel: The photocopier has broken down.
Piers: (repair man)

5. Charlotte: Katrin is away today. She's at home.
Maeve: (telephone)

6. Lee: If we go to Paris, who will we meet?
Dietmar: (not Bergit)

Exercise 3

Write sentences which use **will** and match the different uses indicated. The first has been done for you.

1. A neutral activity in the future.
The meeting will start at 9.00.
2. After a verb of mental activity.
3. A neutral activity as part of a process, e.g. a presentation.
4. A neutral activity in the future.
5. Activity decided at the time of speaking.
6. In the main clause of conditional I sentences. (see Unit 10)

Transfer

Answer the following questions about your work.

1. What special projects do you think you will be working on next year?
2. What are you doing later today?
3. Who'll you see tomorrow?
4. What do you expect you will be doing this time next year?
5. If business drops by 50 per cent will you lose your job?

9

See also

Unit 1	The present continuous
Unit 2	The present simple
Unit 8	The future with will

A Sample sentences

- We need to attack the problem right now: How is the business going to survive?
- We are going to aim our marketing at young people.
- Exports have increased by only 7.4 per cent. That means the yearly target of \$1.3 billion isn't going to be achieved.
- What sort of insurance are you going to need?

B Form

The future with **going to** comprises three parts:
to be + **going to** + infinitive form of the verb

1 Positive form	2 Negative form	3 Interrogative form
I am He/she/it is We/you/they are	I am not/I'm not He/she/it is not/isn't He's/she's/it's not We/you/they are not/ aren't We're/you're/they're not	Am I Is he/she/it Are you/we/they
going to analyse the results.	going to analyse the results.	going to analyse the results?

C Uses

We use **going to** to talk about activities in the future.

1. To indicate an action that has already been decided:
They are going to reduce their workers by 25 per cent by putting in robots.
2. To indicate an intention:
It is an expensive product, but we are going to push it strongly.
3. To indicate a future activity based on the present situation:
They have cut production temporarily. Some plants are going to shut for a month.

Note

Future time markers are:

next ...

on + day/date, e.g. on Monday, on 21 January

in + month/year, e.g. in July, in 2009

Exercise 1

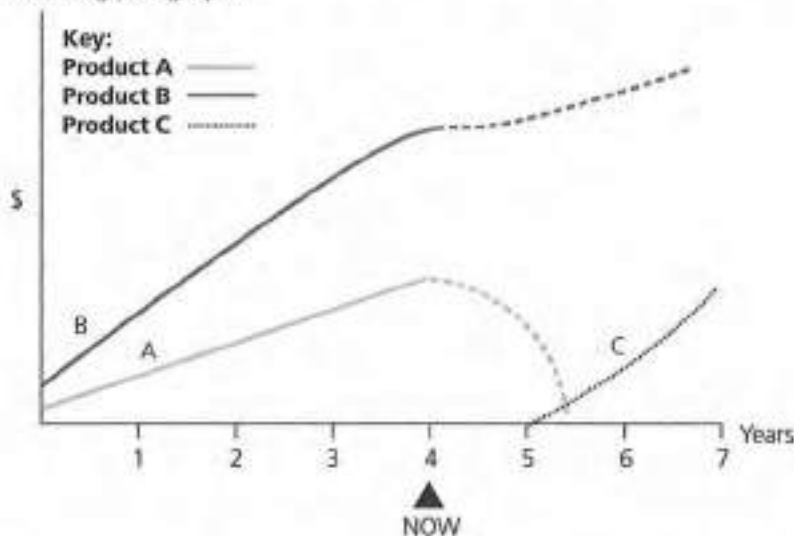
Look at three uses of the future with **going to** described on the previous page. Categorise the following examples in the box below.

- The international market is increasingly competitive. We are going to have to improve our sales performance.
- Laconte & Cie are going to open a plant in Rouen.
- There's no way this situation can continue. I'm going to insist on a different strategy.
- There's going to be a new range of products very soon.
- What are we going to do about the supply problem?
- Fred's going to Singapore tomorrow.

Sentence	Action already decided	Intention	Activity based on present situation
1			
2			
3			
4			
5			
6			

Exercise 2

Look at the graph below. It shows sales and expected sales for three products, A, B and C. Complete the following paragraph.



'Product A is an old product, nearing the end of its life. As the graph shows, sales for Product A _____ (fall) whereas sales for product B, which is very profitable, _____ (rise). Because of this, we _____ (cut) production of A and at the same time concentrate efforts on B. In addition, we _____ (launch) a new product, C.'

Transfer

Write sentences on any of the following:

- your intentions
- an action already decided
- some future activity based on the present situation.

See also:

Unit 11	The conditionals (2)
Unit 17	Will and would
Unit 19	Can and could
Unit 21	Shall and should

A Sample sentences

- If taxes don't go up, eliminating a budget deficit of 10% of GNP won't be possible.
- We would have to close the plant if labour costs went up by 20 per cent.
- If investors had left their money in the bank, they would have received interest payments.
- If they raise prices, they risk losing customers.

B Form

A conditional sentence comprises two clauses: the **if** clause + the main clause

There are four principal types of conditional sentences: conditional I, conditional II, conditional III and universal conditions.

Conditional	If clause	Main clause
I	present simple	future with will
II	past simple	conditional with would
III	past perfect	past conditional with would have
universal	present simple	present simple

Notice the relationship between the tenses in the table above:

1. In the **if** clause section:

One tense back from the present simple is the past simple; and one tense back from the past simple is the past perfect.

2. In the main clause section:

The past of **will** is **would**; and the past of **would** is **would have**.

The following contractions are common in speech:

will = 'll, e.g. I'll, the company'll

would = 'd, e.g. they'd, it'd, the organisation'd

would have = would've or 'd've, e.g. we'd've

had = 'd, e.g. they'd, it'd, the organisation'd

C Uses

We use conditional sentences to talk about the relationship between events and their consequences:

If he accepts the appointment, he will become the company's first group finance director.

As we have seen, there are four types of conditional sentences. These reflect the probability of the event and, therefore, its consequence.

1. Conditional I. Here the speaker sees the consequence as a real possibility:

If the rural economy doesn't pick up, it will be difficult to achieve sustained growth in domestic demand.

2. Conditional II. Here the speaker sees the consequence as a remote possibility:

If we agreed to his proposals, we would become major shareholders in the new company.

3. Conditional III. Here the speaker recognises that the consequence is an impossibility, i.e. cannot be fulfilled:

If we had not got backing from the bank, the business wouldn't have got off the ground.

4. Universal conditions. Here the speaker indicates that the consequence always follows the event:

If a company chooses the wrong technology, its money will be wasted. (Wrong technology is always a waste of money.)

Notes

1. **Will** is a modal verb; in conditional I, other modal verbs can be used in the main clause, e.g. **may**, **can**, and **must**; similarly in conditionals II and III, the modal in the main clause can be **would** or **might** or **could** or **should**:

If we sell/sold the waste materials, we may/might avoid \$30 a ton of landfill charges.

2. There are certain polite formulae where we can use **would** or **could** after **if**:

We would be very grateful/much obliged if you would/could advise us about the business plan.

Exercise 1

Complete the missing part of each of the following conditional sentences.

- If you _____ (come), we'll discuss it in detail.
- If we _____ (reach) agreement, we'd sign the contract the same day.
- Unless there is a major problem, we _____ (need) only one day.
- If we have good advertising, the product _____ (be) a success.
- If there _____ (be) an easy solution, we would have avoided the problems.
- If we had taken your advice, we _____ (spend) more money.

Exercise 2

Look at the following scenarios showing events and their consequences. Write three conditional sentences for each situation, one for each of the three categories below. The first one has been done for you.

- real possibilities
- remote possibilities
- impossibilities

Events		Consequences
1 Increase in sales	→	Increase production
2 Poor sales	→	Change distribution network
3 High demand overseas	→	Increase Export Sales team
4 World recession	→	Drop in world market

- If there is an increase in sales, we will increase production.
 If there were an increase in sales, we would increase production.
 If there had been an increase in sales, we would have increased production.

Exercise 3

Imagine you work for Big Insurance Company, a subsidiary of International Credit Bank. You write to the bank's customers to tell them about the risks involved in not having insurance with Big Insurance Company.

In your letter you describe the consequences of various disasters. Write a sentence for each of the following events and possible consequences. The first has been done for you.

- accident → stop work
If you had a serious accident, you would have to stop work.
- stop work → no protection for family
- period in hospital → no cover for hospital fees
- house fire → insufficient cover to replace lost items
- road accident → no cover for legal expenses
- death → no life assurance
- no life assurance → family with no money

Transfer

- Write a note to a colleague or a friend suggesting an economy measure to reduce costs (conditional II).
- Write another note to a colleague or friend describing a decision you took which had serious consequences.
 Suggest what you should have done and what the alternative result would have been (conditional III).
- Think of your own company or country and write sentences containing different conditionals.

Example (company):

- Conditional I investment now → benefits in the future
 Conditional II new products → new markets/increased market share
 Conditional III past investment → bigger turnover

11

See also

Unit 10	The conditionals (1)
Unit 17	Will and would
Unit 19	Can and could
Unit 21	Shall and should

A Sample sentences

- He expects a good increase in earnings and sales for 2012, provided we have a normal year.
- The company can meet payroll and other expenses in the event that normal business operations are interrupted.
- Should the company go bankrupt, the pension fund cannot be seized to pay debtors.

B Form

The following words and expressions can also introduce conditional clauses or phrases:

provided/providing (that) *on condition that* *so long as*

These expressions mean 'if and only if'.

in case *in the case of* *in the event that* *in the event of*

These expressions indicate that a future event may or may not happen.

unless

This word means 'if + negative'.

We can also use inverted constructions as alternatives to conditionals I, II and III.

Conditional I – inverted construction with **should**:

Should the business fail, they will be able to recover their loan.

Conditional II – inverted construction with the subjunctive **were ... to**:

Were the business to fail, they would be able to recover their loan.

Conditional III – inverted construction with the past perfect:

Had the deal gone ahead, around 75 % of the market for textiles would have ended up in the hands of two firms.

C Uses

1. *provided/providing (that)* *on condition that* *so long as*

These expressions are used in conditional I and II constructions:

Some creditors will agree to your offer of reduced payments on condition that you offer them some form of security.

It would be easy to renew your overdraft at the end of the fixed period so long as your business prospects looked promising.

2. *in case* *in the case of* *in the event that* *in the event of*

These expressions refer to future events and are used in conditional I constructions:

Customers are reminded to keep proof of purchase in case they wish to make a complaint.

In case proof of payment of taxes is not available, a certificate from a chartered accountant must be submitted.

Both **in (the) case of** and **in the event of** are used with a noun phrase:

The land development company would be required to redeem the debt in the event of a merger.

3. The inverted constructions are widely used in formal written documents, e.g. legal contracts or agreements.

Exercise 1

Look at the following extract from a tour operator's terms and conditions and underline the conditional markers.

Deposit and payment

No holiday booking will be accepted unless accompanied by the necessary deposit. A confirmation will then be issued once the deposit has been received. The balance may be paid at any time provided it is not later than eight weeks before departure.

Changes to bookings

As you will appreciate, your holiday arrangements are planned many months in advance and on rare occasions it may be necessary to make changes. In the unfortunate event that we have to make major changes, you will be entitled to compensation as shown in Appendix 1. However, you will only be entitled to compensation on condition that you contact our office not later than seven days after notification of the proposed changes. Provided that we can substitute a holiday of similar quality, there will be no entitlement to compensation.

Misbehaviour

We reserve the absolute right to terminate without notice the holiday arrangements of any person in the case of misbehaviour likely to annoy other passengers.

Should you have a problem

Should you have a problem, remember that our representatives are on hand to help.

Exercise 2

Match a clause on the left with a clause on the right to make six sentences.

- | | |
|--|--|
| 1. In case of fire, | a. so long as we have goods to sell. |
| 2. We will replace faulty goods, | b. had you asked us. |
| 3. We will continue trading | c. in case you have any questions. |
| 4. We will not renew our contract | d. hotel guests should leave the building immediately. |
| 5. We would certainly have reconsidered our prices | e. unless you are able to offer better conditions. |
| 6. Please contact us | f. provided that the customer returns them in an unused condition together with proof of purchase. |

Exercise 3

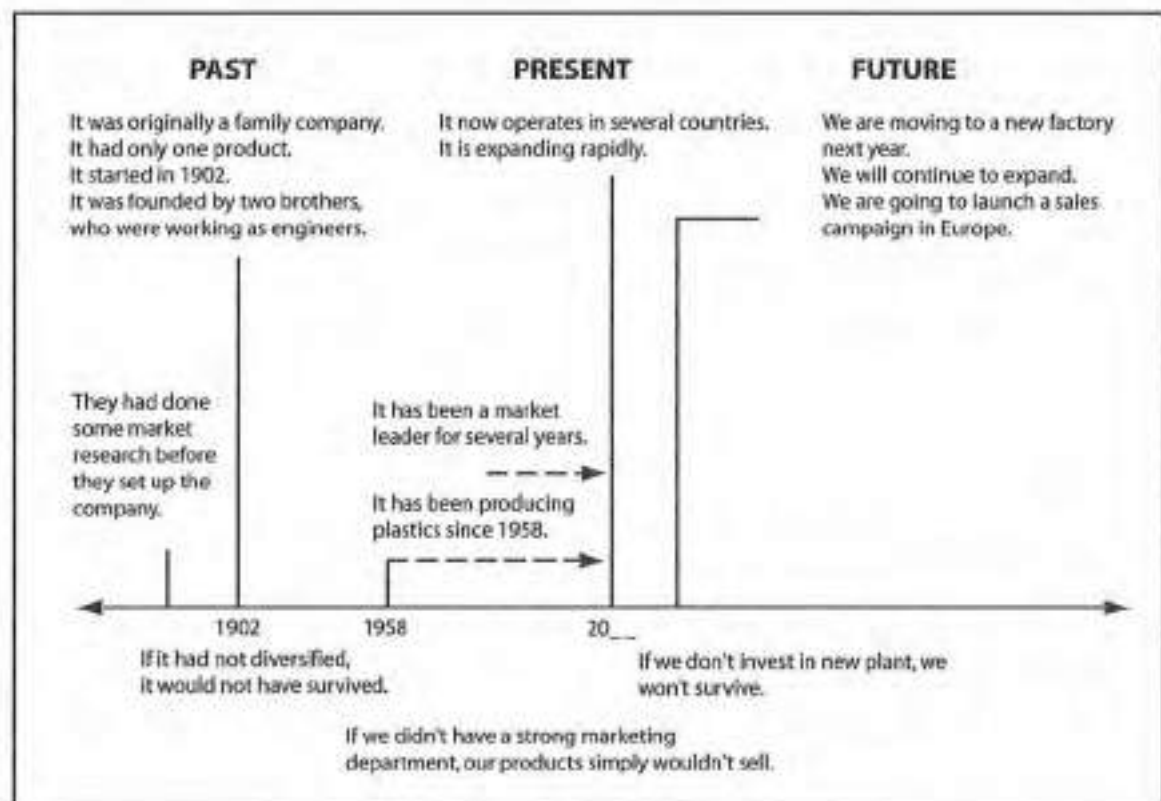
Change the *if* constructions in the following legal contract clauses into inverted constructions.

- If the policyholder wishes to extend this policy, he must notify the company before the policy expiry date.
- If the policyholder does not contact the company before the expiry date, the company shall be entitled to terminate the agreement.
- If the policyholder subsequently decided to renew the policy, the company would be entitled to charge an introductory fee.
- However, if the company decided not to renew the policy, for whatever reason, they must inform the policyholder within seven days.
- If the company did not inform the policyholder within the specified time, they may not refuse to renew the policy.
- The company may terminate the contract if the policyholder:
 - does not disclose all the relevant information;
 - did not complete all the sections;
 - had failed to pay the full premium by the agreed time.

Transfer

As we have seen in this unit, some conditional constructions are more commonly found in formal documents such as legal contracts.

Write six clauses from your contract of employment or invent six clauses for the contract you would like to have.



Exercise 1

Look at the following summary of the history of Mantegna S.p.A., an Italian engineering company. Write a short paragraph about the company, using as many different tenses as you can.

- 1972 Mantegna S.p.A. founded by Leonardo Mantegna.
- 1972-75 Small factory in Verona. Main product: steel pipes.
- 1976 New production plant in Milan. Began valve manufacturing.
- 1995 Head Office moved to Milan.
- 2000 Rejected attempted takeover by Echo Inc., Chicago.
- 2001-2010 Sales offices established in 48 different countries.
- 2010-now Turnover \$450m. Range of over 400 products.
Planning expansion into automotive sector.
Next year: new plant in United Kingdom.
In three years: new plant in Boston, Massachusetts.

Transfer

Look at the diagram on the previous page. Think of the history of a company you know well and write a paragraph about it.

See also

Unit 14	Infinitive
Unit 15	Verb ...ing or infinitive + to

A Sample sentences

- The customer care team are responsible for managing our 8,000 registered customers.
- We look forward to working with you to achieve our common goals.
- The company will start producing the screens at a new plant in Himeji City.
- Advertising in trade publications has boosted sales enormously.
- These schemes are all worth investing in, but will they prove to be superior investments?

B Form

The verb ...ing form comprises:
infinitive form of the verb + *ing*

It can be seen in:

- the present continuous verb, e.g. I **am going** [see Unit 1]
- adjective forms, e.g. an **interesting** product
- the present participle, e.g. I heard the MD **presenting** the results
- noun forms, e.g. We are interested in **increasing** our market share

The following section, 'Uses', deals with the noun form.

C Uses

In noun forms, the verb ...ing functions as a noun and can be called a *verbal noun* – a noun made from a verb. It is also called a *gerund*. We use it:

- as the subject or object of a verb
- after a preposition

1. As the subject of a verb:

Leading a team is a key management function.

2. As the object of certain verbs:

Certain verbs are followed by a verb ...ing [and not an infinitive].

If you have a home office, you should consider buying additional business coverage.

The debt restructuring plan would involve selling off much of the troubled company.

These verbs include:

*acknowledge dislike miss risk avoid enjoy
postpone stop consider finish practise suggest
delay involve regret deny don't/doesn't mind*

3. After a preposition:

Prepositions are always followed by nouns, so can be followed by the verbal noun:

After reading the report, the MD promised that the group would improve its risk estimates.

National energy is still interested in acquiring control of the company.

4. After certain phrases:

[not] worth have trouble/difficulty spend/waste time

The company has spent a lot of time fine-tuning its existing products.

Note

To can be either a preposition or a particle:

Commercial banks are used to buying back their loans at deep discounts.

[preposition followed by verb ...ing]

Consumers can no longer afford what they used to buy. [particle followed by infinitive]

Exercise 1

Read the following email and underline uses of the verb ...ing form. Then classify them according to use in the table below.

Subject of verb	Object of verb	After preposition	Continuous verb form
-----------------	----------------	-------------------	----------------------

Exercise 2

Complete the following sentences by adding subjects or objects with the verb ...ing form. Use the verbs given in the box.

lose hear launch meet
clarify see

- We are interested in _____ your plant.
- _____ new products is essential for the survival of the company.
- We look forward to _____ from you.
- He suggested _____ us next month.
- _____ our policy is an essential prerequisite to improving products.
- By delaying we risk _____ the contract.

Exercise 3

Hutchison & Hunt is a company which is losing money. The Chief Executive asked an external consultant to analyse its problems and make suggestions. Make sentences based on the notes below.

Problem	Solution
falling sales	change advertising, improve products
quality deficit	introduce new Quality Control system
old products	invest in more Research & Development
lack of money	have a rights issue
overstaffing	reduce workforce

Two have been done for you as examples.

- The consultant said falling sales was a problem. She suggested changing the advertising strategy and improving the products.
- She said there was a quality deficit. This could be improved by introducing a new quality control system.

Transfer

Talk about your work or studies. Use the verb ...ing form.

- current projects
- your responsibilities (use 'be responsible for')
- recent successes (use 'succeed in')
- likes, dislikes
- recent suggestions (use 'suggest')
- the future (use 'look forward to')

To:

From:

Subject:

Dear Peter

On checking the above file we find that you are incorrect in thinking the cost estimates for the coming year are excessive. We regret that in calculating labour costs some errors appeared in our analysis. We are presently repeating the study which involves reviewing all the figures.

Working in partnership with Haris & Co is proving very useful and we are sure that there will be many benefits. We look forward to having a joint meeting soon. We are also involved in calculating costs for the following year and will let you know as soon as they are finished.

We must meet soon, otherwise we risk not having everything ready for the IPO in June. That's not worth being a date today, as I don't yet know my movements for the rest of this month.

Best wishes,

Harriet

GOLIZ & ZIMMERMAN
11430 S. Sandy Drive, Auckland 4012
Telephone: (1) 503 786432, Fax: (1) 503 786333

See also:

Unit 13

Verb ...ing

Unit 15

Verb ...ing or infinitive + to

A Sample sentences

- We plan to grow by 30-35 per cent this year.
- The airline decided not to pursue the bid.
- Supply pressures appear to be easing.
- The situation seems to have worked out well for investors.
- It is essential to reduce all operating costs, wherever possible.
- To restore quotas for at least six months would be impossible.

B Form

There are three infinitive forms:

the *present simple infinitive* – infinitive form of the verb

the *present continuous infinitive* – **to be** + infinitive form of the verb ...ing

the *present perfect infinitive* – **to have** + past participle form of the verb

We distinguish between the infinitive with **to** and the 'bare infinitive' without **to** (see Note 1).

C Uses

We use the infinitive:

– as the subject or object of a verb – after certain adjectives

1. As the subject of a verb:

To train employees adequately is an expensive business.

2. As the object of a verb:

They have agreed to sell their 69% stake in the company.

3. After an adjective:

We are pleased to announce our return to profitability.

The similarity of the systems makes it easy for customers to switch from one to the other.

4. The tenses:

We normally use the present simple infinitive to link two verbs:

They intend to boost their spending on plant and equipment this year.

We use the present continuous infinitive to highlight that the action is happening at the time of speaking:

Any efficiency savings seem to be going straight to the operators. (It seems that any efficiency savings are going straight to the operators.)

We use the present perfect infinitive to highlight that the action of the infinitive happened before the action of the first verb:

Several members were alleged to have broken trading rules.

(It is alleged that several members broke trading laws.)

The dispute was thought to have deterred foreign investors.

(It was thought that the dispute deterred foreign investors.)

Notes

1. The particle **to** is needed to link a full verb with an infinitive; the bare infinitive is used after modals:

can/could may/might shall/should will/would must needn't

Two exceptions are *help* and *dare*, when the bare infinitive may or may not be used:

He doesn't dare leave the office before his supervisor.

She helped introduce a minimum wage to the postal sector.

2. In adjective + infinitive constructions, notice the use of the preposition **for**:

It would be good for you to track expenses and costs.

3. Notice the form of the negative infinitive:

They have promised not to raise income tax.

The board has decided not to extend his contract.

Exercise 1

The board of a car manufacturing company is discussing falling sales. Here is part of a talk by the Director of R & D. Identify all infinitives in the text then list them under the following headings:

Present simple infinitive Present continuous infinitive Present perfect infinitive

'We need to increase research to develop a completely new model. To have begun the research earlier would have cost much less money. However, to delay now will cost even more. Some members of the board appear to be recommending simple modifications to the existing range. This is a very short-sighted strategy. To rely on old models during a fall in the market is quite wrong. We have to plan for the long-term development of our product range. As I said, it would have been better to have put more cash into the project two years ago. Now, to be talking about relying on continued production of a range that is declining is clearly not sensible.

This, to me, is absolutely clear. If we want to be in control of the situation in the future, we have to understand it now.

Exercise 2

Look at the email opposite which concerns discussions before negotiations to fix an advertising contract.

Choose a verb from the box to complete the spaces in the text. The first has been done for you.

take on clarify reach resolve
be tell agree discuss want

Exercise 3

Decide if the following sentences are grammatically correct or not. If they are wrong, correct them.

1. We want to talk about the problem of transport.
2. We delayed to have a meeting.
3. We decided not to have a meeting.
4. We started to consider the alternatives.
5. We avoided to have an accident.

Exercise 4

Choose the correct infinitive form from the box to complete the phrases below.

1. _____ the research earlier would have cost much more money.
2. _____ now will cost even more.
3. We have _____ on our priorities.
4. My impression is that _____ production is a high-risk strategy.
5. _____ more during a fall in the market is quite wrong.
6. It would have been better _____ more cash into the project two years ago.
7. _____ more market research would have helped.

increase
begin decide
commission
put invest
delay

Transfer

Think of a problem you are/were personally involved with. Now answer these questions:

- Is/was the problem getting worse?
- What do/did you plan to do to reach a solution?
- Think of another problem that you tried to solve, but failed. What should you have done?

To:	treewer@creativa.com
From:	sarah.ramponi@creativa.com
Subject:	Advertising contract negotiation

Dear Terry,

It is going _____ to be _____ difficult _____ agreement with Emery over the advertising material. Their principal negotiator, Soella Ragione, appears _____ a large downpayment on signature of contract - probably near 50 per cent. We plan _____ her that this is impossible. We are happy _____ the possibility of an advance but personally I believe it would be a mistake _____ to anything above 20 per cent. _____ our position immediately could save us time. I suggest we inform Mrs Ragione of our views on the matter. We should also make it clear that Morrelle Partnership (Worcester) are happy _____ the project and their reputation for high standards is as good as Emery's. We need _____ this very soon, as time is short.

Best wishes
Sarah

Sees also	
Unit 13	Verb ...ing
Unit 14	Infinitive

A Sample sentences

- A number of manufacturers have stopped producing the drug.
- I like working for this company.
- As investors, we like to have a certain consistency in investment policy.
- We would like to increase our stake in the company.
- We are trying to negotiate a new three-year contract.
- We have already tried running marketing campaigns based on safety.

B Form

The verb phrase comprises two verbs. The second is:
a verb ...ing or an infinitive

C Uses

1. The meaning of the verb is different depending on the construction:
Manufacturers have stopped producing the drug. (They stopped the production.)
We stopped work to have a cup of coffee. (We stopped working in order to have a cup of coffee.)
2. The meaning of the verb changes slightly with the construction:
I like working for this company. (I enjoy it.)
We like to have a certain consistency in investment policy. (It is a good thing to do.)
 Other verbs are:
remember forget try attempt regret
You must remember to keep your data up-to-date. (don't forget)
I remember receiving the updated client database. (I received it and I remember it.)
We are trying to keep down the costs. (attempting)
We have already tried running marketing campaigns based on safety. (experimented with)
3. There is no systematic difference in meaning between the two constructions:
Property prices started to fall in the summer.
Property prices started falling in the summer.

Other verbs are:
begin continue intend love prefer hate

Exercise 1

Complete the following sentences.

- I'd like (attend) the conference.
- I remember (meet) your colleague in Osaka.
- I tried (phone) you last week but I think you were away.
- We like (test) the goods before we despatch them.
- We tried (ask) for payment on delivery but in practice we had to allow 30 days.
- We would like (make) a formal agreement.

Exercise 2

Read the sentences given here and decide which of the given meanings is the correct one.

- We'd like to have a meeting.
 - We enjoy meetings.
 - We want a meeting.
 - It's good to have meetings.
- We stopped to visit suppliers in Budapest.
 - We do not visit them any more.
 - We interrupted our journey so we could visit them.
 - We ended our journey by visiting them.
- Have you tried sending goods by train?
 - Have you experimented with the idea of using the train?
 - Have you attempted to send goods by train?
 - Have you studied the possibility of sending goods by train?
- We remembered to send publicity material with the goods.
 - We did send the material and I recall sending it.
 - We told you to send the material with the goods.
 - We did not forget to send the material with the goods.

Exercise 3

Rewrite the following sentences from a telephone call, replacing the phrases in brackets with a verb combination from the box below. Use either verb ...ing or the infinitive + to.

remember/send	try/call	stop/think	like/contact
---------------	----------	------------	--------------

- I (attempted to call) you yesterday but without success.
- I (recall that I sent) you a tender for the Apple Project but we have had no reply.
- We (think it is a good idea to contact) potential customers to check their reactions to tenders.
- I am sure that if you (delay your next move and think) about our offer you will agree that the price is fair.

Transfer

Make sentences about yourself using any of the following verbs.

prefer	hate	like	try	remember	intend	stop	begin	start	love
--------	------	------	-----	----------	--------	------	-------	-------	------

Example:

I like listening to music at home but I prefer going to concerts.

See also

Unit 13	Verb ...ing
Unit 14	Infinitive
Unit 15	Verb ...ing or infinitive + to

A Sample sentences

- **We have asked the court to give our claims priority.**
- **The financial services company invited shareholders to sell shares at prices between \$62 and \$70 a share.**
- **The new guidelines let us allocate our own budgets. Management believes this makes us identify with the company.**

B Form

The construction comprises:

transitive verb + noun or pronoun object + infinitive.

C Uses

1. Verbs which are always followed by an infinitive with **to**:

They want to work from 9 to 5.

They want us to work from 9 to 5.

[*not*: They want that we work from 9 to 5.]

Other verbs are:

ask expect would like would prefer

2. Verbs which are followed by verb ...ing or an object + infinitive:

The email advised making copies of all hard disks.

[*not*: The email advised to make copies of all hard disks.]

The email advised staff to make copies of all hard disks.

Other verbs are:

allow permit recommend encourage

3. Verbs which only take an object + infinitive:

The Director told them to improve their performance.

[*not*: The Director told to improve their performance.]

Other verbs are:

enable persuade order warn invite

These are key tactics which will enable us to achieve our goals.

4. Verbs which take an object + bare infinitive [without **to**]:

Keeping costs low lets us offer customers a cheaper way to fly.

Such verbs are:

make help let

We can help you [to] select the right insurance firm.

Notes

1. Compare the following sentences:

He told them to prepare a business plan.

He said (to them) that they should prepare a business plan.

[*not*: He said them to prepare a business plan.]

Tell takes an object + infinitive; **say** takes an indirect object [optional] + a clause.

2. **Expect** can be followed by an infinitive or a clause:

We expect spending for the program to decline next year.

We expect that spending for the program will decline next year.

Exercise 1

Read the short text. Underline examples of verb + object + infinitive constructions. The first has been done for you.

OFFICESPACE

We will help you solve your space problems. We invite you to share in a whole new concept in office design! Our modern office systems allow you to create additional space at little extra expense. We can enable you to redesign working areas to maximum advantage! If you would like us to send you details of this amazing offer, email us on officespace@mail.co.uk. Or if you would prefer to telephone us, simply ring 0800 and ask for Freephone OFFICESPACE.

Exercise 2

Make sentences based on the following words. Each sentence should contain a verb + object + infinitive construction.

I	persuaded	purchasers	understand
Joanne	can help	new recruits	to resign
We	does not allow	the report	to come
She	want	me	to accept gifts
Henry	would prefer	you	to be destroyed

- I _____
- Joanne _____
- We _____
- She _____
- Henry _____

Exercise 3

Decide if the sentences below are right or wrong. Mark them with a tick or a cross . Then correct the mistakes where necessary.

- The report made us to review our forecasts.
- The report failed to identify the cause of the accident.
- This allows to make further investments.
- We want that you respect the terms of the contract.
- We asked them to advance the order by two months.
- We would like that you come to the meeting.
- The contract does not permit that we increase the price.

Transfer

Have you ever been persuaded to buy something you did not want?

Write an email warning or advising someone not to be persuaded to do something.

Example:

To:	<input type="text" value="fred.pope@ecobuild.co.uk"/>
From:	<input type="text" value="jessica.newman@ecobuild.co.uk"/>
Subject:	<input type="text" value="Warning"/>
<p>I advise you not to speak to Gubu Ltd. They will try to persuade you to order goods we do not want. I advise you to send them away.</p>	

To:	<input type="text"/>
From:	<input type="text"/>
Subject:	<input type="text"/>
<p><input type="text"/></p>	

See also

Unit 8	The future with will
Unit 10	The conditionals (1)
Unit 11	The conditionals (2)

A Sample sentences

- I'll find out the details and call you back.
- We asked their opinion, but they wouldn't comment on these figures.
- Would you re-employ this person?
- Will you please let me see Anna's fax before the next meeting?
- A: When will you let me know about the job?
B: We'll be in touch next week.

B Form

Will and **would** are modals. **Would** is the past tense form of **will**. Both forms take the bare infinitive form of the verb. The contracted forms are 'll and 'd.

The negative forms are **will not/would not**. The contracted forms are **won't/wouldn't**.

C Uses

We use **will** and **would** to talk about willingness.

- In requests for action or information:
Will you call me back later, please? [Are you willing to call me back later?]
Would you sit down, please?
 The past tense form **would** is more remote (in time) and, therefore, less direct and more polite.
- In replies to requests:
A: Will you call me back later, please?
B: Yes, of course I will. At what time? [Yes, of course I am willing to.]
- In offers:
I'll send you a cheque for the full amount. [I offer to send you a cheque for the full amount.]
- To express willingness and refusal:
A: How did the discussions go?
B: Quite well. They haven't decided whether they will accept the bid. [They haven't decided whether they are willing to accept the bid.]
A: And the price?
B: No, I'm afraid they wouldn't accept the reduction in price. [They refused to accept the reduction in price.]

Notes

- In C1, **will** and **would** are only used in requests with the subject **you**.
- In C2, we can use different subjects:
A: Will you accept this offer?
B: Either we will or another company will.

Exercise 1

Here is a conversation in which two partners are discussing a contract for the transport of goods. Insert contractions where appropriate.

- A:** This is the contract for the transport of the order to Singapore. Would you check it for me?
B: Of course. I will do it now.
A: You will see, they would not agree to pay the insurance.
B: Really? I think that other company, TransWorld, would pay it.
A: No, on the contrary, they would not. But if you like I will ask them.
B: No, do not. I am sure you are right.

Exercise 2

Look at the following dialogue. Complete the spaces with an appropriate word. Use contractions where appropriate.

- Helena:** Oh, Martina. You know about the despatch of the KMB order tomorrow? _____ you check that the transporters will arrive early?
Martina: Of course I _____, I _____ phone them now.
Helena: And do you know if they _____ reach the ferry terminal in time for the 2 o'clock sailing?
Martina: I spoke to them yesterday. They said they _____
Helena: And _____ they agree to bring back the faulty goods?
Martina: No, they _____ do that this time because the lorry is going on to Bari with other goods. They said they _____ bring the faulty goods another time.
Helena: I see. That's a pity.

Exercise 3

Write appropriate sentences using the following prompts. Use **will** or **would** and contractions where appropriate.

- Ask someone to help you book a flight to Manchester.
 'Excuse me, _____?'
- Someone asks you to phone a colleague, Ms Cain. What do you say?
 'Of course _____.'
- You are telephoning a haulage company who are going to deliver some goods to you tomorrow. Offer to help them unload the goods.
 'If you want, _____.'
- Answer the following. 'Will the ship arrive by the end of the month?'
 'Yes _____.'
- Answer the following. 'Are they going to present all the documentation to the customs?'
 'No _____.'

Transfer

Write the following sentences, including a form of **will** or **would** in each sentence.

- a request for help
- a reply to a request
- an offer of help
- an expression of willingness to do something
- a refusal to do something

See also

Unit 19

Can and could

Unit 20

Must, mustn't and needn't

A Sample sentences

- There may be a waiting period before a licence will be permitted.
- They might have to pull back on promotion spending to maintain short-term earnings.
- May I just interrupt for a moment? Might I just point out a mistake in the figures?
- A company may not change its name without prior approval of the association.
- The computer system has just crashed. I think we might have lost a lot of data.

B Form

May and **might** are modals. In form, **might** is the past tense of **may**. Both verbs take the infinitive form of the verb without **to**. The negative forms are **may not** and **might not**. The contracted form of **might not** is **mightn't**.

C Uses

We use **may** and **might** to talk about possibility or permission.

1. Present possibility:

A: When will house-building pick up again?

B: Very soon. I think that the worst of the recession may be over, or

B: Very soon. I think that the worst of the recession might be over. [It is possible that the worst of the recession is over.]

Both **may** and **might** express present possibility. **May** expresses stronger possibility than **might**.

A: When will house-building pick up again? There has been a downturn in construction.

B: It should pick up very soon. I think that the worst of the recession may be over. [It is possible that the worst of the recession is over.]

2. Future possibility:

Both **may** and **might** express future possibility. **May** expresses stronger possibility than **might**.

The company may/might relocate to India where the environment laws are not so stringent. [It is possible that the company will relocate.]

By this time next year the company may/might have relocated to India. [It is possible that by this time next year they will have relocated.]

If we relocate, we may/might avoid environmental regulations. [It is still possible that we will avoid environmental regulations.]

3. In requests for permission:

May/might I just interrupt here? [Is it permitted for me to interrupt here?]

The past tense form **might** is more remote [in time] and, therefore, less direct and more polite.

4. In permission and prohibition:

A: May/might I make a comment at this point?

B: Yes, of course you may. [not: of course you might] [It is permitted for you to make a comment.]

A company may not change its name without prior approval of the association. [not: A company might not] [A company is not permitted to change its name without prior approval of the association.]

Notes

1. In C3, **may** and **might** are only used in requests with the subject **I**.

2. In C4, we can use different subjects:

A: May/might we point out a mistake in the figures?

B: Yes, of course you may or one of your colleagues may.

3. Normally we use **may** rather than **might** to indicate permission and prohibition.

However, in indirect speech we can use **might** after a past tense verb of speaking:

The association said that a company might change its name after approval had been given.

This sentence has two possible interpretations:

The association said that it was permitted for a company to change its name.

The association said that it was possible for a company to change its name.

Exercise 1

Rewrite the underlined parts of the following sentences to form new sentences which include **may** or **might** and a negative form if necessary. Retain the original meaning.

1. It is possible that stock levels will rise in the final quarter of the year.
2. I don't know if we have any SuperFix in stock.
3. We are considering changing to a just-in-time method of procurement.
4. It is possible that we will need to increase the quantity we hold in stock but there is a slight possibility that our present suppliers will not be able to meet our needs.
5. If the quality is not good enough it is possible that we will change our suppliers.
6. Is it okay if I check stock levels today instead of tomorrow?
7. If you check stock levels today instead of tomorrow there is a slight possibility that you will get inaccurate information for the month.
8. It is possible that we are already using that supplier.

Exercise 2

Below are six questions and answers. Complete the answers using **may** or **might**. Use a negative form if appropriate.

1. Q: Do you think this is a high risk product?
A: Yes, it _____ damage our reputation.
2. Q: Why do you think we need to explain the project to the press?
A: If we don't, the public _____ misunderstand our intentions.
3. Q: What are we going to do?
A: We'll have an 'open' day when everyone _____ visit the factory.
4. Q: Why do you want to explain everything about the product?
A: If we don't, we _____ get the support we want.
5. Q: Did you tell the press they were not invited?
A: No, I said they _____ come.
6. Q: Do you think the newspapers will write about this problem?
A: I don't know. They _____, or they _____.

Transfer

1. We use **may** or **might** to predict future events which we are not certain about. Make predictions about:
 - the future of the economy in your country
 - unemployment
 - manufacturing industries
2. Now write about your plans for tomorrow. Describe something that you will possibly do and something else that there is a smaller possibility that you will do.

See also

Unit 18

May and might

Unit 20

Must, mustn't and needn't

A Sample sentences

- Customers can use the card for many different purchases in many different outlets.
- They built more cars than they could sell earlier in the year.
- A tenant injured in a household accident can't receive payment for medical expenses.
- **A:** Can I help you?
B: Yes, can you put me through to extension 234?
A: I'm afraid I can't. The line is busy at the moment.
- How is a travel agent going to sell a holiday when he cannot guarantee a return flight?

B Form

Can and **could** are modals. **Could** is the past tense form of **can**. Both verbs take the bare infinitive form of the verb.

The negative forms are **cannot** and **could not**; the contracted forms are **can't** and **couldn't**.

C Uses

We use **can** and **could** to talk about ability, possibility or permission.

1. Ability:

Creditors can start legal actions immediately.

(Present ability: creditors are able to start legal actions.)

He can buy the shares back later at a lower price.

(Future ability: we will be able to buy the shares back.)

At that time, we could not afford to continue to make payments.

(Past ability: we were not able to continue to make payments.)

2. Possibility:

Both **can** and **could** express present and future possibility. **Can** expresses stronger possibility than **could**:

Enough stock can/could be purchased to acquire control of the company.

(Present possibility: it is possible to purchase enough stock.)

If they earn too much next year, they can/could lose their benefits.

(Future possibility)

The meeting has been going on for two hours, so they could have decided by now.

(not: they can have decided) (Present possibility in relation to earlier action: it is possible that they have decided.)

They didn't meet yesterday, so they can't/couldn't have made the decision then.

(Present impossibility in relation to earlier action: it is impossible that they made the decision yesterday.)

3. Permission:

Only staff can enter the hospital, and patients have been banned from leaving.

(Present permission: Only staff are permitted to enter the hospital.)

Only the board can authorise a person to approve investments of a certain amount.

(Past permission: only the board was permitted.)

Fifteen-year-olds still can't buy knives in supermarkets.

(Present prohibition: fifteen-year-olds are not permitted to buy knives in supermarkets.)

Ten years ago fifteen-year-olds couldn't buy knives in supermarkets.

(Past prohibition: fifteen-year-olds were not permitted to buy knives in supermarkets.)

Notes

- As the **can** of possibility has the same meaning as the **may** of possibility, we can use **may** to avoid any possible ambiguity.

They can deliver on time (They are able to.)

They may deliver on time (It is possible that they will.)

Exercise 1

Rewrite the following sentences, changing the underlined words for new phrases including **can** or **could** and a negative form where appropriate.

- A: Is it possible for me to see you next week?
 B: Of course it is possible. Are you able to come on Monday?
 A: No, sorry. I'm unable to come then. If it is okay with you, it is possible for me to come on Tuesday.
 B: Excellent. Is it possible for you to confirm by email?
 A: Certainly. It is possible for me to do that now. Oh, another question. Is it okay if I bring my colleague, Mr Lee Wang?
 B: Of course it's okay. I look forward to meeting him.
 A: Thanks very much. See you next week.

Exercise 2

Complete the unfinished sentences below based on the given prompts. Include **can** or **could** in your answer, and a negative form if appropriate. The first has been done for you.

- Present possibility: Only lower-grade personnel/take part in the training course.
Only lower-grade personnel **can take part in the training course.**
- Future possibility: they/find theory difficult.
They _____
- Past permission: Manager told Piero/do the course.
The manager told Piero that _____
- Future ability: After the course you/carry out major maintenance.
After the course you _____
- Present impossibility in relation to earlier action: Course not available last year/so not possible that Gautier has this qualification.
This course was not available last year so Gautier _____
- Past prohibition: The company cut back on training and told the department that spending on the course was not possible.
Due to company cuts, the department _____

Exercise 3

Read the passage. Then put each example of **can** or **could** (numbered 1–7) into the correct column in the table below, depending on its use.

Ability past, present, future	Possibility present, future	Permission past, present

During the first three years of the project the Board agreed we **could** (1) increase investment in the TT5 each year by 5%. Now we are told that we **can** (2) increase investment by only 3%. But we need to recruit more people. Without increased technical support we **cannot** (3) compete with our rivals who, with better resources, **could** (4) find solutions within one or two years. With more support we **could** (5) have produced a prototype last year. The board say we **can** (6) do this within six months – which is very optimistic. My view is that it **could** (7) take four years.

Transfer

- Write a short dialogue similar to the one in Exercise 1 in which you make an appointment with a colleague.
- Think of the place where you work or study. Describe something that you do have permission to do and something that you do not have permission to do.

See also

Unit 18

May and might

Unit 19

Can and could

A Sample sentences

- Protective equipment **must** be used; however, it **needn't** be worn in the packing room.
- If the fraud has been going on for a year, he **must** have falsified his taxes.
- Budget deficits **mustn't** exceed 3% of GDP.

B Form

Must, mustn't and **needn't** are modals. They take the bare infinitive form of the verb. We use the negatives **must not** and **need not** in writing and speech; we generally use the contracted forms **mustn't** and **needn't** only in speech. The positive of **needn't** is **need**. **Need** is a full verb and takes an infinitive + **to** (see Note 4).

C Uses

We use **must, mustn't** and **needn't** to talk about:

- necessity to do something (obligation) – no necessity to do something
- necessity not to do something (prohibition) – logical deduction

1. Necessity to do something (obligation):

Funds must seek permission from local regulators. (It is necessary that funds seek permission.)

2. Necessity not to do something (prohibition):

The yearly turnover of the lottery must not exceed £5m. (It is necessary for it not to exceed £5m, i.e. it is prohibited.)

3. No necessity to do something:

Graduates needn't begin repaying their loans until they earn more than £21,000 a year. (It is not necessary to begin repaying their loans.)

4. Logical deduction:

A: We ordered 5000 of these parts. There are only 2000 in this box. There must be another box somewhere! (It is a logical deduction, from the total number ordered that there is another box somewhere.)

B: That's true. But they needn't all have arrived in the same delivery. (It is not a logical deduction that they arrived in the same delivery.) **In fact, now I remember! Cathy must have taken them.**

Notes

1. The past of **must** (obligation) is **had to**; the past of **must** (logical deduction) is **must have** + past participle form of the verb:

Buyers had to make a 40% down payment before receiving the goods. (It was necessary to make the payment.)

They must have made the payment yesterday. (It is logically necessary that they made the payment yesterday because, for example, they have received the goods.)

2. The past of **mustn't** (prohibition) is **was/were not allowed/permitted to**:

The manufacturer wasn't allowed to sell new products until final approval of the FDA.

3. **Mustn't** (prohibition), **can't** (no permission), and **may not** (no permission) have similar meanings:

The retail industry is tightly regulated and hypermarkets mustn't/can't/may not sell below cost.

4. The positive of the modal **needn't** is the full verb **need**. **Need** is followed by an infinitive + **to**:

We need to increase sales to existing customers.

In the negative, we have two possible constructions:

We don't need to increase sales to existing customers./We needn't increase sales to existing customers.

The past of **need** is **needed**; the past of **needn't** is **didn't need**. Both are followed by an infinitive + **to**:

They needed to raise prices in order to fund the expansion.

They didn't need to raise prices in order to fund the expansion.

Exercise 1

Decide which of the following show examples of obligation (O+), no obligation [-O], prohibition (O-) or logical deduction (D).

The colour of the plastic is not right. The liquid must have been too hot. This batch must be withdrawn but we needn't stop the production. Obviously we must check the temperature control. We mustn't leave it as it is or the same thing will happen tomorrow.

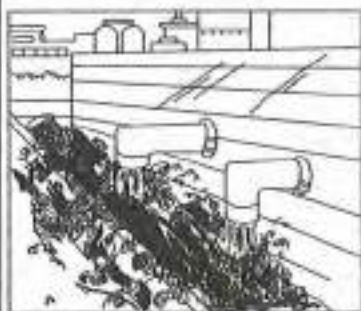
Exercise 2

Write sentences which describe the situations shown in the pictures.

(Obviously/not/pollute/rivers)

(build/expensive purification plant)

(make small changes to production methods)

**Exercise 3**

Change the following text into the past form.

We must look at our production control procedures. We needn't examine every step in the process, but we must ask all employees how we can improve the system. Of course, the management fix the rules: but we have to implement them.

Exercise 4

Complete the following sentences with a modal form from the box below.

didn't need to must must have have to mustn't had to needn't

- Miriam is late. She had another meeting this morning but it _____ finished by now.
- The goods are faulty so we _____ pay for them.
- The production costs are too high. We _____ reduce them.
- The system is dangerous. We _____ continue using it.
- The valve broke so we _____ replace it.
- The supervisor says we _____ report any leakage. Last year we _____ report small leaks.

Transfer

Write six sentences about your work environment. Your sentences should describe the following:

- obligation
- prohibition
- no necessity to do something
- logical deduction

See also	
Unit 10	The conditionals (1)
Unit 11	The conditionals (2)
Unit 17	Will and would
Unit 20	Must, mustn't and needn't

A Sample sentences

- Shall I ask him to appear for a further review of his operating initiatives?
- Should we accept or reject his proposal?
- An identical basket of traded goods should cost the same in all countries.
- We shouldn't rush into negotiations until we've seen the report.
- An Investment Bank shall provide a periodic statement of the customer's account on his request.
- Should you experience a prolonged lack of success in finding a job, seek a second opinion.

B Form

Shall and **should** are modals. Both verbs take the bare infinitive form of the verb. The negative forms are **shall not** and **should not**; the contracted forms are **shan't** and **shouldn't**.

C Uses

We use **shall** and **should** to:

- talk about the future
- give advice
- express obligation
- make suggestions
- express probability
- express a condition

1. The future. After **I** and **we**, we can use **shall** in place of **will**:
I shall read the report with great interest.
2. Making suggestions. We use **shall** and **should** followed by **I** or **we** in the question form:
Shall we make goods to order only?
Should I not advertise, and simply rely on a cheap price to sell my product?
The past tense form **should** is more remote (in time) and, therefore, less direct and more polite.
3. Giving advice. We use **should** to give advice:
You should always estimate cash flows on an after-tax basis.
[It is always a good idea to estimate cash flows on an after-tax basis.]
You shouldn't buy stocks that analysts expect to grow long-term earnings at greater than 30% per year.
[It would be a good idea not to buy these stocks.]
4. Expressing probability. We use **should** to express probability:
A: Can I speak to Judith Franks, please?
B: Yes, her meeting should be over now.
[Present probability: it is probable that her meeting is over now.]
An election for a new board chairman should take place by next summer.
[Future probability: it is probable that an election will take place.]
Economists project that the US producer price index should have risen 0.3%.
[Present probability in relation to earlier action: it is probable that it has risen 0.3%.]
5. Expressing obligation (very formal).
We use **shall** to express obligation – particularly in official orders and legal documents:
The chairman shall notify the members of the date, place, and time of all meetings.
[The chairman must notify the members of the date, place, and time of all meetings.]
An Investment Bank shall not enter into any transaction directly or indirectly with associated companies.
[An Investment Bank must not enter into any transaction.]
6. Expressing a condition. We can use an inverted construction with **should** in the first conditional.
I can obtain the price information for a few other years, should you wish to perform the calculations.
[If you wish to perform the calculations, you can obtain the price information.]
The construction with **should** is rather formal. We use it in official letters and documents.

Exercise 1

Read the following dialogue and decide how the forms **shall** and **should** are used. Decide if they are used in suggestions (Sugg), talking about the future (Fut), advice (Ad), probability (Pr), obligation (Obl) or conditions (Cond).

- A: Shall we wait for Peter?
 B: Yes, he should be along any moment.
 A: Is he staying all morning?
 B: He certainly should. We've important things to discuss.
 A: While we're waiting, shall I show you the report?
 B: No, I shall look at it in detail this afternoon. I think you shouldn't say anything about it until Peter's here. Should it be controversial, he'd want to be the first to know.

Exercise 2

Look at the pictures below. Match each one to a quote from the list.



- 'Henry! You shouldn't drink before a meeting with the Vice-President!'
- 'Should the delivery be late, ABC will be entitled to compensation.'
- 'I think the Sales Team should resign!'
- 'The delivery should be before the end of August.'
- 'We shall have 50 per cent of market share in five years' time.'
- 'Shall we finish now?'

Exercise 3

Rewrite the following sentences using **shall** or **should**. Use a negative form if appropriate.

- What about having some lunch now?
- Is it a good idea for us to change the schedule?
- I think it would be crazy for you to continue with this.
- I think she will arrive at about 5 o'clock.
- The report will probably be a good one.
- If you want to see the machine in operation, please contact us.

Exercise 4

Here are the opening remarks of a Production Manager talking to some colleagues about two production lines in Italy. Change the underlined words for other phrases which include **shall** or **should**.

'Friends, I'm going to talk about new production plans. First I'm going to talk about the 24-hour production line at the Friuli plant, then I want to say something about our new automated line at Rimini. So, Friuli. Production will probably start in June. I think it would be a good idea if we begin with a low output – say about 50 per cent of capacity. In this way it is probable that any bugs will be eliminated early without creating chaos. Do you want me to describe the line in detail? If not, my advice is that you read the report that will almost certainly be ready at the end of next week. Now, if we start at 30 per cent capacity, the production output will be about the same as it is now for the initial period. This is not likely to be a big problem ...

Transfer

Write a short paragraph about your present situation. Include uses of **shall** or **should** in phrases which:

- talk about the future
- make suggestions
- give advice
- express probability
- express obligation
- express a condition.

A Sample sentences

- The company decided to develop the new chemicals two years ago.
- They will launch a tender offer later this week.
- The company will move its corporate headquarters to a larger building next year.
- They expect to complete this phase of the project in two years.
- The two companies have been discussing closer cooperation for months.
- The Board has said that it is exploring all available options.

B Form

The active sentence contains:

- a subject
- an active verb form

The subject normally comes before the verb:

The company offers a full range of consumer and business banking services.

The active verb is *transitive* or *intransitive*. A transitive verb is followed by a direct object, i.e. a noun phrase or a gerund. This object comes after a verb:

The company offers a full range of consumer and business banking services.

[object: a full range of consumer and business banking services]

They hope to offer better services to customers. [object: to offer better services to customers]

They acknowledged receiving the letter. [object: verb ...ing]

The Board has said that it is exploring all available options.

[object: that it is exploring all available options]

An intransitive verb is not followed by a direct object:

Next year they will move into Eastern Europe. [into Eastern Europe = prepositional phrase]

Domestic consumption of petroleum is increasing.

The active verb form can be:

- a full verb:
They are developing products for world markets.
- an infinitive:
They hope to develop products for world markets.
- verb ...ing:
They acknowledged receiving the letter.

The active verbs can be in different tenses and forms:

- full verbs [see Units 1, 2, 3, 5, 7]
- infinitives [see Unit 14]
- verb ...ing [see Unit 13]

C Uses

We use the active form in both spoken and written language to describe events and activities.

We use the passive form in spoken and written language to achieve a specific effect (see Unit 23). In general, the active creates a more personal effect:

First we discuss industry supply. [Here 'we' can mean the speaker and the listeners or simply 'one' – an unidentified person.]

cf. **First industry supply is discussed.** [passive and impersonal]

Notes

1. The normal word order in active sentences is:

subject	verb	object	rest of the sentence
They	launched	the product	two years ago

2. We use an active subject construction after **happen**, **arise**, and **occur**:

An accident happened at the plant. [not: It happened an accident at the plant.]

The problem arose when the loans were repaid. [not: It arose a problem when the loans were repaid.]

Exercise 1

Decide which of the following sentences contain a transitive verb [T] and which contain an intransitive one [I].

1. The cost of living is rising faster than ten years ago.
2. We need to reduce costs.
3. Manufacturing companies are experiencing major problems.
4. Service companies are doing better.
5. Unemployment is increasing in the United States.
6. Property values show a slight fall.
7. In spite of the problems, economists are optimistic.

Exercise 2

Here is an extract from a radio news report:

Use an appropriate form of one of the verbs in the box below to complete the sentences which follow.

say worsen pay be raise increase

1. The bank is **going to raise** interest rates.
2. The cost of borrowing _____ by 2 per cent.
3. Many companies _____ heavy costs.
4. An interest rate rise _____ industry's problems.
5. A representative _____ the news _____ a disaster.

The National Bank will probably decide today to raise the cost of borrowing. Interest rates will increase by 2.0 per cent. Many companies already have large debts and are paying heavy costs. Any new increase will definitely make problems worse. A representative of the Industrial Federation said 'Many businesses will close. Profits are non-existent for many companies. This new increase in the cost of borrowing is a disaster.'

Exercise 3

The prompts below outline the steps that a company follows to process an order and despatch goods. Use the prompts to make six active sentences. Note: the prompts contain subject + verb + object.

1. First/load/goods/lorry
2. After that/lorry/take goods/port
3. Then/driver/hand over/docket
4. Next/customs/sign/docket
5. Driver/keep/docket
6. Finally/we/file/docket

Exercise 4

Write a sentence for each of the prompts given below. Use an appropriate verb from the box and select an appropriate tense and either a negative or positive form. Each prompt contains a subject and an object and a time marker.

repair take patrol check manufacture cook make test

1. Vice-President/important decision/last week
2. Telephonist/too many private calls/recently
3. The nightwatchman/just/the factory
4. Plant/products/during the August holiday
5. Laboratory/new product/next week
6. Company doctor/employees/every month
7. Maintenance staff/production line/next Monday
8. Canteen staff/food/at the weekends

Transfer

Describe the typical actions and responsibilities you have in a normal day.

A Sample sentences

- The initial investment was made at the offering price.
- After packaging, the goods are stored off-site so there is no pressure on space.
- It is rare for advertising expenditure to be carried forward to the next year.
- An effective board insists on being informed of all decisions.

B Form

	Simple	Continuous
Present	they are developed to be [present] + past participle form of the verb	they are being developed to be [present] + being + past participle form of the verb
Past	they were developed to be [past] + past participle form of the verb	they were being developed to be [past] + being + past participle form of the verb
Present perfect	they have been developed to be [present perfect] + past participle form of the verb	
Past perfect	they had been developed to be [past perfect] + past participle form of the verb	
Present infinitive	to be developed to be + past participle form of the verb	to be being developed to be + being + past participle form of the verb
Present perfect infinitive	to have been developed to be [present perfect] + past participle form of the verb	

C Uses

We use the passive:

- to avoid mentioning the doer
- to emphasise the doer with a 'by' phrase
- in process descriptions
- in impersonal language

1. Avoiding mentioning the doer:

An annual report has been prepared for each of the UK limited companies.

We are not interested in who prepared the annual report; so an active sentence cannot be used.

2. Emphasising the doer:

The financial statements in this Annual Report have been prepared by the Board of Directors.

In speech, we usually put the information to be emphasised at the end of a clause. We call this 'end-weight'. So here 'the Board of Directors' gets more focus than 'the financial statements'.

3. In process descriptions:

Personnel are sent across the border to inspect factories and production lines before start-up.

We are not interested in the agent, but in the action.

4. In impersonal language:

Uniforms must be worn on the job in accordance with an employer's directive.

The passive is widely used in formal written announcements, where an impersonal tone is intended.

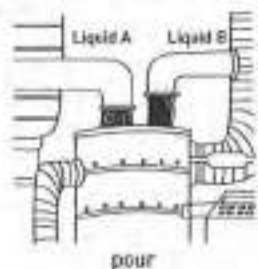
Exercise 1

Create five passive sentences in different tenses, using the prompts in the table below.

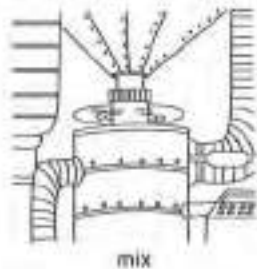
Staff	store	R & D staff
Finished products	manufacture	several locations
New products	open	warehouse
Goods	recruit	Corporation President
New plant	develop	Human Resources Dept

Exercise 2

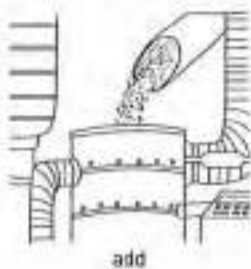
Describe what happens in the production process shown by the sequence of pictures below. Use the verbs below each picture.



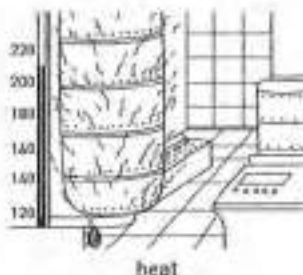
pour



mix



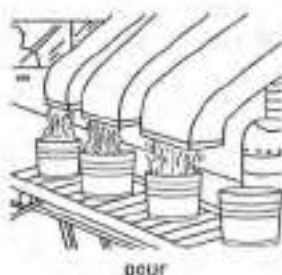
add



heat



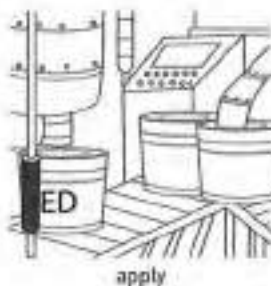
leave



pour



close



apply



convey

Exercise 3

Change the following from the active to the passive.

1. We are going to make 50 per cent of our production at our Bahrain plant.
2. The company is expanding its range of services.
3. We are relocating our headquarters in Malaysia.
4. The Sales Manager increased the commission paid to agents.
5. Employees must wear protective clothing inside the production area.
6. We were considering the merger proposal for most of last year.

Transfer

Describe a process that you are familiar with. Has it changed in recent years? How was it different a few years ago?

See also

Unit 1	The present continuous
Unit 4	The past continuous
Unit 6	The present perfect continuous
Unit 23	Passive
Unit 25	Be (2)
Unit 51	Adjectives versus adverbs

A Sample sentences

- The board is very interested in receiving your bid.
- Have you ever been to Japan before?
- Many entrepreneurs are moving their factories out of Taiwan.

B Form

Positive		Negative	
		Uncontracted	Contracted
Present			
I	am/'m	am not	[aren't]/'m not
You/we/they	are/'re	are not	aren't/'re not
He/she/it	is/'s	is not	isn't/'s not
Past			
I	was	was not	wasn't
You/we/they	were	were not	weren't
He/she/it	was	was not	wasn't
infinitive form of the verb ...ing	being	not being	
past participle form of the verb	been	not been	

Notes

- We use **aren't I** as the first person singular contracted negative:
I'm giving the presentation on Monday morning, aren't I?
However, there is no parallel contracted form for declarative sentences.
- In negative commands, we use the modal **don't**:
Don't expect that numbers in your balance sheet can protect you from harsh economic reality.

C Uses

We use **be**:

- as a full verb
- as an auxiliary verb
- in the construction **be to** [see Unit 25].

1. Full verb:

We are keen to invest in building the business.

2. Auxiliary verb:

We use **be** in the continuous verb forms:

Profit margins are approaching their highest in three decades.

and in the passive verb forms:

The drug is being tested in clinical trials.

Notes

- We use an adjective after **be**, not an adverb:
It is usual to compare financial ratios with the ratios of other firms in the same business.
cf. We usually compare financial ratios with the ratios of other firms in the same business.
- We use **be** in the continuous form when we want to emphasise the verb's activity meaning:
Music divisions are being very successful in expanding markets. [They are having success.]

Exercise 1

Complete the sentences below by filling in the correct forms of the verb **be**.

We _____ reviewing salaries at the moment. However they _____ unlikely _____ increased by more than the current rate of inflation, which _____ 3 per cent. The future strength of the company depends on capital investment. When costs increase too much, capital investment _____ reduced. This _____ sure to affect the profitability and long-term strength of the company. We _____ committed to the development of the company. This has always _____ our objective and will continue _____ so in the coming decade.

Exercise 2

This information appeared in a trade journal about the Greek company Papandreas Mechanica.

Imagine a newspaper journalist wants confirmation of this information and telephones the Public Relations department of Papandreas Mechanica. He asks a series of questions. Write down what he says. The first is done for you.

There are four production plants. One is responsible for 50 per cent of the total production of the company. This one is in Athens. The smallest plant, in Thessalonika, is also the newest. It was opened in 2009. A new plant is to be opened near Athens next year.

1. There _____ are _____ four production plants, **aren't there?**
2. One _____ responsible for half the production _____?
3. And that one _____ in Athens, _____?
4. The Thessalonika plant _____ the smallest, _____?
5. And _____ the newest, _____?
6. It _____ opened in 2009, _____?
7. And a new plant _____ opened next year, _____?

Exercise 3

Complete the letter by putting a suitable form of the verb **be** in the spaces.

Transfer

1. Is there a company in your town that employs more than 4000 people?

2. Are there many small companies near where you live?

3. Think of one of these companies. Is it a manufacturing company?

4. This was a short Transfer exercise, _____?

Dear Mr Antrobus

We _____ very pleased to hear that you _____ interested in our new TESPO-2 account. Unfortunately, the documentation _____ not _____ ready until next month. Therefore I _____ enclosing with this letter the preliminary details.

As you _____ no doubt aware, TESPO-1 _____ issued at the end of last summer and _____ a great success. We _____ confident that TESPO-2 _____ a great success, too.

We hope that this information _____ of use to you. However, if there _____ other aspects that you _____ interested in, we _____ delighted to talk to you by phone.

Yours sincerely

M Bailey

M Bailey
Investment Consultant

See also

Unit 24

Be (1)

A Sample sentences

- The MD is to visit the plant on Monday.
- There is no doubt that the company is performance driven.
- It is very difficult to estimate the size of the market.

B Form

For the forms of the verb **be**, see Unit 24.

C Uses

1. We use the construction **be to**:

to indicate what must or must not happen:

Applications are to be submitted in duplicate by May 23.

to indicate what should happen:

Construction of the pipeline is to start in 2012.

to indicate what is going to happen:

Selection for interview is to be made by a panel of managers.

to indicate what cannot or could not happen:

The company is in the hands of the receiver. There's nothing to be done.

This construction is widely used in formal announcements such as directives, timetables and memos to indicate that an action is fixed either in time or by obligation.

2. **It is** versus **there is**

Compare the following sentences:

Having given aid to the banks, it is time to help companies and protect jobs. (now)

Don't worry. There is time to help companies and protect jobs. (enough time)

'It is time to do something' means 'we must do it now'; 'there is time to do something' means 'there is still enough time to do it'.

Now compare the following sentences:

A: Have you visited their head office?

B: Yes, it's in New York now, isn't it? (the head office)

A: Do you know their management structure?

B: Not really.

A: Well, there is an MD supported by a Finance Manager. [There exists an MD.]

A: We could sell more of the product.

B: I know, but being hand-crafted, it is not easy to increase production.

[To increase production is not easy.]

In the first exchange **it** refers to information that has already been identified, i.e. the head office. In the second exchange **there** introduces new information – the introductory **there**. The word **there** has no specific meaning; it indicates that the key information will follow, i.e. the management structure that B doesn't know.

cf. **A: Do you know their management structure?**

B: Yes, it's quite simple, isn't it? [B already knows 'it'.]

In the third exchange, the **it** is an 'empty it'. In order to give more emphasis to this information (that to find office space is not easy), we need to put it at the end of the sentence (see Unit 23, C2), resulting in the 'empty it' construction. Information at the end of a sentence carries more emphasis.

3. **There** can be followed by a singular or plural verb form, depending on the subject:
- Included in the review, there was a package of measures to support small businesses.**
- There were 100 union members and supporters inside the plant, and another 750 outside.**

Exercise 1

Are the following sentences right or wrong? If wrong, correct them.

1. I am being a little over-optimistic, aren't I?
2. The situation is clearly more volatile than I expected.
3. Companies are meeting the challenge by be more cautious.
4. Our advice to new investors is; Don't be putting all your capital into one fund.
5. This service has been being offered to clients for twenty years now.

Exercise 2

Rewrite the underlined words in the sentences below using a construction with **be**.
The first one has been done for you.

1. The company's new headquarters are under construction just outside Brussels.
The company's new headquarters **are being constructed** just outside Brussels.
2. Originally the project should have been completed by the end of next year.
3. Unfortunately, the building company ran into some financial difficulties.
4. Finally, they abandoned the project after we demanded they keep to the deadline.
(put into the passive)
5. Because of the delay, there is a lot of pressure on us to find a replacement.
6. At the moment we are inviting interested companies to submit tenders.
(put into the passive)
7. Originally, all tenders ought to have been submitted by the end of last month.
8. Honestly speaking, we are unlikely to be in the new building on time.

Exercise 3

Use the words from the box to complete the text below. Write one word in each space.

there	are	were	it	is	will	they	be
-------	-----	------	----	----	------	------	----

_____ an airline in France called Air Europa, _____ owned by a consortium of French, German, Danish and Dutch companies. _____ too many airlines in Europe and _____ likely that Air Europa _____ bought out by one of the larger national carriers. _____ a small company and _____ unlikely to remain independent. This _____ a common pattern in Europe where a few years ago _____ many more airlines.

Transfer

Describe a company that you know well. You can start:

There is a company I know well. It's called ...

See also

Unit 27

Verbs of reporting

A Sample sentences

- He said that in August stock fund assets grew by \$4.5 billion.
- I didn't tell my employers about the job I was applying for.
- Officials were reluctant to discuss their plans openly yesterday.
- **A:** I recommend that you talk to a financial advisor.
B: Yes, I spoke to the bank yesterday. They said that they will recommend someone.

B Form

Infinitive form of the verb	Past tense form of the verb	Past participle form of the verb
say	said	said
tell	told	told
talk	talked	talked
speak	spoke	spoken
discuss	discussed	discussed

C Uses

Say

— to say (to someone) that ...

He said (to us) that in August, stock fund assets grew by \$4.5 billion.

[not: He said us that in August, stock fund assets grew by \$4.5 billion.]

Tell

— to tell someone that ...

— to tell someone to do something

— to tell someone something

I didn't tell them that I was applying for a new job.

He told me to keep the interview a secret.

I told the interviewer a little about my previous work experience.

[not: I told about my previous work experience/I told to the interviewer about my previous work experience.]

Talk

— to talk (to someone) about something (BrE)

— to talk (to/with someone) about something (AmE)

Have you talked to financial backers about financing the project?

To talk refers to a whole conversation. **Talk** is not a reporting verb. [not: He talked that he would like to see me.]

Speak

— to speak (to/with someone) about something

I spoke to financial backers about financing the project yesterday.

To speak refers to a whole or part of a conversation.

Can I speak to Mr Jones, please? [not: Can I talk with Mr Jones, please?]

Speak is not a reporting verb. [not: She spoke that she would like more information about financing.]

Discuss

— to discuss something (with someone)

Officials were reluctant to discuss their plans openly yesterday.

[not: Officials were reluctant to discuss about their plans openly yesterday.]

Exercise 1

Identify mistakes in the following text and correct them.

The board met to discuss about the new financing arrangements. The Chairman told to the meeting that changes were necessary to reduce costs. He asked to the Finance Manager to describe the new plan. She first talked on the reasons for the changes. Then she told about the new plan.

Exercise 2

Complete the text by adding a correct form of one of the verbs in the box.

say	tell	talk	speak	discuss	ask
-----	------	------	-------	---------	-----

I first heard about the problem when Jane _____ me about it. We _____ it for an hour. I _____ her to _____ me the reasons but she couldn't _____ what the reasons were. We agreed to _____ about it again before the meeting next week.

Exercise 3

Complete the conversation below.

Arione: Pronto, Arione, SpA.

Karamura: Hello, this is Yu-Ling Wu, from Karamura. Can I _____ to Ms Rina Arione, please?

Arione: She's in a meeting just now. Can you _____ me what you want to _____ about?

Karamura: Certainly. I need to _____ our meeting next month. I would like to _____ Ms Arione for some suggestions for the agenda. When could I _____ to her?

Arione: I think she'll be free in about an hour. I'll _____ her to call you, shall I?

Karamura: Oh yes please. Did you _____ about an hour?

Arione: Yes, approximately. She'll call you then.

Karamura: Many thanks. Goodbye.

Transfer

1. Give an example of something you discussed recently.

I recently _____

2. Say who you discussed this subject with.

I _____

3. Say what you said.

I _____

4. Say what you asked.

I _____

5. What are you going to talk about next time you meet the person in Question 2 above?

Next time we meet, we'll probably _____

6. Will you speak to this person tomorrow?

I'll probably _____

See also

Unit 16	Verb + object + infinitive
Unit 26	Verbs of speaking
Unit 39	Reported speech (1)
Unit 40	Reported speech (2)

A Sample sentences

- The company announced that it has cancelled plans to sell its North American division.
- He admitted receiving interest on a loan from the delivery company.
- He asked me not to resign.

B Form

Verbs of reporting can take different constructions. Below is the range of constructions and a range of verbs.

	say	ask	admit	accept
infinitive with to (1)		✓		
that + clause (2)	✓		✓	✓
verb ...ing (3)			✓	
object (4)			✓	✓
object + infinitive with to (5)		✓		

Here are some sample sentences which show the use of these verbs:

He said that consumers don't want to have to pay the new tax.

He presented his findings to senior management.

He asked to be relieved of his duties for health reasons.

The bank asked him to fill out an application for a mortgage.

He admitted all the charges against him.

He admitted receiving interest on a loan from the delivery company.

He admitted that \$2 billion has been wrongly accounted for.

C Uses

Below are some of the more common verbs of reporting, classified according to the constructions 1–5 in the table above.

1. These verbs take an infinitive with **to** (Type 1); if they take any other constructions as well, they are shown in brackets:

agree (2) *claim* (2) *consent* *decline* (4) *demand* (4, 2) *promise* (4, 2)
propose (4, 2, 3) *refuse* (4) *swear* (2) *threaten* (4, 2)

2. These verbs take **that** + clause (Type 2); if they take any other constructions as well, they are shown in brackets:

announce (4) *assume* *believe* (4) *confirm* (4) *consider* (4, 3) *declare*
demonstrate (4) *disclose* (4) *estimate* (4) *explain* (4) *guess* (4) *hold* *indicate* (4)
inform (4) *maintain* (4) *notify* (4) *presume* *prove* (4) *report* (4) *say* *show* (4) *state* (4)

3. These verbs take a verb ...ing (Type 3); if they take any other constructions as well, they are shown in brackets:

admit (4, 5, 2) *advise* (4, 5, 2) *authorise* (4, 5) *recommend* (4, 5, 2) *require* (4, 5, 2)
suggest (4, 5, 2) *urge* (4, 5, 2)

4. These verbs only take an object (Type 4):

describe *outline* *present*

5. These verbs take an object + infinitive with **to** (Type 5); if they take any other constructions as well, they are shown in brackets:

ask (1, 4) *command* (4) *direct* (4) *instruct* (4) *invite* (4) *order* (4, 2)
persuade (2, 4) *tell* (4, 2) *warn* (4, 2)

Exercise 1

Complete the table below by adding ticks (✓) to indicate how each of the given verbs is used. Several of the verbs are used in more than one way.

	say	suggest	promise	require	explain	advise	warn	claim
infinitive + to [1]								
that + clause [2]								
verb ...ing [3]								
object [4]								
object + infinitive with to [5]								

Exercise 2

Complete the text below with the correct form of an appropriate verb from the alternatives given. In some cases, more than one verb could be used.

urge	recommend	threaten	accept
agree	admit	promise	indicate
	claim	ask	

The Health & Safety Committee has [1] _____ a full investigation into the accident on the drilling rig Puffin in the North Sea. The Minister for Energy has [2] _____ the Committee to produce an interim report. The company concerned, General Oil, has [3] _____ responsibility for the accident and has [4] _____ carrying out immediate safety checks on all similar installations. The government has [5] _____ to force the closure of the rig but the company [6] _____ this is not necessary. A member of the Committee, Grete Arnheim, has [7] _____ the company to [8] _____ to a full public enquiry. General Oil has [9] _____ that they do not think this is necessary but that they probably would [10] _____ the conclusions of an independent investigation.

Exercise 3

Choose the correct ending for each of the phrases below. In some cases two alternatives are possible.

- The labour costs are too high so the Board recommend
 - to reduce the number of workers.
 - reducing the workforce.
 - the workforce to be reduced.
- The R & D budget has been reduced and the Head of the Department has warned
 - to resign.
 - resigning.
 - that she will resign.
- The problems require
 - looking for an immediate solution.
 - an immediate solution.
 - that we find an immediate solution.
- We maintain
 - a high level of quality.
 - to keep a high level of quality.
 - having a high level of quality.
- The results prove
 - doing investing was right.
 - that we were right to invest.
 - to invest was right.

Transfer

Think of your own work or studies. Write sentences about the last few days including any of the verbs in the box opposite.

suggest	advise	recommend	invite
instruct	indicate	prove	report
authorise	ask	threaten	present
	propose	show	explain

A Sample sentences

- We're going to look at new opportunities and new technologies for growth, but first we're going to watch a short video about incorporating new technology.
- Consumer spending on these items looks very promising.
- The CEO said that the price sounded fine.
- Mary, you don't look too well. What's the matter?

B Form

There are five senses: sight, hearing, smell, taste and touch. Each sense has three activities associated with it:

intentional activity, e.g. to look at the figures

unintentional activity, e.g. to see an accident

describing the *current sensation*, e.g. to look attractive

Sense	Intentional activity	Unintentional activity	Current sensation
sight	look at (a static object) watch (a moving or changing object or activity)	see	look
hearing	listen to	hear	sound
smell	smell	smell	smell
taste	taste	taste	taste
feel	touch/feel	touch/feel	feel

C Uses

1. Intentional activity:

We must look at the costs to banks of holding excess reserves. (The costs are a static object.)

You can watch all the channels that you have paid for on any device. (The channels are an activity involving change.)

Executives must not forget how to listen to customers or to staff.

If you touch this new fabric, you can feel how soft it is.

Note

I didn't notice the figures. Can I see the sample account statement again? (experience visually, though without a lot of attention)

2. Unintentional activity:

Did you see the promotion for the new product?

I didn't hear what he said about pensions.

Can you smell anything strange in here?

3. Current sensation:

These verbs of sensation are followed by adjectives.

You look great! Have you been on holiday?

The Chancellor talked about mitigating the recession. His economic measures sounded impressive.

A: This is the new synthetic fabric.

B: Very attractive. Yes, and it feels very smooth, too.

Notes

1. We use **well** (adj.) to describe health and **good** to describe positive attributes:

He looks/feels very well. (healthy, not ill)

cf. The future looks very good. (positive, not bad)

2. We do not use the present continuous for unintentional activity and current sensation verbs:

Do you see the screen on the right? (not: are you seeing?)

You needn't move the OHP. I can see quite well from here. (not: I am seeing.)

Exercise 1

Each of the sentences below contains a mistake. Underline the mistake and then write the correct form.

1. After work I like looking at television.
2. I am smelling something strange. Is it a gas leak?
3. I want look at the results but not in any detail.
4. I'm hearing you, please carry on.
5. This surface is feeling very good. What is it made of?
6. If you watch over here, I'll show you something interesting.
7. The wine is tasting good.

Exercise 2

Here is an agenda for a visit to a chemical manufacturer, Oxwell Laboratories.

- 10.00 Welcome
 10.15 Introduction: Presentation of Oxwell by Robin T. Robins, Vice-President
 10.45 Short film: *The Chemical Industry Market*
 11.15 Discussion
 11.45 Tour of Plant led by Joanna P. Tarrant, Vice-President, Production
 13.00 Lunch

At the beginning of the meeting, Sonny R. Spencer, Manager, Human Resources, introduces this programme. Fill in the spaces with appropriate verbs of the senses.

'Welcome to Oxwell. Now, I'd like to outline the programme for the morning. We're going to _____ a presentation by our Vice-President, Robin Robins. Then we'll _____ a film about the chemical industry market. Then we'll have an opportunity to talk about the film. After that at about 11.45 Joanna Tarrant will take us _____ the plant. You'll be able to _____ the production process in action. Then we'll have lunch and I promise you'll be able to _____ some local specialities.'

Exercise 3

The following is part of a discussion between two managers of a soft drinks manufacturer. Fill in the spaces with the correct form of one of the verbs in the box.

watch	look	smell	taste
	see	feel	

- Paul:** How do you _____ about the plans?
Angela: I'm optimistic. Do you want to _____ the latest forecasts?
Paul: I can't just now. I'll _____ at them tomorrow. I've got to go and _____ a demonstration of a new testing machine by Horowitz & Co.
Angela: Before you go, the laboratory has produced a variation on the RT4 flavour for the new Zappo drink. Have you _____ it?
Paul: Yes, it was okay but it _____ like bad eggs!

Transfer

Where are you now? Answer the following questions.

1. What are you _____ at?
2. What can you _____ if you _____ out of the window?
3. Can you _____ anything? Flowers or perfume for example?
4. What did your last drink _____ like?

29

A Sample sentences

- If a problem arises, talk to creditors immediately.
- European firms raised the alarm about further Japanese encroachment into their market.
- I expect that the central bank will raise interest rates in coming months. They have already risen three times this year.
- The papers were lying all over the office. I gathered all the information I had on the merger and laid it out on his desk.

B Form

Infinitive form of the verb	Past tense form of the verb	Past participle form of the verb
arise	arose	arisen
rise	rose	risen
raise	raised	raised
lie	lay	lain
lay	laid	laid

C Uses

Let's look at the uses of each of these verbs:

Arise is intransitive. It needs a subject.

An opportunity has arisen for a bright MBA graduate to join the group.

(not: It has arisen an opportunity.)

Rise is intransitive.

Interest rates rose by 2 per cent last year.

(not: The banks rose interest rates last year.)

Raise is transitive.

The bank has raised interest rates by 1 per cent.

(not: Interest rates have raised by 1 per cent.)

Lie is intransitive.

The papers were lying all over the office.

(not: The papers were laying all over the office.)

Lay is transitive.

I gathered all the information I had on the merger and laid it out on his desk.

(not: The information lays on his desk.)

Exercise 1

Mark the following as transitive (T) or intransitive (I).

raise rise lay lie arise

Exercise 2

Select correct sentences from each group below. In some cases, two sentences are correct.

- We arise different problems.
 - Different problems arise.
 - This arises another problem.
- The costs have risen every year.
 - We have risen the costs every year.
 - Every year has risen the costs.
- We can raise the prices.
 - The prices can raise.
 - The prices can be raised.
- If we lie the material directly on the floor it will be okay.
 - If the material lies directly on the floor it will be okay.
 - If the material is lied directly on the floor it will be okay.
- Lay the picture on the table and we'll see it clearly.
 - If the picture is laid directly on the table we'll see it clearly.
 - The picture lays on the table so we can see it clearly.

Exercise 3

Read the following dialogue. Then write a short email to a colleague telling her what you have discussed.

- A:** A problem has arisen over the travel arrangements to Switzerland.
- B:** Really? What's that?
- A:** The airline has raised its fares by 20 per cent so we're above the budget agreed.
- B:** Really? Well the problem lies in the budget being too small! We have rising costs and a budget that hasn't been raised in two years.
- A:** Could you get authorisation for the increased cost?
- B:** I'll send the Finance Department the details. I'll call you later.

To:	<input type="text" value="marymart@alma.com"/>
Subject:	<input type="text" value="Trip to Switzerland"/>
	

Transfer

Write a short email to a colleague about rising costs or a decision to raise prices, or a problem that has arisen in your work.

A Sample sentences

- We all know that corporate life is stressful.
- Central bankers are becoming anxious about the level of risk involved.
- I am glad to report that staffing levels have remained relatively constant.
- I don't want to sound alarmist, but the situation we're experiencing now is worse than it was at the start of the recession.

B Form

Verbs which take an adjective are called *linking* or *copular* verbs. We can divide them into:

- current verbs, which indicate what the subject is:
He is/appears/seems/sounds content in his new job.
- resulting verbs, which indicate what the subject becomes:
The directors became/got/grew anxious after the results were released.

Current verbs	Resulting verbs
be	become
remain	fall
appear	turn
feel	get
look	go
prove	grow
seem	run
sound	
stay	
keep	
smell	
taste	

C Uses

1. Current verbs:

The share of GDP going to domestic programmes has stayed/remained constant.
Demand has stayed strong and illegal trade has proved hard to combat.
The latest design for the device sounds promising.
They kept quiet about malpractices they discovered in the organisation.
We want our customers to feel confident about shopping here.

2. Resulting verbs:

The property bubble burst, global markets got nervous and unemployment jumped.
All of the bidders remained keen, even when credit markets turned sour.
Seasonal clothing prices have become more volatile.

Exercise 1

How many phrases can you make by combining the verbs in the lefthand column with the adjectives in the righthand column below?

feel	optimistic/pessimistic
sound	right/wrong
look	wild
turn	ill
prove	happy/unhappy
run	sweet/bitter
become	sceptical
seem	confident
appear	crazy
taste	absurd/sensible
fall	
go	

Exercise 2

Complete the following sentences by choosing the most appropriate ending.

- Share prices are very volatile and the market
 - has grown pessimistic.
 - appears stable.
 - looks relaxed.
- The company has invested a lot in new products and everyone
 - appears interesting.
 - appears confident.
 - is ill.
- After looking at the splendid results the Board
 - is becoming anxious.
 - proved right.
 - feels excited about future prospects.
- Paula has read the report on the product and says she
 - sounds interesting.
 - feels good.
 - remains pessimistic.
- After a good start the project
 - went wrong.
 - fell ill.
 - sounded critical.

Exercise 3

Complete the letter by adding an appropriate form of the correct verb from the list below. Use each word once.

remain	turn	feel	be
prove	look	run	sound

Transfer

What is the present economic state of a country you know well? Write five sentences on the present outlook.

Example:

The economy looks strong just now.

ARDILLA INVERSIONES (IBERICA)

Calle Girona 45, Barcelona, Spain

Ms May Ling-Wu
Head of Financial Planning
Ardilla Investments (USA)
Stephenson Building
220-228 Colorado Boulevard
Ohio

14th October 20__

Dear Ms Ling-Wu

Thank you for your letter of 8th October.

As you know, the prospects for a good return on investments in Spanish companies have _____ sour. There is a lot of instability about as a consequence of changes in exchange rates and a general loss of confidence. Share prices have _____ wild, with some companies showing large gains and other falls.

On the telephone yesterday you _____ surprised when I told you that I didn't _____ confident. My feelings last week have _____ right. Things _____ bad just now so probably our analysis will _____ pessimistic. Even the large investment houses _____ very sceptical about prospects in the short term.

I will contact you at the end of the week but I don't expect prospects to improve until interest rates fall.

Regards

Maria Isabel Vasquez

Maria Isabel Vasquez
Investments Consultant

See also

Unit 5	The present perfect simple
Unit 6	The present perfect continuous
Unit 7	The past perfect

A Sample sentences

- The brokerage firm **didn't have** enough time to update its market commentary.
- Investors **have got** quite a bit of protection against a housing bust.
- **On Friday, we got** the news that unemployment had shot up in October. When can you get November's unemployment figures to us?

B Form

	Infinitive form of the verb	Past tense form of the verb	Past participle form of the verb
Negative Question	have don't/doesn't have do/does subject have?	had didn't have did subject have?	had hasn't/haven't had have/has subject had?
Negative Question	get don't/doesn't get do/does subject get?	got didn't get did subject get?	got hasn't/haven't got have/has subject got?

1. **Have** is both a full verb and an auxiliary. [For the forms of the auxiliary see Unit 5.] The negative and question forms of the full verb **have** follow the normal patterns: see the table above.
2. **Get** is a full verb. The negative and question forms follow the normal patterns, so the form **have got** is in effect the present perfect of **get**.

C Uses

1. **Have**. We use the appropriate forms of **do** and **did** in negatives and questions.

We don't have a representative on the board.
[not: We haven't a representative on the board.]

Do you have an agent who has given you good service in the past?
[not: Have you an agent who has given you good service in the past?]

Some committee members didn't have a chance to question the interviewee.
[not: they hadn't a chance to question the interviewee.]

Did you have a chance to think about the investment?
[not: Had you a chance to think about the investment?]
2. **Get**. In the present, past and past perfect, the main meaning of **get** is 'receive' or 'obtain'.

A: How often do you get a statement from the bank?
B: I get a statement every month.

A: And when did you get your last statement?
B: I got one on Monday. At that time, I had just got a new loan.

The present perfect **have got** means 'have', i.e. with a present meaning:
In terms of advertising, we have got a very healthy budget for this year.
Have they got their new financial product out yet?

cf. **Did they get their last financial product out in time?**
 [not: Had they got their last financial product?]

Exercise 1

Write sentences based on the following prompts.

1. The company/get/new director/next month. (positive)
2. I/get/your letter/yesterday. (positive)
3. I/just/finish/report. (positive)
4. The government/get/a workable economic plan. (negative)
5. Our competitors/have/good products/at present. (negative)
6. You/get/my letter/yet? (interrogative)
7. TS Corporation/have/plants in Korea? (interrogative)

Exercise 2

Some of the sentences below contain mistakes. Underline them and correct them.

1. We have gotten a good deal from the negotiations.
2. Parlour Smith had major losses last year.
3. They hadn't a good management organisation.
4. Had they the same director then as now?
5. We've got a new policy on sales discounts.
6. Had you got any benefit from the training course you did last week?
7. Have you an agent in Morocco?
8. I got your letter this morning.

Exercise 3

You have heard that a company called Harrow sells automotive parts in Japan. You telephone Harrow at their London office to ask about their operations in Asia.

Reconstruct the dialogue based on the following prompts.

**Transfer**

Describe the production and distribution network of any company you know.



Begin, for example, as follows:

'ABC has a plant in It has a domestic distribution network ...' etc.

A Sample sentences

- He made a mistake preparing his tax return.
- The product recalls did lasting damage to the business.
- A: What does your company do?
B: We make the components that do the calculations in computers and mobile phones.

B Form

Infinitive form of the verb	Past tense form of the verb	Past participle form of the verb
make	made	made
do	did	done

C Uses

There are no clear rules about the meanings of **make** and **do**. Generally, we use **make** when there is an end product, e.g. make a profit, make a mistake; and we use **do** when the activity is an end in itself, e.g. do business, do a job.

Below is a list of common combinations:

do

*the accounts/budget/forecast business damage
an exercise a favour good a job
repairs a service work wrong*

make

*an apology an appointment arrangements a budget/forecast
certain a choice a complaint a decision
an effort an enquiry an excuse friends (with)
a loss a mistake money an offer
a profit progress a report sure
a trip [someone] welcome work (for others)*

Notes

Notice the difference between these sentences:

We do all the forecasts in November. [= do the activity]

I am going to make a forecast at the next meeting. [= present the end-product]

Exercise 1

Which of these are correct?

1. The Chairman made a long speech.
2. He said the company did a good profit in the year.
3. He said the company would remain independent, though a large competitor had made an offer to buy a 25 per cent stake in the company.
4. The shareholders could do a choice between independence and prosperity or the uncertainty of being taken over by a large multinational.
5. The Chairman said that those who recommended selling shares were making a big mistake.
6. He believed that independently the company could still make progress.
7. I did a trip in South America and was made welcome everywhere I went.
8. They made the repairs without doing any complaints.

Exercise 2

Opposite is a list of nouns each of which can be used with **make** or **do**. Decide which can be used with **make**, and which with **do**.

an exercise a favour a speech a plan
progress money damage a decision
an appointment a profit a complaint a job

Exercise 3

To:

From:

Subject:

Dear Anthony,

We have to make a choice between two market research organisations, Arrow and Bow. Bow have made us an offer but they are very expensive. Arrow do very good work and are cheaper. I will make an effort to visit them but I haven't made an appointment yet. Could you do me a favour and tell me if you know any reason why we shouldn't use Arrow? We don't want to make any mistakes on this.

Thanks,
Hal

Look at the email opposite then answer the questions which follow.

1. What is the choice Hal has to make?
2. Has Bow made an offer?
3. What does Hal know about Arrow?
4. What must Hal do before she visits Arrow?
5. What does Hal want Anthony to do?

Exercise 4

Here is a letter from a Production Manager to a colleague in a subsidiary of a synthetic sports surfaces manufacturing company. The company is developing a new kind of surface for tennis courts but is having problems.

Fill in the spaces in the letter with an appropriate form of **make** or **do**.

Transfer

Have you made any trips, appointments, presentations or important decisions lately?
Have you made any mistakes or made any excuses?
Have you done anyone a favour or done any damage to anything?
Have you done any good recently?

MONDO INTERNATIONAL

An Eichenwald 270
D-8503 Kaufering
Germany

Mondo Sport Surfaces
1200 Laird Boulevard
Washington DC
38632 USA

12 May 20__

Dear Bernadette,

Re: Tennis SSR567 Project

Further to my telephone call last week, there is some more news I have to tell you.

We _____ a mistake in the initial design stage. We need to _____ some more research on the effects of high temperatures on the surface areas. Please _____ arrangements for a new test in the Schuster Laboratories. I have _____ enquiries about exactly what we need to _____ and Uli and Rosa are going to contact me as soon as they _____ a decision on the tests. Please _____ sure Geid knows about the delay and tell him we'll _____ our best to resolve the problem as soon as possible.

Regards,

Marcus Pressman
Marcus Pressman
Assistant Director of Production

See also

Unit 13

Verb ...ing

Unit 26

Verbs of speaking

A Sample sentences

- I agree with you on the need to update our course content.
- The security of the annuity depends on the issuing insurer.
- We look forward to having them as long-term partners in the growth of our business.
- Not all customers have paid for goods and services received.

B Form

Prepositional verb phrases take two forms:

1. verb + preposition + prepositional object
We apologise for any inconvenience caused by the delay.
2. verb + preposition + infinitive form of the verb ...ing
They succeeded in boosting pre-tax profits.

Note

Where a preposition is followed by a verb, the verb form is always infinitive form of the verb ...ing.

C Uses

For a list of the more common prepositional verbs, see Appendix 1.

Note

We do not use a preposition after these verbs:

answer:	The best way to answer that question/you is to use another example.
ask:	Excuse me. I'd like to ask you a question, please. <i>cf:</i> I'd like to ask you for some more information. ('you' = indirect object; 'ask for' = prepositional verb)
call/phone/ring:	Please could you call/phone/ring me back later.
discuss:	They won't discuss the terms of the agreement.
enter:	No one can enter the hospital, and staff and patients have been banned from leaving.
meet:	We are to meet a delegation from China. (BrE) We are to meet with a delegation from China. (AmE)
reach:	When we reached the airport, we discovered that our flight had been cancelled.
suit:	As an occasional user, a pre-paid card will suit you best.
tell:	I told the foreign bankers that they lent at their own risk.

Exercise 1

Fill in the missing prepositions.

1. to agree _____ someone
2. to allow _____ something
3. to apologise _____ something
4. to consist _____ something
5. to hear _____ something
6. to look _____ something
7. to refer _____ someone
8. to rely _____ someone
9. to wait _____ someone
10. to agree _____ something
11. to apply _____ something
12. to approve _____ something
13. to depend _____ something
14. to insist _____ something

Exercise 2

Two managers are discussing a strike by lorry drivers working for road haulage companies. Complete the spaces in the dialogue by selecting an appropriate form of the correct verb from those given here. The first two have been done for you.

hope for agree to hear about
 insist on amount to
 allow for depend on wait for
 think about rely on

- A:** Have you heard about the road transport strike?
B: Yes, it's terrible. We rely on the drivers for all our components.
A: We should _____ using our own drivers.
B: That _____ whether they would be happy to drive during a strike.
A: We can _____ them meeting their contractual obligations!
B: Yes, but we have to _____ the problems they could meet on the roads.
A: That _____ supporting the strike!
B: Perhaps. Anyway, we should have a meeting with our drivers and _____ a simple solution.
A: Yes, they might _____ move our components.
B: If not, we'll have to _____ the end of the strike.

Transfer

Think of your own family or the place where you work or where you study, or your country. Write six sentences with verb + preposition combinations.

See also

Unit 13	Verb ...ing
Unit 16	Verb + object + infinitive
Unit 26	Verbs of speaking

A Sample sentences

- Canadian rules prevent foreigners from buying control of publishing companies.
- They were accused of evading more than \$525,000 in income taxes.
- Consumers preferred our potato chips to those produced by our main competitor.
- The company has spent a fortune on new technology.

B Form

Object + prepositional verb phrases take two forms:

1. Verb + object + preposition + prepositional object
protect us from unfair competition
2. Verb + object + preposition + infinitive form of the verb ...ing
prevent us from entering the Japanese market

Note

Where a preposition is followed by a verb, the verb form is always infinitive form of the verb ...ing.

C Uses

For a list of the more common examples of object + prepositional verb, see Appendix 2.

Notes

1. The preposition **from** is used after 'disabling' verbs such as:
prohibit restrain forbid prevent ban veto stop
Engineers kept reworking products, which prevented them from getting to market.
2. The 'enabling' verbs, on the other hand, take an object + infinitive. Enabling verbs are:
allow authorise help permit enable encourage
A major commercial bank helped us to fund product development.

Exercise 1

Below are six examples of the construction verb + object + preposition. They have been mixed up. Rearrange and add to them to create six correct sentences. The first has been done for you.

accused	our competitors	into	the eventual users
spend		with	investment
prevent	product A	on	two parts
divide	large sums	to	stealing
compare	the talk	from	product B
explain	the software		gaining an advantage

1. He accused me of stealing.
2. I want to ...
3. Let me ...
4. They'll ...
5. We ...
6. We must ...

Exercise 2

The extract opposite is from a letter in which a company is unhappy about the quality of service provided by an electrical components manufacturer. Fill in the spaces with suitable words from those given here.

Object	Preposition
the matter	to
you	to
the installation	with
us	to
the H50	of

We regret that we need to remind _____ the terms of the contract when you supplied the goods. According to Article 31 Paragraph 4, you would provide _____ full instructions on the installation of the H50. Your representative, Mr Yogi, has consistently failed to explain _____ our technicians.

Six weeks ago we preferred _____ rival products, but the service you have provided is lamentable. If this problem is not resolved immediately and to our total satisfaction, we will have to refer _____ our lawyers.

Exercise 3

Read the following dialogue.

- AC:** I've compared the Ndlovu products with Rosario's and have reached a clear decision. I prefer the Ndlovu ones. However, they are more expensive.
- BR:** So, you'll have to convince me of the benefits.
- AC:** Ndlovu is better – I think by 20 per cent.
- BR:** Could you remind me of the cost difference?
- AC:** \$23 per unit.
- BR:** Hmm. We're spending a lot of money on this so the decision is very important. Can you tell me about the benefits of the Ndlovu product?
- AC:** I think it's a better design – it'll be easier to use.
- BR:** Okay, if you prefer Ndlovu to the others that's okay. Will you tell Pat about this?
- AC:** Sure, I'll send an email right away.

Now write the short email to Pat, telling her of the decision reached.

To:	<input type="text" value="pat@per@ndlovu.com"/>
From:	<input type="text" value="a.sand@ndlovu.com"/>
Subject:	<input type="text" value="Ndlovu products"/>

Transfer

- When did you last remind someone of something? What was it?
- When did you last accuse someone of something? What was it?
- When did you last provide someone with something? What was it?
- When did you last tell someone about something? What was it?
- When did you last interest someone in something? What was it?
- When did you last convince someone of something? What was it?

35

A Sample sentences

- Employees must fill in a form if they want to opt out of the pension scheme.
- We have had a lot of requests to put on trade seminars for small businesses.
- The plan will speed up the collection of payroll taxes from large companies.
- Union members voted to turn down a pay offer of 3%.
- Many applicants turn up for interviews with little idea of what the organisation or job is like.

B Form

Verb + adverb phrases are also called *phrasal verbs*. They consist of:

verb + adverb (+object) + rest of sentence

fill in a form if they want to opt out of the pension scheme

turn up for interviews

The following alternative word order is also possible:

verb + adverb + object

fill in a form

verb + object + adverb

fill a form in

verb + object pronoun + adverb

fill it in

[not: fill in it]

Common adverbs used in phrasal verbs are:

about along away back down forward in
off on out over round through up

C Uses

Some phrasal verbs keep the individual meanings of the verb and the adverb:

Much of the equipment is being brought back across the border.

Other phrasal verbs have a different meaning from the individual parts:

Managers are anxious to bring about a turnaround in performance. [bring about = cause]

In style most phrasal verbs are informal, although this does not mean they are uncommon.

For a list of the more common phrasal verbs, see Appendix 3.

Exercise 1

Match the verbs on the left with a phrasal verb on the right which means the same.

arrive	call off
cause	send back
discover	turn up
stop working	bring about
close (a factory)	find out
abandon (a meeting)	shut down
complete (a form)	break down
reject (goods received)	fill in

Exercise 2

Read the formal report. In the dialogue which follows, two people discuss the report.

Fill in the spaces with phrasal verbs which mean the same as the non-phrasal verbs in the report.

The pump stopped working and so the supervisor stopped production. Maintenance staff examined the whole pump assembly and discovered that the flow of liquid into the pump was faster than normal. This may have caused excessive pressure in the pump assembly.

Tomas: What happened?

Janet: First the pump _____ and so the supervisor _____ production.

Tomas: Then what?

Janet: We _____ the pump assembly and saw that the flow into the pump was too fast.

Tomas: And did that _____ a pressure build-up?

Janet: Well, I think so, yes.

Exercise 3

Here is an extract from a telephone conversation.

Jean: Oh, tell Eva that if she comes along next week, I'll be pleased to look over the results with her. It doesn't matter when, she can just turn up any day. Oh, and tell her Tom is going to come along tomorrow. Also, tell her next Monday's sales meeting has been called off.

Write a brief email to Eva giving her the required information from this extract. Use non-phrasal verbs.

Date:	Jan 26 2010
To:	eva.von.hejnel@tqz.com
From:	t.robson@tkdengineering.com
Subject:	Next Week

Transfer

Answer the following questions using phrasal verbs in your answer instead of the underlined non-phrasal verbs. The first has been done for you.

1. When did you take possession of the house you now live in?

I moved in to my present house in January of last year.

2. When was the last time you invented an excuse for not doing something?

3. When was the last time someone arrived unexpectedly to see you?

4. Give an example of something surprising that you discovered recently.

5. Have you ever rejected an offer of work?

36

A Sample sentences

- Managers plan activities.
- Managers plan activities but must also play a personnel role.
- All managers are involved in personnel matters because they must ensure that each team member operates efficiently.

B Form

A simple sentence comprises just one clause, i.e. with one verb phrase:
Managers plan activities.

A complex sentence comprises more than one clause, i.e. with more than one verb phrase.
 We connect the clauses by *coordination*, *subordination* or *'general purpose' connectors*.

Managers plan activities but must also play a personnel role. (coordination with **but**)

All managers are involved in personnel matters because they must ensure that each team member operates efficiently. (subordination with **because**)

She works for a software company which makes a popular desktop publishing program.
 (connection with **which**)

C Uses

1. A simple sentence can be a statement, a question, a command or an exclamation:
Switzerland leads the world in farm subsidies. (statement)
Who leads the world in farm subsidies? (question)
Don't sign the new account agreement immediately. (command)
What a waste of taxpayers' money this is! (exclamation)
2. We can use coordination to connect clauses with the coordinating conjunctions **and**, **or** or **but**:
The card allows a user to spend first and pay later.
3. We can use subordination to connect clauses with subordinating conjunctions, e.g. **when**, **though**, **because**:
Euro-denominated bonds are more attractive to investors because there is less currency risk.

Notes

1. We can use a simple statement or question in a presentation to get the audience's attention:
We are on the right track.
When will the date be fixed?
2. Coordination is often more vague, less emphatic than subordination:
We will review our recruitment policy next year. We hope to make a clear decision and implement it by the middle of June and should see the results by the end of the year.
cf. **We will review our recruitment policy next year. At that time we hope to make a clear decision which we can implement by the middle of June. Therefore we should see results by the end of the year.**
 Subordination reduces the subordinated clause to a less important role, and thereby shows the relative importance of the two pieces of information.
3. Relative pronoun connectors (**who** and **which**) have an unemphatic connecting effect, sometimes similar to **and**:
Banks will have to offer better deals to customers, who will be empowered to shop around more.
Banks will have to offer better deals to customers, and they will be empowered to shop around more.
4. After a coordinating conjunction, we can omit the following sentence elements if they are the same as in the main clause. We can omit:
 - a. the subject
 - b. the auxiliary or modal verb
 - c. the **to** from the infinitive.**We can send your order by post or deliver it ourselves. (we can is omitted)**
We would like to make a small donation or show our appreciation in some way. (to is omitted)

Exercise 1

Read the advertisement for a clothing manufacturer.

There are eight sentences in the advertisement. Classify them according to the following sentence types.

- A Simple statement sentence
- B Simple interrogative sentence
- C Simple negative sentence
- D Simple exclamative sentence
- E Complex sentence with subordinate clause
- F Complex sentence with relative clause

FORNARO – Classic Italian Clothes For Men

Fornaro produces classic menswear. The company, which was formed in 1956, has a growing reputation for high quality suits. Although based in Milan, **Fornaro** has production plants in Rome and Florence. **Fornaro** products are not only sold in Italy. You can find them throughout Europe. Are you looking for style, quality and classic appeal? Look no further! **Fornaro** suits you.

Exercise 2

Below are pairs of simple sentences. Join them together to form complex sentences using the method indicated in brackets.

- We are reorganising the department. We are recruiting new staff. (coordination)
- We are advertising for a new computer analyst. Irene has retired. (subordination)
- The position is at supervisory level. The position carries a high salary. (relative pronoun)
- We need a young person. We need a skilled programmer. (relative pronoun)
- We will advertise in various countries. We will advertise in specialist journals. (coordination)
- We need someone with experience. We don't need a complete expert. (subordination)

Exercise 3

- Here is some information about a Research Department in a small telecommunications company. The information is presented first in a paragraph containing five simple sentences. Then in an improved version, the same information is presented in only two complex sentences, but the paragraph is incomplete. Complete this version by putting one word in each space.

We need to increase the quality of our research. Increasing the quality of our research will be expensive. Our present research is on a new pocket-sized communications device. The research we are presently engaged in is potentially very exciting. A major technological advance is possible.

We need to increase the quality of our research _____ will be expensive. Our present research, _____ a new pocket-sized communications device, _____ potentially very exciting _____ a major technological advance is possible.

- Now look at the paragraph opposite in which an employee talks about her company. How many sentences are there? Are they simple or complex?

Below is the same paragraph, rewritten using complex sentences. Complete it by filling in one word for each space.

'I work for ABC. ABC makes automobile parts. The parts we make are mechanical. We also make electrical parts. We sell parts throughout Europe. We also sell parts in Asia. We do not sell in America. Our biggest customers are Japanese. Our Japanese customers are some of the best known car manufacturers in the world.'

'I work for ABC _____ makes mechanical _____ electrical parts for automobiles. We sell throughout Europe _____ Asia, _____ not in America. Our biggest customers, _____ Japanese, _____ some of the best known car manufacturers in the world.'

Transfer

Write a similar paragraph about a company that you know well. Include complex sentences.

37

A Sample sentences

- The product was launched ten years ago, at a time when competition was fierce. Therefore it was difficult for us to get the commitment of all our senior management. In addition, bank interest rates made it hard for us to get the necessary financial backing, especially since they were very high initially.

B Form

There are four main ways of connecting clauses:

- Coordination with **and**, **or** or **but** (see Unit 36).
- Subordination with a subordinating conjunction, e.g. **when**, **though**, **because** [see Unit 38].
- 'General purpose' connectors with **who** and **which** (see Unit 42).
- Adverbial connectors, e.g. **so**, **yet**, **then**.

The clauses are separated by either a full stop (.) or a semi-colon (;) and then connected by an adverbial connector:

... at a time when competition was fierce. *Therefore* it was difficult for us to get the commitment of all our senior management. *In addition*, bank interest rates made it hard for us to get the necessary financial backing, *especially* since they were very high initially.

C Uses

We can use the three connecting methods to express the same sentences and ideas. The effect, however, is different.

The mobile-phone business is still booming in India but growth there is slowing. (coordinated clauses are given equal or similar importance)

Although the mobile-phone business is still booming in India, growth there is slowing. (subordinated clause is reduced to a less important role)

The mobile-phone business is still booming in India; however, growth there is slowing. (typical in longer stretches of language to indicate the relationships between sentences and ideas)

Below are some of the more common adverbial connectors:

Cause	therefore	so	as a result
Contrast	yet	however	
Condition	then	in that case	
Comparison	similarly	in the same way	
Concession	anyway	at any rate	
Contradiction	in fact	actually	as a matter of fact
Alternation	instead	alternatively	
Addition	also	in addition	too
Summary	to sum up	overall	in brief/short
Conclusion	in conclusion	finally	lastly
Equivalence	in other words	that means	namely
Inclusion	for example	for instance	such as
Highlight	in particular	especially	as follows
Generalisation	usually/normally	as a rule	in general
Stating the obvious	obviously	naturally	of course

Exercise 1

Below are sixteen common adverbial connectors. The list contains eight pairs of connectors with a similar meaning. Identify the eight pairs. The first has been done for you.

<i>in the same way (1)</i>	<i>to sum up</i>	<i>too</i>	<i>finally</i>
<i>alternatively</i>	<i>also</i>	<i>yet</i>	<i>similarly (1)</i>
<i>naturally</i>	<i>however</i>	<i>lastly</i>	<i>as a rule</i>
<i>of course</i>	<i>instead</i>	<i>usually</i>	<i>in short</i>

Exercise 2

The extract below is from a presentation in which a manager explains changes in company organisation. Complete the spaces with a word or phrase from the box.

<i>naturally</i>	<i>and</i>	<i>in general</i>	<i>furthermore</i>
<i>for example</i>	<i>in addition</i>	<i>especially</i>	<i>therefore</i>
<i>but</i>	<i>so</i>		

In recent years the company has expanded _____ the workload for the management has increased. _____ we have decided to reorganize our management structure. This picture shows the new organisation.

Fig. 1 New Management Structure



We plan to divide the present Administration Department into two, creating a new Finance

Department and a Human Resources department. _____ the Sales & Marketing Department will be divided into two. _____ a new Management Services Department will be created. We believe communication channels within the company, will be simplified. _____ decision-making will be more simplified. _____ decisions which solely affect personnel will now be taken at the level of Human Resources. _____ the principle is that decisions should be taken at the lowest practicable level. _____ those everyday decisions which will not affect the whole organization. _____ the changes will take some time to be fully understood. _____ overall everyone should notice immediate benefits.

Exercise 3

Connect the ideas in the pairs of sentences below using the method shown in brackets.

- We have an important domestic market. We are also an exporting company. [coordination]
We have an important domestic market but we are also an exporting company.
- We sell our goods abroad. We have to set prices with the exchange rates in mind. [cause and stating the obvious]
- Fluctuation in exchange rates causes instability. It makes forecasting more difficult. [addition]
- We prefer a stable exchange environment. We have to accept instability. [subordination]
- Our best products are several years old. The F23 was launched in 2002. [inclusion]
- We need to expand sales abroad. We need more sales in America. [highlight]
- Sales in leisure products have increased. We expect a 25 per cent rise during the summer. [generalisation]

Transfer

Write sentences about a subject or company you know well. Include adverbial connectors with the following meanings:

- | | | |
|--------------|-------------------|------------------|
| 1. highlight | 2. generalisation | 3. contradiction |
| 4. contrast | 5. comparison | 6. conclusion |

Below are the main types of subordinate clauses.

1. Cause or reason:

The cab companies like the laws *because they limit competition*.

2. Condition:

If they are more tightly regulated, they could have less scope to make profits.

[see Unit 10]

3. Contrast:

Even though domestic consumption accounts for about 60 % of GDP, exports produce the bulk of corporate profits.

[see Unit 43]

4. Purpose:

The union insists that employees have a large enough stake in the transaction *so that they can influence major corporate decisions*.

5. Result:

The company had invested enough money *so (that) they could cover their bad debts*.

Note that this is different from the adverbial connector of reason *so*:

The Finance Manager had earned enough money; *so he could cover their bad debts*.

[see Unit 44]

6. Time:

The Hang Seng Index rose 5%, *after the deal was announced*.

[see Unit 46]

7. Reported speech:

She replied *that he wasn't interested in a hostile attempt*.

[see Units 39 and 40]

8. Reported questions:

More than 1m depositors want to know *why regulators did not discover the fraud earlier*.

[see Unit 40]

9. Relative clauses:

The judge ordered the company to postpone its AGM, *which had been scheduled for today*.

[see Unit 42]

Exercise 1

Underline the subordinate clauses in the following sentences and then classify them in the table below. There is one of each type.

- The committee met to discuss a river pollution problem.
- If the pollution was caused by local industries, they would have to pay compensation.
- The pollution concerned chemicals which had leaked into the river.
- The problem was noticed when dead fish were found in the river.
- Although companies had strict regulations on the disposal of chemicals, mistakes occurred.
- The enquiry asked what training workers had been given.
- The Manager said her company had done everything possible to avoid the leakage of chemicals into the river.

Reported question	Condition	Time	Relative clause	Contrast	Purpose	Reported speech

Exercise 2

Match the clause on the left with an appropriate clause on the right to create a meaningful text. The first one has been done for you.

The Chairman said	←	how long this will take.
The industry has suffered setbacks,		to explain our case.
Now we must rebuild our image		the outlook will be bleak.
I don't know		we deserve fair treatment from the press.
Should we fail,		choosing those that will be most effective.
We need to look at the alternatives		some of which could have been avoided.
We must take every opportunity		that the industry faced a public relations challenge.
Having explained our position,	→	which is essential for future prosperity.

Exercise 3

Provide subordinate clauses to combine with the given main clause. Use the type of subordinate clause indicated by the prompt in brackets. The first has been done for you.

- The press were critical of the company
(cause or reason) → staff training had not improved
The press were critical of the company because staff training had not improved.
- The company organised a press conference
(purpose) → answer criticisms
- The chairman said
(reported speech) → safety record relatively good

4. The Health & Safety Executive supported the company
(time) → they investigated safety procedures
5. Every precaution had been taken
(result) → management confident
6. The press wrote articles
(relative clause) → exaggerated problems
7. ... accidents can still happen.
(contrast) → company carries out regular checks

Transfer

Write three sentences about the political or economic situation in your country. Include different kinds of subordinate clause.

Example:

Although the government tries to improve health care, there are many problems. They build more hospitals to treat more patients. If the government spent more on health education, the cost of treating people would fall.

See also

Unit 26	Verbs of speaking
Unit 27	Verbs of reporting
Unit 40	Reported speech (2)

A Sample sentences

- They say that they will consider the deal.
- He mentioned that he was a software professional.
- The retailer promised that it wouldn't buy more than 19.9% of the jewelry company's shares.

B Form

Reported speech takes two forms:

1. A main clause with a verb of speaking/asking + a subordinate clause:

main clause *subordinate clause*
They say - that they will consider the deal.

2. A main clause with a verb of speaking/asking + an infinitive with to [see Unit 40]:

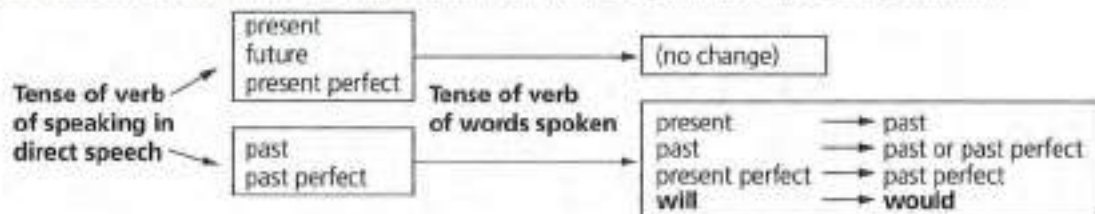
He asked us to help him develop the management team.

Indirect speech is derived from direct speech:

He said, 'We have considered the deal'. (direct speech)

He said that they had considered the deal. (indirect speech)

The basic rule to determine the tense of the verb in the subordinate clause is as follows:



Direct speech

She says, 'We have a deal.'

She said, 'We have a deal.'

She said, 'I have made a deal.'

She said, 'I will confirm the deal next week.'

Indirect speech

She says (that) we have a deal.

She said (that) we had a deal.

She said that she had made a deal.

She said that she would confirm the deal the following week.

Other changes are to the pronouns and the time adverbials.

Pronouns

Direct speech	Indirect speech
I/you	he/she
we/you	they
me/you	him/her
us/you	them

Note

The tense of the words spoken does not change where the words spoken are still true:

He said, 'The accounting statement will not show a charge for the resource.'

He said the accounting statement will not show a charge for the resource. [The statement hasn't been submitted yet.]

Time adverbials

Direct speech	Indirect speech
yesterday	the day before/the previous day
today	that day
tomorrow	the day after/the following day
last ...	the previous ...
next ...	the following ...
this ...	that ...

C Uses

A list of common verbs of speaking to introduce reported statements is given in Appendix 4.

Exercise 1

Below is an extract from a newspaper report on a political meeting. Complete the spaces with an appropriate form of one of the verbs from the box.

ask warn believe say remind

The Minister _____ the audience that 20 years ago things were very different. He _____ the time had come to face realities and he _____ we had to choose between cooperation or isolation. He _____ that major problems would arise if we made the wrong choice and _____ if we wanted to be an isolated and friendless country.

Exercise 2

Here is an interview between a journalist and a Finance Minister. Complete the newspaper report which follows by adding an appropriate verb.

rise predict continue ask change
say work

J: Has the policy of the government changed?
M: No, we are working towards increasing the quality of services and making the economy strong.
J: What do you predict as a level of inflation over the next 12 months?
M: Inflation will continue at present levels – about 2.5 per cent.
J: Are you confident that economic growth will remain strong?
M: Economic growth is now at 2 per cent and should rise to 4 per cent over the coming year. _____ if the policy of the government _____, the Minister _____ the government _____ towards increasing the quality of services and making the economy strong. He _____ that inflation _____ at present levels – around 2.5 per cent – and economic growth, now at 2 per cent, _____ to 4 per cent.

Exercise 3

Here is an extract from a telephone conversation between a fashion designer, Marianne, and a clothes manufacturer, Juan.

Marianne: Did you get the photographs I sent?
Juan: Yes they were really good. I liked them a lot. Now – when are you coming to Milan?
Marianne: Soon, next month maybe. I'll come at the end of the month.
Juan: And will you bring the new designs?
Marianne: Of course! Not only the designs, I'll bring the clothes. They're already made and you can see them whenever you like.
Juan: I know Rina wants to see them. I'll tell her you're coming next month.
Marianne: Fine. Oh, by the way, Rina still owes me some money, you know. I think she has probably forgotten. She said the money would be in my bank last Tuesday and it hasn't arrived yet.
Juan: Okay, I'll tell her. That's all, isn't it?
Marianne: Yeah, I think so. Can you ask Rina to call me? I'll be in all day Friday.
Juan: Okay, I'll tell her. Bye for now.

MODA SPECIALE

Via Vittorio Emanuele II 200
24100 Milano
Telefono 39 (2) 5057888
Fax 39 (2) 5028400

Ref: JS/2304

Dear Rina

I spoke to Marianne yesterday. I told her _____ the photographs. She said _____ to Milan at the end of next month. She also said _____ the designs and the finished clothes. She _____ me to remind you that _____ She said you _____ the money _____ in her bank last Tuesday but _____ arrived.

Finally, she _____ if you _____ call her. She said _____ Friday.

Ciao

Juan

Juan

Write a brief letter to Rina telling her the details of this conversation. Use the letter above as an outline.

See also

Unit 26	Verbs of speaking
Unit 27	Verbs of reporting
Unit 39	Reported speech (1)

A Sample sentences

- I warned them not to discuss the project with other government agencies.
- The group told public sector investors to sell their stakes in other funds.
- The company asked the union to reduce its demands.

B Form

See Unit 39.

C Uses

In addition to reported statements, there are the following types of reported speech:

1. Reported commands:

She told them to improve their performance.

The court ordered them to pay \$9 billion in damages.

The government demanded that the company shut down production for a month. [subjunctive]

A list of common verbs of commanding is given in Appendix 5.

2. Reported requests:

The company asked the union to reduce its demands.

A list of common verbs of requesting is given in Appendix 5.

3. Reported questions:

There are two types of direct questions [see Unit 41]:

– **wh**-questions, e.g. **When** will the growth of the core domestic business begin to slow?

– **yes/no** questions, e.g. **Does** your company try to develop leaders wherever it operates?

In reported **wh**-questions, we use the **wh**-question word:

He asked *when* the growth of the core domestic business would begin to slow.

In reported **yes/no** questions, we use **if** or **whether**:

She asked *if/whether* our company tried to develop leaders wherever it operated.

A list of common verbs of questioning is given in Appendix 5.

4. Other reported forms:

The Banking Commissioner urged them not to pull their funds out of the bank.

He cautioned them not to disclose that they had received a takeover proposal.

A list of other verbs of reporting is given in Appendix 5.

Exercise 1

Underline the verbs of speaking in the following text and classify them as:

- verbs of speaking
- verbs of commanding
- verbs of requesting
- verbs of questioning

The senior management all agreed that the company had to take swift measures to capitalise on the situation. First of all they invited their accountants to review their finances as quickly as possible. Naturally, they asked if the situation was as they saw it. Then they commented on the situation to the press. Having convened an extraordinary meeting of the shareholders, they told them to be prepared for a statement. The shareholders also inquired about the truth of the details in the press. The directors invited them to look closely at the options and urged them to wait a little while before making a decision. Finally they instructed the press to write up a full report about the proposed takeover.

Exercise 2

Are the following sentences right or wrong? If wrong, correct them.

1. The company has told to adopt Vision 2020 as our aim for the next five years.
2. Vision 2020 urges that we adopt a range of internal measures to improve productivity and quality throughout the company.
3. Individual managers are asked to implement Vision 2020 in their own departments.
4. Having presented the policy in outline, managers have asked their teams what training would they like.
5. Most teams have asked to not have theoretical training courses.
6. In fact they have all suggested to have project groups to explore the best way to implement Vision 2020.

Exercise 3

Report the following exchange between a training manager and a personnel manager. You need to choose an appropriate verb of speaking to introduce each sentence. The first sentence has been done for you.

- PM:** When will the new training programme be introduced?
TM: I don't know. But we have approached a number of outside training organisations.
PM: Could I see the list of suppliers?
TM: Yes, I'll let you see the details.
PM: Why don't we make a final decision together?
TM: Well, I prefer to make the final decision myself.

The Personnel Manager asked when the new training would be introduced ...

Transfer

Write a report of a face-to-face conversation that you have had with someone in your company.

See also

Unit 39

Reported speech [1]

Unit 40

Reported speech [2]

A Sample sentences

- A: Who approved this order?
 B: I'm afraid I really have no idea.
 A: It was Jim, wasn't it?
 B: Jim, you approved this order?
 C: Yes, I did. Why? Is there a problem?
 A: Yes, half of the goods haven't been delivered.
 C: Yes, I know. But could you just look at the accompanying note?
 It explains everything.

B Form

There are three forms of question:

- direct questions
- indirect questions
- statement questions [+ question tag]

1. Direct questions

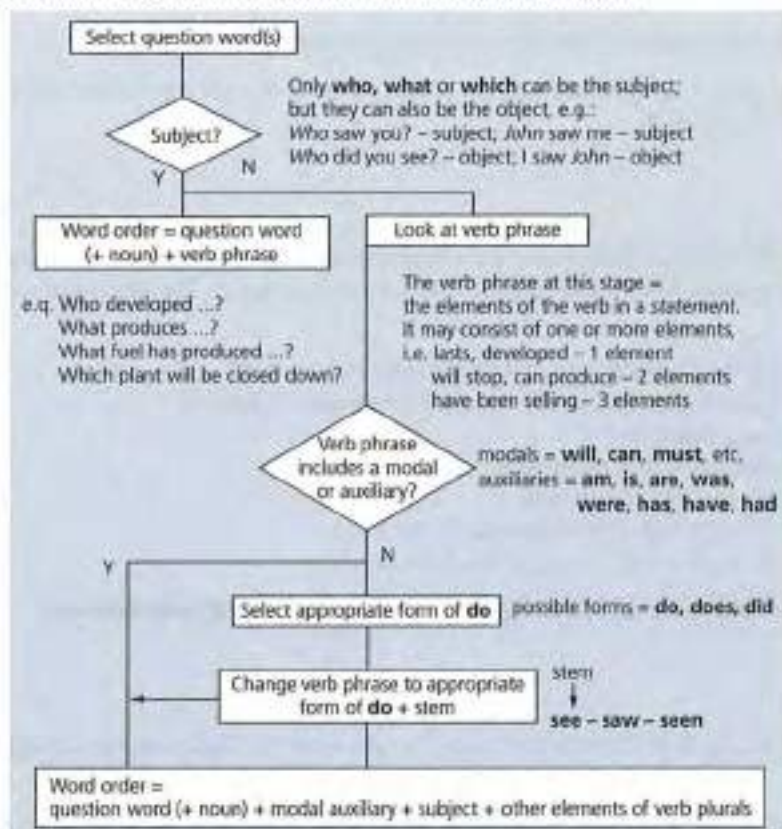
There are two types of direct questions:

- **wh**-questions, which start with a **wh**-question word (including **how**):
Who approved this order?
- **yes/no** questions, where the answer is **yes** or **no**:
Is there a problem? – Yes.

Note that alternative questions have the same form as **yes/no** questions:

Did Helen or Peter check the balance? – Peter.

The basic rules to form a question are shown in the flowchart below.



2. Indirect questions

Indirect questions comprise:

- a question word (**wh-**, **if** or **whether**)
- a clause with the verb in statement word order:

I don't know which results you are talking about. (*not*: are you talking about)

But could you tell me where I can find the best deal? (*not*: can I find)

3. Statement questions

There are two types of statement questions:

- a statement with rising intonation:

Jim, you approved this order?

- a statement + question tag:

Jim, you approved this order, didn't you?

Jim, you didn't approve this order, did you?

C Uses

1. Direct questions

Below are the main **wh**-questions according to question word:

- a. Asking about people – **who**, **whom**:

Who approved this order? (**who** asks about the subject.)

Who(m) are you going to visit in Japan? [In normal speech we use **who** to ask about the object as well; in formal speech and writing we use **whom**.]

Who(m) did you place the order with? [In normal speech we use **who** to ask about the prepositional object; in formal speech and writing we use **whom**.]

With whom did you go to France? (**whom** asks about the prepositional object.)

This structure is more formal than the previous one.]

- b. Asking about things – **which**, **what**:

Which assets have performed best? (**which** + noun asks about the subject.)

What did you decide in the last meeting? (**what** asks about the object.)

- c. Asking about the time – **when**, **(at) what time**:

When do you expect to break even?

(At) what time/when did you leave the office? (specific clock time)

- d. Asking about the place – **where**:

Where did you buy the new computers?

- e. Asking for the reason – **why**:

Why are you in this business?

- f. Asking about the length of time – **how long**:

How long have you been based in Tokyo?

How long does it take on average to find a new job? (*not*: How long time?)

(**How long** refers to time or dimension; see below.)

- g. Asking about the distance – **how far**:

How far do you have to travel each day?

- h. Asking about the frequency – **how often**:

How often do you travel abroad?

- i. Asking about the manner – **how**:

How are you going to compete in international markets?

- j. Asking about quantity and amount – **how many**, **how much**:

How many shares will be involved in the buy-back? (asking about the subject)

How many shares do you want to sell? (asking about the object)

How much did you pay for the new equipment? (*not*: How much money?)

- k. Asking about dimensions and specifications – **how long/small**, etc.

How big/long/wide/deep/high will the cabinet be?

How small will the miniature version be?

2. Indirect questions

We use indirect questions in:

– Reported questions [see Unit 40]:

She asked which order Jim had approved.

– Polite requests:

Could you tell me which order you approved?

3. Statement questions [+ question tag]

We use these to ask for confirmation.

– Asking for confirmation of a positive statement:

Jim, you approved this order?

Jim, you approved this order, didn't you?

– Asking for confirmation of a negative statement:

Jim, you didn't approve this order?

Jim, you didn't approve this order, did you?

Exercise 1

Read the following list of questions. Classify them according to the question types.

1. Are you agents for Fischer equipment?
2. Where can I find this type of product?
3. You're not serious?
4. Fischer are market leaders, aren't they?
5. So you believe they're expensive?
6. Do you think there are better goods available?
7. Can you tell me how reliable they are?

- | |
|---|
| <p>A. Direct yes/no questions</p> <p>B. Direct wh-questions</p> <p>C. Indirect questions</p> <p>D. Statement questions with rising intonation</p> <p>E. Statement questions + tag</p> |
|---|

Exercise 2

The FUB Group is a drug research body. The group has worked for ten years and has massively exceeded its budget. A journalist asks a leading figure in the group some questions.

Are the questions correctly formed or not? If wrong, write the corrections.

- Q:** How long time have you been working on the research?
A: Ten years.
- Q:** Could you tell me who were the main partners in the project?
A: FRS, UBDuss A. G., and Bokal.
- Q:** And you didn't plan to spend so much money, didn't you?
A: Of course we didn't.
- Q:** You say the forecasts were inaccurate. Who did resign after these forecasts?
A: Karl Drew resigned.
- Q:** Was that a correct decision?
A: I don't know – it was his decision.

Exercise 3

Explo Corporation is an Australian oil company based in Sydney. One of their technical managers calls Bruck Engineering in Singapore for some information.

In the dialogue below the questions are incomplete. Write the complete questions.

- Explo:** _____ [1] me something about your company?
Bruck: Yes, we're market leaders for joints for the pipeline business.
- Explo:** And where _____ [2]?
Bruck: Our manufacturing base is in Singapore but we have a distribution and sales network throughout Australasia.
- Explo:** Can I ask _____ [3]?
Bruck: Yes, we have an agent in Sydney.
- Explo:** What _____ [4] agent's name?
Bruck: Wall & Martin Joints Ltd.
- Explo:** I see. And they _____ [5] Sydney?
Bruck: That's right.
- Explo:** And suppose I wanted to buy direct from you, the manufacturer?
Bruck: No, sorry you couldn't do that.
- Explo:** I have to _____ [6]?
Bruck: Yes, you do.
- Explo:** And Wall & Martin are the only agents in Sydney, _____ [7]?
Bruck: They are.
- Explo:** How _____ [8] Wall & Martin?
Bruck: You should write directly to them.

Transfer

Think of a situation where you might telephone an organisation and request information. Write examples of questions you might ask. Use a variety of question forms and different **wh**- words.

42

A Sample sentences

- The plant which produced the keyboards and the mouse could be shut down.
- The INJ300, which produced reasonable copy quality, has been replaced by the INJ400.
- Jim Carter, who runs the rendering plant, has no plans to move.
- Any person who is registered as unemployed can access these services.
- There are over 1000 employees on the site where the ongoing redesign project is taking place.
- The product is hitting the market at a time when European auto makers are reeling from rising prices.

B Form

There are two types of relative clause:

- defining relative clauses
- non-defining relative clauses

We can distinguish them by the punctuation. Non-defining clauses are enclosed by commas; defining clauses are not.

The plant which produced the keyboards and the mouse could be shut down.

[defining: no commas]

Jim Carter, who runs the rendering plant, has no plans to move. [non-defining: commas]

C Uses

	Defining and non-defining		Defining only
	Personal	Non-personal	Personal and non-personal
subjective	who	which	that
objective	who(m)	which	that, zero (no pronoun)
genitive	whose	of which/whose	
locative		where	
temporal		when	

Relative clauses are subordinate clauses (see Unit 38) which provide information about a noun or noun phrase. There are two types of relative clauses: defining and non-defining.

Defining relative clauses provide essential information which restricts or clarifies the meaning of the preceding noun or noun phrase by specifying its meaning more clearly.

Any person who is registered as unemployed can access these services.

The clause 'who is registered as unemployed' identifies the person; without this essential information, the sentence has a very different meaning.

Non-defining relative clauses provide additional, non-essential information.

The INJ300, which produced reasonable copy quality, has been replaced by the INJ400.

The clause 'which produced reasonable copy quality' provides additional, non-essential information; without this information the basic meaning of the sentence remains the same.

1. Talking about people (personal):

The person who/that prepared that report no longer works for us. [subjective – defining]

Carla Jensen, who prepared that report, no longer works for us. [subjective – non-defining]

I've spoken to the workers who(m)/that/zero (no pronoun) we are going to lay off.

[objective – defining]

I've spoken to Andrew Green, who(m) we are going to lay off.

[objective - non-defining]

Andrew Green, with whom I discussed the layoff yesterday, has agreed to leave.

[objective after preposition - non-defining]

The workers with whom I discussed the layoff have agreed to leave.

[objective after preposition - defining]

He will be replaced by a man whose management skills are unproven. [genitive - defining]

I'd like to thank John Spencer, whose company sponsored the report.

[genitive - non-defining]

2. Talking about things (non-personal):

This is a powerful machine that can run the payroll, handle sales, and churn out bills.

[subjective - defining]

I'm afraid that the INJ200, which produced reasonable copy quality, has been withdrawn.

[subjective - non-defining]

Many of the special-purpose machines which/that/zero (no pronoun) we use are

fabricated or refabricated here. [objective - defining]

We think that the INJ300, which you demonstrated a couple of weeks ago, meets our needs.

[objective - non-defining]

The fund looks for small companies whose sales/the sales of which are growing rapidly.

[genitive - defining]

And finally we have the INJ300, whose speed/the speed of which is much higher than

the INJ200. [genitive - non-defining]

3. Talking about places (locative):

Orders are placed direct with the factory where the model is manufactured. [defining]

The factory, where the strike began last April, is manned by about 250 employees.

[non-defining]

4. Talking about the time (temporal):

I will not be here when the product is launched. [defining]

On December 21, when the product is launched, I shall be out of the country.

[non-defining]

Notes

1. The relative pronoun after the reason:

One of the reasons *that/why* economies in developing countries grow so slowly is that they do not have well-developed financial markets.

The reason *that/why* the proposal collapsed wasn't disclosed. [not: the reason because]

2. The relative pronoun after all, each, every and compounds:

Computer users aren't upgrading systems fast enough to absorb all the new products [*that*] firms are producing.

We have tried everything [*that*] we could.

You should create a separate CV for each company [*that*] you approach.

Exercise 1

Underline the relative clauses in the following extract and write defining (D) or non-defining (ND) by each one.

Many pharmaceutical companies, which are among the world's largest, invest millions in research into heart disease and conditions which typically relate to the process of ageing. These areas, where research costs are phenomenally high, also offer the greatest potential. Research on curative drugs may be less expensive but the rewards are less because the patients, who will get better, will not need the treatment for years and years. On the other hand, conditions like Alzheimer's disease, heart disease or arthritis, which last for years, could involve long periods of treatment. It is these areas, therefore, which offer the best potential for high profits. A further point is that such research is intended to produce drugs which will be marketed in the richest countries and where profit will be highest.

Exercise 2

Below are six extracts from a report on a meeting between the Chief Executive of a chemical company and an environmentalist group. Convert each extract into a single sentence by using a relative clause. The first has been done for you.

- The Chief Executive looked confident. He spoke for 20 minutes.
The Chief Executive, who looked confident, spoke for 20 minutes.
- He said the environment was everyone's responsibility. It is a key issue.
- Lockville is now a beauty spot. There used to be a chemical plant there.
- We made mistakes in the past. We knew less than we know now.
- The captains of industry have major responsibilities. We depend on them.
- The industries produce the products. We criticise the industries. We buy the products.

Exercise 3

Combine the prompts below to write sentences in which the information in brackets is given in relative clauses.

<p>1. factory ↓ (produces PCBs) ↓ closed down</p>	<p>2. reprocessing plant ↓ (subject of protests) ↓ expanding its operations.</p>
<p>3. factory ↓ (in town centre) ↓ (many people live) ↓ a major employer</p>	<p>4. plastics recycling ↓ (expensive) ↓ only possible in some countries ↓ (sophisticated equipment is available)</p>



Transfer

Write a series of sentences about entertainment and social life in your area. Include various relative clauses.

Examples:

There are many cinemas where you can see films in the original version.

The best theatre, which is in the town centre, is 200 years old.

The owner of the club in the town centre, whose wife is a dancer, is Ukrainian.

43

A Sample sentences

- The city centre is a prime location but it is also very expensive.
- Though the company has 100,000 employees in 40 countries, most of its units are British.
- Our sales have dropped by only 6.6%, while/whereas theirs have fallen by 23.8%.
- ADT has been the leader in this technology, even though Japanese companies dominate the market.

B Form

Clauses of contrast are subordinate clauses [see Unit 38] which provide information which contrasts with the main clause. Clauses of contrast start with either the coordinating conjunction **but** [see Unit 37] or a subordinating conjunction [see Unit 38]. The main subordinating conjunctions are:

though although even though while whereas

1. Coordination is more vague and less emphatic than subordination:
The city centre is a prime location but it is also very expensive.
2. Subordination reduces the subordinated clause to a less important role:
Though the company has 100,000 employees in 40 countries, most of its units are British.
We can only use **while** and **whereas** to contrast equivalent ideas:
While their sales have fallen by 23.8%, ours have dropped by only 6.6%.
(*not: While their sales have fallen by 23.8%, we decided to expand.*)

C Uses

Clauses of contrast present a situation which is unexpected or surprising in view of the information in the main clause.

1. Contrast with **but**:
The city centre is a prime location but it is also very expensive.
Free trade means that firms are no longer limited by the size of their home country, but can sell into bigger markets.
2. Contrast with **though, although** and **even though**:
Although we have introduced our own range of books on Indian cuisine, our focus is on CD-ROMs.
Even though is more emphatic than **though** or **although**:
Exports produce the bulk of corporate profits, even though domestic consumption accounts for about 60% of GDP.
(*not: Exports produce the bulk of corporate profits, even domestic consumption accounts for about 60% of GDP.*)
3. Contrast with **while** and **whereas** to contrast equivalent ideas:
While/whereas their sales have fallen by 23.8%, ours have dropped by only 6.6%.

Notes

1. Subordinate clauses with **though, although** and **even though** can come before or after the main clause:
Though the company has 100,000 employees in 40 countries, most of its units are British.
Most of the company's units are British, though it has 100,000 employees in 40 countries.
2. Subordinate clauses with **while** and **whereas** can come before or after the main clause and, if totally parallel in construction, can be reversed:
Our sales have dropped by only 6.6%, while theirs have fallen by 23.8%.
While our sales have dropped by only 6.6%, theirs have fallen by 23.8%.
Their sales have fallen by 23.8%, while ours have dropped by only 6.6%.
While their sales have fallen by 23.8%, ours have dropped by only 6.6%.

Exercise 1

Read the conversation below. First mark the coordinating conjunctions (CC) and the subordinating conjunctions (SC). Then underline the clauses of contrast.

John: If we discuss ways to reduce costs, one area we should think about is packaging.

Janina: Well, though packaging is expensive, it can help promote the product. Good packaging also reduces problems in transit.

John: Yes, of course, but we have to cut the costs. Even though we use our own designers, the costs are very high.

Janina: Although it's an expensive part of the production, it is very difficult to reduce costs.

John: While we agree that it's expensive, we don't seem to be able to decide how to reduce the expense!

Janina: I see packaging as part of public relations, whereas I think you are looking at it only in terms of packing the product!

Exercise 2

Combine the following pairs of sentences using the conjunctions given.

- The market has probably passed its peak.
Computer sales are still very high. (although)
- Costs have come down.
The advances in computer technology have been considerable. (though)
- More people own computers.
The number of manufacturers has gone down. (while)
- Machines are more reliable.
They are more complex. (but)
- Computing capability has increased.
The physical size of the equipment has diminished. (whereas)
- Users experience difficulties with compatibility.
A lot of money has been spent on this problem. (even though)

Exercise 3

Complete the following short text on the computer software market by adding suitable conjunctions.

_____ there are millions of different software programs available, only a few become internationally successful. The best become standards which others follow, _____ the originals do not always benefit from this. Of course, different programs work with different operating systems, _____ there are many more programs than operating systems. _____ the industry is very competitive, it is dominated by a few big software producers. Many of these are closely connected with the major computer manufacturers, _____ there are also many independent software houses. Also, producing new software is not necessarily expensive, _____ innovations in computer hardware certainly involve massive costs.

Transfer

Think about changes in the place where you work. Write five sentences containing clauses of contrast.

44

A Sample sentences

- As these films use less material, they are cheaper to produce.
- Since we're paid twice a month, we subtract half of the mortgage amount from our cheque book in the middle of the month.
- We were able to attract some new advertisers because this is something new.

B Form

Clauses of cause or reason are subordinate clauses (see Unit 38) which explain the information in the main clause.

Clauses of cause or reason start with a subordinating conjunction (see Unit 38).

The main subordinating conjunctions are:

because as since

C Uses

Clauses of cause or reason answer the question 'why?'; they present the reason for the information in the main clause.

A: Why are these films cheaper to produce?

B: Because they use less material.

Because, as and since have the same meaning and take the same construction.

Because/as/since the environment is so favourable in Asia, consumer banking has flourished there.

Notes

After **because** we need a finite verb; after **because of** we need a noun phrase:

Because the market is open, the group's future is uncertain.

Because of the open market, the group's future is uncertain.

(*not: Because the open market, the group's future is uncertain.*)

Exercise 1

Below is part of a letter from an oil company offering an applicant a research position.

Link the main clause on the left with a phrase or clause of cause or reason on the right and add a suitable connector. The first has been done for you.

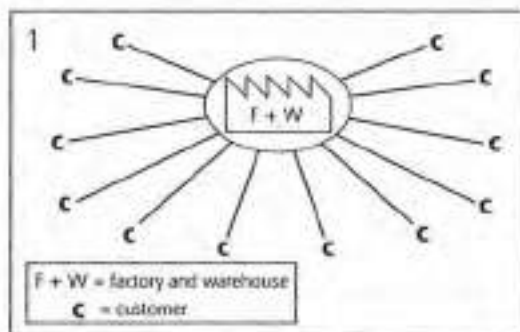
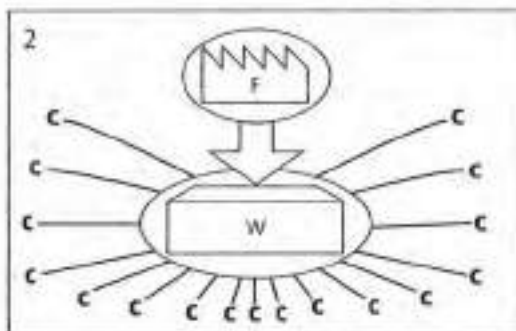
We are offering you the job since _____	we need someone with post-graduate qualifications
You are especially suitable _____	you are in work just now
Your academic record is ideal _____	you are the most experienced candidate
We need you to start as soon as possible _____	you want the job
We understand that an immediate start is a problem _____	your work in the oil sector
You need to tell your present employer today _____	this sort of thing happens all the time
Just say you have to leave _____	we are beginning a new research project this month
I'm sure it will not be a problem _____	this offer

Exercise 2

Look at the following pictures. Each shows an alternative distribution system. Write two sentences, one explaining an advantage, the other a disadvantage, of each system. Your sentences should contain a main clause and a clause of cause or reason.

Advantage: direct supply to customers/no intermediate stage.

Disadvantage: difficult to meet sudden orders for large quantities/very small stock.



Advantage: Immediate response to large orders/ distribution handled from central warehouse.

Disadvantage: Increased storage costs/more goods held in stock.

Transfer

Write six sentences to describe changes that have been made in your organisation. In each sentence describe the change and justify it by using a clause of cause or reason.

Example:

We promoted the Sales Manager because she had performed very well.

A Sample sentences

- We are going to open the market to rival sellers (in order) to enhance competition.
- Shipments will be rearranged so as to avoid delays.
- We are going to streamline our operations so that they are more efficient and profitable.
- Companies must disclose material business and financial information in order that investors may make informed investment decisions.

B Form

Clauses of purpose are subordinate clauses (see Unit 38).

Clauses of purpose consist of:

1. a subordinating conjunction followed by a finite verb (see Unit 38):
We are going to streamline our operations so that they are more efficient and profitable.
2. infinitive + to (see Unit 38):
We are going to open the market to rival sellers (in order) to enhance competition.
3. for + noun followed by an infinitive + to:
For them to continue to operate, we must provide them with some short-term financing.
(= So that they can continue to operate, we must provide them with some short-term financing.)

The main subordinating conjunctions are:

so that that in order that

Before the infinitive + to we can put:

in order (to) so as (to)

Note the negative forms:

They have to cut prices for existing clients, so as not to lose them.

Bidders are offering less than they think the bonds may be worth, in order not to be caught out.

C Uses

Clauses of purpose answer the question 'why?' or 'what ...for?'; they present the purpose of the information in the main clause.

A: Why must we reduce the company's cost structure?

B: So that we can compete more effectively and profitably.

A: Why are we upgrading our production facilities?

B: In order not to fall further behind our competitors.

1. We use **to**, **in order to** and **so as to** + infinitive to talk about the doer's purpose:
We will borrow short-term to take advantage of low interest-rate costs in the future.
(Our purpose is to take advantage of low interest-rate costs in the future.)
2. We use **that**, **so that** or **in order that** where the subject of the clauses is different:
We will borrow short-term so that we can take advantage of low interest-rate costs in the future.
We can also use **that**, **so that** or **in order that** where the subject of the clauses is the same:
We bought enough shares so that we'd receive \$100 in dividends per month.
3. We use **to** + infinitive to talk about the purpose of something:
The meeting is to consider and approve the merger.
When we are talking about the purpose of equipment we can say:
The moving arm is to paint the arms and legs of the chair.
The moving arm is for painting the arms and legs of the chair. (for + verb ...ing)

Note

The following sentences are wrong:

We reduced costs for compete more effectively. (to compete)

We reduced costs for to compete more effectively. (to compete)

We reduced costs for competing more effectively. (to compete)

Exercise 1

Complete the following text by adding appropriate words or phrases from the box opposite.

so as not to	in order that	so that
	in order to	for

- _____ a new building to be a success it has to be the right design.
- _____ understand design objectives it is necessary to consider the ultimate function.
- We have chosen the best architects _____ we can be sure of good results.
- They are preparing sketches _____ we can consider their basic ideas.
- The architects explained some principles about materials _____ leave us confused.

Exercise 2

Read the following exchanges and then write a single sentence containing a clause of purpose. Use each of the phrases from the box once.

so that	in order to	so as to
	in order that	to

- A:** Why are the distribution channels being changed?
B: To avoid delays at the ports.
- A:** Why do we need to spend so much money?
B: To guarantee a top quality product.
- A:** Why is it necessary to book in advance?
B: We won't need to worry about space on the ship.
- A:** Why will costs have to be reduced?
B: Then we can have increased profitability.
- A:** What is the red switch for?
B: It switches off the motor in an emergency.

Exercise 3

Study the flow chart below showing the main areas in a small chocolate factory. Then complete the text to explain the function of the four departments. Use each phrase in the box once to begin each clause of purpose.

to	for	in order to
		in order that



The laboratory is _____. Then there is a Production Department _____. Next we have a Quality Control Department _____ standards. Finally there is a Customer Services Department _____.

Transfer

Write four sentences each containing a clause of purpose describing the functions of any organisation you know well.

46

See also

Unit 68	Numerals
Unit 69	Time (1)
Unit 70	Time (2)

A Sample sentences

- When an accident happens, you need to call the doctor.
- Having called the doctor, don't leave the patient unattended.
- While waiting for medical help, don't give the patient any medicine.
- Once reported, all serious accidents must be recorded in the accident log.
- After recording the accident, you will be contacted by an accident investigator.

B Form

Clauses of time are subordinate clauses [see Unit 38]. Clauses of time comprise:

1. a subordinating conjunction followed by a finite verb [see Unit 38]:
When an accident happens, you will need to call the doctor.
2. a subordinating conjunction followed by a non-finite verb [see Unit 38]:
After recording the accident, you will be contacted by an accident investigator.
3. a non-finite verb *...ing* or verb *...ed* [see Unit 38]:
Once reported, all serious accidents must be recorded in the accident log.

We use the following subordinating conjunctions with finite verbs:

after as before once since till until when(ever)
while/whilst now (that) as long as as soon as

After you have reported the accident, stay with the patient.

We use the following subordinating conjunctions with verb *...ing*:

after before since until when(ever) while

Before leaving the patient, make sure which family members should be informed.

We use the following subordinating conjunctions with verb *...ed*:

once until when(ever) while

Once reported, all serious accidents must be recorded in the accident log.

C Uses

Clauses of time ask the question 'when?'; they present the time of the information in the main clause.

A: When do you need to call the doctor?

B: After an accident has happened.

We use clauses of time to show that the time clause happens:

- earlier than the main clause
- later than the main clause
- at the same time as the main clause
- at a non-specific time

1. Earlier than the main clause:
Before calling/you call the doctor, make sure the patient is comfortable.
2. At the same time as the main clause:
While (you are) waiting for the doctor, stay with the patient.
I have been with the patient since the accident happened.
3. Later than the main clause:
After/once/as soon as the doctor has arrived, you may leave the patient.
(After) having reported the accident, don't forget to record it in the log.
4. At a non-specific time:
Always contact the doctor whenever you are in doubt.

Note

We use the present or present perfect with **before, after, once, until** and **when(ever)** for future reference:

We will discuss the matter before the inspector visits us. (*not: will visit*)

We will discuss the matter again after the inspector has visited us. (*not: will visit*)

Exercise 1

Match the clause of time on the left with a suitable main clause on the right.
Then classify the clauses of time according to the table below.

After deciding we could not work alone,	we're now looking ahead to the next one.
Once they had studied the product and the market,	we had disagreements.
Before agreeing to their proposals,	we had many doubts.
While studying the advertising plans,	we studied them very closely.
Once understood,	we are delighted with the agency.
Whenever we discussed the product launch	they designed a marketing concept.
Having seen the success of the launch,	they seemed okay.
The campaign finished,	we commissioned an agency to produce an advertising campaign.

Subordinate conjunction + finite verb	Subordinate conjunction + non-finite verb ...ing	Subordinate conjunction + non-finite verb ...ed	Non-finite verb ...ing or verb ...ed
--	---	--	---

Exercise 2

Classify the following sentences according to the relationship between the main clause and the time clause. Say whether the time clause occurred:

- earlier than the main clause [E]
- at the same time as the main clause [=]
- later than the main clause [L]
- at a non-specific time [?]

1. After experiencing a period of instability, the company recruited a new Finance Manager.
2. Since she arrived, the company has gone from strength to strength.
3. Whenever she sees problems she has an innovative solution.
4. As soon as she decides on a change, it is readily absorbed by her colleagues.
5. Until the department was reorganised, there were repeated problems.
6. Since she has worked for the company, there has been a period of unprecedented expansion.

Exercise 3

The sentences of the text below are in the wrong order. Rewrite them in the correct order.

- a. When we read it we were very optimistic.
- b. Once we had agreed we needed an advertising campaign, we contacted an agency.
- c. As soon as they had finished this, they began work on a marketing concept for the product.
- d. Until they produced their report, we had not imagined the market was so large.
- e. After explaining the nature of the product, the agency began to study the potential market.

Transfer

Think of the economic situation in a country you know well.

Write five sentences explaining recent actions by the government.
Use time clauses beginning with the conjunctions in the box.

once until before as soon as while after now [that] since

A Sample sentences

- **Having been promoted to senior technician, his work has become more fulfilling.**
- **Considering the size of the sales, the performance of the gold price is encouraging.**
- **Given his energy and technical expertise, he may succeed.**
- **If well maintained, this machine should give you years of trouble-free service.**

B Form

-ing and -ed clauses are non-finite subordinate clauses (see Unit 38).

1. We can put a subordinating conjunction before the clause (see Unit 38):

(If) well maintained, this machine should give you years of trouble-free service.

2. We assume that the subject of the subordinate clause is the same as the subject of the main clause:

Designed to handle 120m passengers a year, the airport is expected to be the world's busiest.

Note: This rule is often broken:

Since moving to the UK, their production has dropped.

C Uses

-ing and -ed clauses (without a subordinating conjunction) can be interpreted in different ways.

Supported by the latest software, this machine is what every manager needs.

This can mean *if* it is supported, *when* it is supported or *because* it is supported. So, we often include the subordinating conjunction to make the meaning clear.

1. Condition (see Unit 10):

If completed, the sale will be a major step toward their plan to sell \$5.5 billion in food assets.

2. Contrast (see Unit 43):

Although pleased with the results, we still have a long way to go.

3. Cause or reason (see Unit 44):

Having improved budgeting procedures, projects are more successful.

4. Time (see Unit 46):

Until registered, a company may not start trading.

5. Manner:

By increasing the number of PCs they use, they hope to transform the way the company is run.

Note

The following phrases are used in speech to contradict a previous statement:

that said *having said that*

The latest survey shows economic recovery well on the way. That said, there are still many companies going into liquidation every week.

Economic statistics can often be dangerous instruments. Having said that, our forecasts have proved to be very accurate.

Exercise 1

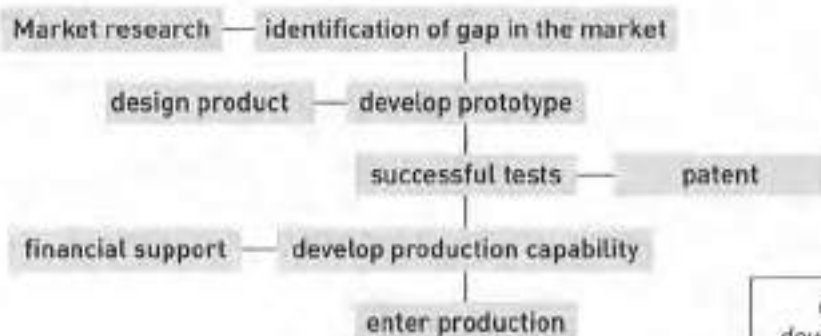
Classify the six sentences below according to the following uses of the **-ed** or **-ing** clause.

Condition	Contrast	Cause or reason	Time	Manner
-----------	----------	-----------------	------	--------

- Despite having innovative and stylish design, Alvo cars do not reach a wide market.
- Although they have performed well in rally sport, the cars are not known for their reliability.
- Having won fame in the domestic market, the company pushed for sales in the United States.
- If well received there, then the car would genuinely make an international impact.
- Experiencing continual technical problems, the car failed to convince.
- However, through improved quality control, the company has improved its reputation.

Exercise 2

A company noticed a gap in the market and began to develop an innovative cooking system which uses only 20 per cent as much heat as conventional cooking methods. The flow chart below shows the stages in the development of the product.



Use the flow chart to complete the description below. Use the correct non-finite form of the verbs in the box below, to show the sequence of events, reason for events, etc.

design set up obtain
develop carry out complete

_____ some market research SALLO identified a gap in the market. _____ a product, they developed a prototype. _____ successful tests, SALLO received a patent. The company looked for financial support. _____ that, the company developed the production capability. _____ the necessary production facilities, the company entered production. _____ in only 12 months, the SALLO product could revolutionise cooking.

Exercise 3

The following sentences are ambiguous. Rewrite them in order to remove the ambiguity and offer two possible interpretations. The first has been done for you.

- Developing the product, we are optimistic.
 - If we develop the product we will be optimistic.
 - Now we are developing the product and we are optimistic.
- With our software installed, you have more computing power.
- Calling our service team, your satisfaction is guaranteed.
- Stored in the warehouse, goods deteriorate.
- Cutting the workforce, the company improves its profitability.

Transfer

Make five sentences containing **-ed** or **-ing** clauses about a product you know and like.

Example: **Made in Taiwan, my ABC is excellent quality.**

See also

Unit 58

Articles

Unit 68

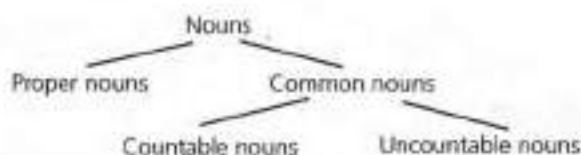
Numerals

A Sample sentences

- ABC will announce the verification service today.
- The equipment is working to its full potential.
- The machines will cost around \$14,250.
- The board increased its number of directors to nine.

B Form

We can classify nouns as shown in the following chart.



1. **Proper nouns** are names and are written with a capital letter:

Susan Smith, Great Britain, General Electric

In exceptional cases they take **the**: **the Hague, the USA, the Bank of England** (see below).

2. **Common nouns** can be divided into *countable* and *uncountable*. This distinction is a grammatical distinction, not a real-world distinction, e.g. **money** is grammatically uncountable (see below), but is clearly countable in reality!

a. Countable nouns have a singular and a plural, e.g. **machine – machines**, or a plural only, e.g. **people**.

b. Uncountable nouns have only one form. This may be grammatically singular, e.g. **equipment, information, money, news, advice**, or grammatically plural, e.g. **personnel, police**.

A grammatically singular noun takes a singular verb; a grammatically plural noun takes a plural verb.

The information is free for access.

The personnel are expected to have good contacts in the industry.

You cannot put **a/an** or a number in front of an uncountable noun. You cannot say *an equipment, an information, a news* etc; you can say *a piece of equipment, an item of information/news*.

Note

Singular countable nouns normally take a singular verb: **The machine is operating.**

Sometimes, however, a singular countable noun can take a plural verb when the noun refers to 'more than one person':

The board are discussing that question now. (board = more than one person)

C Uses

1. Proper nouns refer to unique people or objects, i.e. **Norway** refers to one country and **Susan Smith** (in a given conversation) refers to one person. The following proper nouns take the definite article:

a. Plural names:

the Netherlands the Midlands the Alps the Thomsons (the Thomson family)

b. Public institutions and facilities:

the Hilton the Odeon (cinema) the British Museum

c. Newspapers:

The Times the Daily Express

2. Common nouns:

Most common nouns are countable. They can take an indefinite or definite article, or no article at all. (See also Unit 58.)

The corporation needed a bank loan.

The corporation needed the bank loan.

At the time it was difficult to get bank loans.

For a list of uncountable common nouns and other exceptions, see Appendix 6.

Exercise 1

Underline the mistakes in the following sentences and correct them. Some sentences have more than one mistake.

1. The informations you need are in the post.
2. There's three thousand people coming to visit the exhibition.
3. Alison and Sara read the *Times*.
4. When I go to The Hague I stay in Hilton Hotel.
5. The headquarter is in United States.
6. We have had a lot of troubles with the machinery.
7. Woodpohl makes top quality furnitures.
8. Twelve persons work in my section.
9. This is an expensive equipment.
10. The import agency gave wrong advices.

Exercise 2

Identify the countable (C) and uncountable (U) nouns in the list below and write C or U in the boxes.

<p>money <input type="checkbox"/> cheque <input type="checkbox"/> safety <input type="checkbox"/> desk <input type="checkbox"/> assets <input type="checkbox"/> machinery <input type="checkbox"/> machine <input type="checkbox"/> plant <input type="checkbox"/> production <input type="checkbox"/> product <input type="checkbox"/> supervisor <input type="checkbox"/> foreman <input type="checkbox"/> chargehand <input type="checkbox"/> worker <input type="checkbox"/> furniture <input type="checkbox"/> news <input type="checkbox"/> spokesman <input type="checkbox"/> mathematics <input type="checkbox"/></p>
--

Exercise 3

Make sentences using the prompts below. The first has been done for you.

1. premises/build/1988.
The premises were built in 1988.
2. Economics/be/interesting.
3. What/be/trouble/with/equipment?
4. Where/be/headquarters?
5. University/receive/funds/from/government.
6. Funds/be/insufficient.
7. United States/consist of/50 states.
8. Your/advice/last week/be/good.

Transfer

*Make a list of 12 uncountable nouns. Most of these will be grammatically singular, e.g. **information**. Identify any that are not.*

A Sample sentences

- The company conducted a market survey in the city.
- I am now a sales manager with the company.
- Taxpayers face rising property tax rates across the country.
- The legislation deals very harshly with law-breakers.

B Form

A noun compound comprises two or more nouns which are combined together into a phrase. A noun compound comprises:

one or more modifying nouns + a head noun

The modifying noun acts like an adjective and gives more information about the head noun.

A: The company conducted a survey. (head noun)

B: What type of survey?

A: A market survey. (modifying noun)

1. The modifying noun, like an adjective, comes before the head noun:

research firm (= a firm that carries out research)

market research (= research into the market)

2. The modifying noun, like an adjective, remains in the singular:

newspaper publisher (= a publisher of newspapers)

taxpayer (= a person who pays taxes)

cf. **sales manager** (= the manager responsible for sales; *not*: the manager responsible for sale)

3. There are no fixed rules about writing compounds:

conversion process (two separate words)

law-breaker (hyphenated)

timescale (one word)

As language changes, there is a tendency for new compounds to be formed and for familiar compounds to be written as one word. The following are all possible:

work force **work-force** **workforce**

C Uses

1. Noun compounds are shorter and more convenient than noun phrases:
a taxpayer versus a payer of taxes
2. Noun compounds are more concise – and therefore have greater impact – than noun phrases:
a product design brief versus a brief for the design of a product
3. Noun compounds can be ambiguous:
criminal lawyer (a specialist in criminal law or a lawyer who is a criminal)
4. Noun compounds can become too long and difficult to understand:
quality control management development officer (= officer for the development of management in the control of quality)
It is easier and more comprehensible to say:
the management development officer responsible for quality control

Exercise 1

Read this short newspaper report and underline all examples of noun compounds.

Exercise 2

Rewrite the following phrases as noun compounds.

- a concession on taxes
- a machine which is a tool
- a holiday which lasts ten days
- a report on an accident
- a court of law
- a licence to export

Exercise 3

You work for Arrow and you have to arrange insurance for the plant. Opposite is a letter to an insurance company requesting a visit and a quote for insurance. Using words from the box, fill in the spaces with appropriate noun compounds.

administration park despatch loading
production storage

Exercise 4

Below are seven newspaper headlines. Break the noun compounds into longer phrases which could be the opening lines for each report. The first has been done for you.

1. **Government policy crisis**
There is a crisis in government policy . . .

2. **Poisonous chemicals disaster**

4. **Air speed record**

5. **Airport congestion problem**

3. **North Sea oil rig accident**

6. **Chemicals industry results disaster**

7. **CARBON EMISSIONS ROW**

Transfer

How many noun compounds can you make with *sales*?

Examples: sales figures company sales

Alpo wins Jordan order

Alpo Holdings has boosted its drive into automobile markets with a \$47.5m sales contract to build 2,000 bus bodies for the Jordanian government.

The order equates to 46 per cent of Alpo's bus parts turnover and is backed by a cash deposit and a \$37m OECD-supported buyer credit.

ARROW Ltd

Widford Hall Lane
Croydon Surrey CR9 6TT

Silver Moon Insurance Company
440-442 Parliament Street
York YO1 4BBJ

Ref: LRBE/SS
09h June 20.

Dear Sir

Re: Insurance quotation

We are in the process of reviewing our insurance cover and would be interested in receiving a quotation from you. Please contact us in order to arrange a visit to our plant.

The plant consists of a car _____, the _____ facilities, a _____ bay and a _____ area. There is also a _____ depot, an _____ block and a canteen.

The total area covered is 1200m².

I look forward to hearing from you so we can arrange a visit.

Yours faithfully

See also

Unit 4B

Nouns

Unit 59

Pronouns

A Sample sentences

- The company's organization was efficient.
- The new tariffs on steel imports have angered the country's trading partners.
- He clicked open the lid of the laptop.
- Today's rise in share prices has amazed everyone.
- The president's election was widely forecast by the polls.
- The employees' anger was the result of bad working conditions.

B Form

The genitive is written with an apostrophe + **s** if the noun is singular, with an apostrophe after the **s** in plural nouns, or with the preposition **of**:

this year's results (= the results of this year)

the last two quarters' results (= the results of the last two quarters)

the development of a new distribution network

the prices of all new products

Note

The word *children* takes apostrophe + **s**.

The children's teacher was unwell yesterday.

C Uses

1. We typically use the genitive with 's or s' with the following nouns:
 - a. human nouns:
the president's election MP's expenses employees' anger
 - b. animal nouns:
the lion's share
 - c. time nouns:
the last two quarters' results
 - d. location nouns:
the country's trading partners the country's development
 - e. organisation nouns, where an organisation is a group of people:
the government's decision the board's reaction
2. We use the genitive with **of** with things:
the lid of the laptop (*not*: the laptop's lid)
the development of new technology
3. We can use either the apostrophe form or the **of** form with organisation nouns:
the company's results or the results of the company
the meeting's decision or the decision of the meeting.

Exercise 1

Underline examples of the genitive forms in the advertisement below.

TT SOFT

Tomorrow's software at today's prices!

Email us and place your order today.
We are the country's top suppliers of all types of business applications software ranging from the very latest word processing and graphics packages to sophisticated special applications.
Your future's better with us!

Look at these phenomenal savings!

In a special deal for TT SOFT, Bell has slashed 50% off its Desktop Packaging program Bell Desk 500!

Trumpet's world-beating spreadsheet at \$100!!

A state of the art publishing program for \$150!!!

Meet your needs!
Meet the needs of your computer!
Meet us when you send an email to info@ttsoft50.com

Exercise 2

Each of the sentences below contains a genitive using *of*. If it is grammatically correct to do so, change it to a construction with an apostrophe.

1. The results of the pharmaceutical group Physic are encouraging.
2. Turnover for the first two quarters has shown a 20 per cent rise.
3. The workforce of the company will benefit.
4. All the pay packets of the employees will include a bonus.
5. A meeting of the shareholders scheduled for the end of September will be a cheerful affair.
6. The Chairman of the Board celebrates ten years in that role.
7. Profits for each year of his tenure have increased well above the industry average.

Exercise 3

Dolcetto International is being investigated by the Serious Fraud Office, a special police unit. The following is an extract from a newspaper report. Improve some of the sentences by changing the genitive forms.

Transfer

Look through any printed or electronic document or newspaper and highlight or underline the first ten genitive forms you find.

The Board's decision to raise the dividend was against the advice of the auditor. Now the companies' shares have been suspended and its AGM has been postponed. The director's passports have been confiscated by the judicial authorities. A spokesman for Mr Matthew Holmes, the Managing Director, said Mr Holmes had no comment to make. Mr Holmes's wife, also a Board's member, said the investigation was 'a disgrace'.

Meanwhile, the employees of the company reported for work as usual. A worker's representative said her colleagues were worried about their jobs.

51

See also

Unit 24	Be (1)
Unit 25	Be (2)
Unit 28	Verbs of the senses
Unit 30	Verbs + adjectives

A Sample sentences

- She lived in Rome, so she speaks Italian fluently. She's also fluent in English and German.
- We hold a core of permanent staff and vehicles sufficient to cope with normal daily distribution needs.
- A filter is permanently fixed in front of the lens to protect it from fingerprints and dust.

B Form

1. Many adjectives are derived from nouns or verbs. For the most common adjective derivations, see Appendix 7.
2. Other adjectives, especially one- or two-syllable adjectives, do not have a suffix:
good bad young old big small
3. Most adverbs are derived from adjectives by adding **-ly**; adjectives ending in **-ic** add **-ally**:
definite – definitely useful – usefully productive – productively
dramatic – dramatically systematic – systematically
But: *public – publicly*

Notes

1. Some adjectives end in **-ly**: *lively lovely friendly lonely*
2. Some adjectives have the same form as adverbs:
early late straight hard short long fast
I intend to take the early flight to Paris so that I can arrive early at your office.
3. Some adverbs ending in **-ly** have a different meaning from the adjective without **-ly**:
He is a hard worker. He works hard.
But: He hardly works. (= almost not at all)
4. Irregular forms: *good – well*

C Uses

We use **adjectives** in the following instances:

1. To give more information about nouns:
The economic situation has deteriorated further.
Which situation? The economic situation.
2. After the verb **be** [see Unit 24]:
They were angry about the breakdown.
(adjective + preposition)
They were angry that the machine had broken down. (adjective + **that**-clause)
They were angry to hear about the breakdown. (adjective + **to** + infinitive)
3. After verbs of the senses [see Unit 28]:
The new furniture looks very nice.
4. After linking copular verbs [see Unit 30]:
Profits have remained stable this year.

Note

Be careful of the difference in meaning between these adjectives and adverbs:

<i>economic</i> [in the economy]	<i>economical</i> [money-saving]
<i>interesting</i> [to someone]	<i>interested</i> [in something]
<i>late</i> [not early; adj.]	<i>lately</i> [recently; adv.]
<i>short</i> [not long; adj.]	<i>shortly</i> [soon; adv.]
<i>present</i> [current; adj.]	<i>presently</i> [soon; adv.]

We use **adverbs** in the following instances:

1. To give more information about a verb:
Sales are still rising slightly.
How are they rising? Slightly
2. To give more information about an adjective:
The overall result was extremely good.
How good? Extremely good
3. To give more information about an adverb:
Market prices stabilized relatively quickly.
How quickly? Relatively quickly
4. To give more information about a sentence:
Firstly, let's look at last year's results.

Exercise 1

Give the corresponding adverbs for the following adjectives.

- | | |
|--------------|----------------|
| 1. reliable | 5. late |
| 2. necessary | 6. traditional |
| 3. erratic | 7. competent |
| 4. slow | 8. excellent |

Exercise 2

Each of these sentences contains a mistake. Correct them.

- The economical arguments for reducing the investment are very strong.
- The plane arrived lately so I missed the start of the meeting.
- I am not interesting in seeing the museums.
- My last job was in software programming but actually I work in quality control.
- Reducing R & D spending is not economic in the long term.
- The Director is in hospital because she has been working too hardly.

Exercise 3

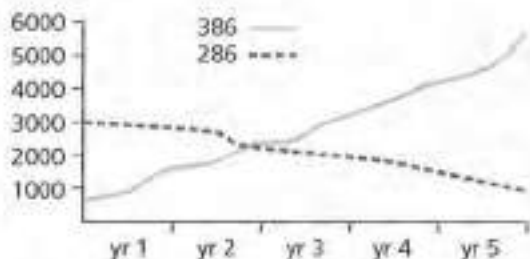
Circle the correct word from the choices given in the sentences below.

- The profit forecast is **real/really** good.
- Poor/poorly** sales were caused by a drop in confidence.
- The **presently/present** board has insufficient experience.
- We are very **interesting/interested** in your proposal.
- The President sounded **optimistic/optimistically** about the prospects for growth.
- He spoke **enthusiastic/enthusiastically** about the new products.

Exercise 4

Read the following extract from a sales manager's presentation on the sales of two ranges of personal computers over five years. He is describing the graph. Use adjectives or adverbs from the box to fill in the spaces.

clearly	important	gradual
considerable	laster	naturally
dramatically	firstly	greater



_____, I'd like you to look at the graph here which compares the sales of the 386 models with the 286s over five years. _____ there has been a _____ change with the consumer showing _____ taste for 386 machines. The _____ decline in the popularity of the 286 reflects the complexity and range of software and the fact that users need to have _____ operating machines. As for the 386, sales have indeed increased _____. In response to these _____ changes, we have _____ concentrated our efforts on developing improved 386 models.

Transfer

Write a short paragraph describing changes in a market that you are familiar with. Include various adjectives and adverbs.

A Sample sentences

- We carried out **extremely** thorough market research.
- Everybody loves a free gift, even if it's **completely** useless.
- It seems **highly** probable that the company will push ahead with research and development in this field.
- The firm has spent 10 years developing the technology to a standard and price that is **commercially** viable.

B Form

Most adverbs are derived from adjectives by adding **-ly**; adjectives ending in **-ic** add **-ally**:

definite – *definitely* *useful* – *usefully* *productive* – *productively*

dramatic – *dramatically* *systematic* – *systematically*

But: *public* – *publicly*

C Uses

Adverbs modify adjectives in two ways:

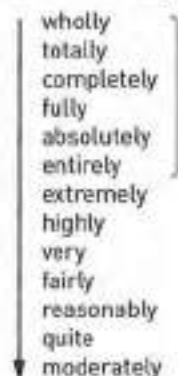
- by intensifying their meaning, e.g. an *extremely* good year, *reasonably* good results
- by indicating a point of view, e.g. *technically* possible (= possible from a technical point of view)

1. Intensifying adverbs:

We carried out extremely thorough market research.

How thorough? Extremely thorough.

We can classify intensifying adverbs on a scale from 'totally' to 'moderately', where 'totally' intensifies the adjective to a high degree and 'moderately' intensifies the adjective to a moderate degree.



2. Point of view adverbs:

The product is technically viable.

Viable from which point of view? From a technical point of view. (i.e. technically viable)

Notes

1. Real versus really:

I was real interested in the job. [AmE – informal]

I was really interested in the job. [BrE and AmE]

2. The position of quite:

We have secured quite an important contract.

It's quite a big task.

Exercise 1

Which pairs of words in the following list have similar meanings?

entirely quite highly reasonably extremely totally

Exercise 2

Complete the following exchanges by adding an appropriate adverb from the box in the spaces.

moderately	wholly	fairly
very	extremely	

- A:** It was a good year.
B: How good?
A: _____ good. As good as we could expect.
- A:** There was a small fall in output in the first quarter of the year.
B: How small?
A: _____ small – only about 5 per cent.
- A:** The exhibition was successful.
B: How successful?
A: _____ successful – we met very many prospective customers.
- A:** The report was critical.
B: How critical?
A: _____ critical. They condemned everything about the plant.

Exercise 3

Change the sentences below so that the underlined adjective is replaced by its corresponding adverb. The first has been done for you.

- From a commercial point of view the decision was clever.
 It was a **commercially clever** decision.
- From an economic perspective the policy was catastrophic.
 The policy _____
- In theory the design was innovative.
 _____ the design _____
- But to be frank, it was wrong.
 But _____ it _____
- From a logical point of view your argument is unsustainable.
 Your argument _____
- From an academic standpoint you are right.
 You are _____

Transfer

Write six sentences about your country's economy. Include the following adjectives with adverbs which modify them.

strong	weak	independent
optimistic	pessimistic	well-organised

Example:

Singapore has a particularly strong economy.

See also

Unit 51

Adjectives versus adverbs

Unit 52

Adjective modification with adverbs

A Sample sentences

- We deliver relatively high technology and good quality at lower prices than our rivals.
- The company is among the most expensive producers of aluminium in the world.
- If you have any further questions, please contact me.
- There are far more attractive investment opportunities.

B Form

The comparative form adds **-er** and the superlative form is made by using **the** and adding **-est**.

1. Adjectives with one syllable:

<i>long</i>	<i>longer</i>	<i>the longest</i>
<i>big</i>	<i>bigger</i>	<i>the biggest</i>
<i>low</i>	<i>lower</i>	<i>the lowest</i>
<i>late</i>	<i>later</i>	<i>the latest</i>

2. Two-syllable adjectives ending in **-y**, **-ow**, and **-le**:

<i>easy</i>	<i>easier</i>	<i>the easiest</i>
<i>narrow</i>	<i>narrower</i>	<i>the narrowest</i>
<i>simple</i>	<i>simpler</i>	<i>the simplest</i>

3. Other two-syllable adjectives and longer adjectives:

<i>reliable</i>	<i>more reliable</i>	<i>the most reliable</i>
<i>expensive</i>	<i>more expensive</i>	<i>the most expensive</i>

Longer adjectives use **more** in the comparative and **the most** in the superlative.

4. Irregular adjectives:

<i>good</i>	<i>better</i>	<i>best</i>	<i>little</i>	<i>less</i>	<i>least</i>	<i>bad</i>	<i>worse</i>	<i>worst</i>
<i>much</i>	<i>more</i>	<i>most</i>	<i>far</i>	<i>farther/further</i>	<i>farthest/furthest</i>			

C Uses

1. Comparison of objects:

– To compare two objects:

Our prices are lower than theirs.

– To compare more than two objects:

Our prices are the lowest. (of all the prices)

– To compare an object and a definite standard:

Sales are already high, but the new initiatives should push them still higher.

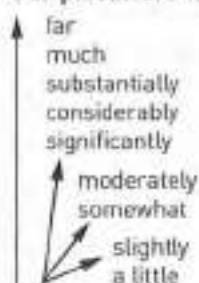
– To show that one comparison depends on another. We can use **the** + comparative adjective ... **the** + comparative adjective:

The better your preparation, the more confident you are likely to be.

[i.e. If you prepare well, you will feel more confident.]

2. Modification of comparison. We can use an adverb before a comparative adjective to indicate the degree of comparison:

Our prices are *much* lower than theirs.



Note

You cannot say: 'Rossomon are more bigger than Matsushi.' (bigger)

Exercise 1

Complete the following table.

slow	_____	_____
_____	more difficult	_____
modern	_____	the easiest
capable	_____	_____
_____	drier	_____
quick	_____	the worst
far	_____	_____
_____	more	_____
a little	_____	the most advanced

Exercise 2

Read the two descriptions of computer systems. Write five sentences which explain differences between the two machines.

Example:

The Carro XT has a more powerful processor.

The Carro XS 386 X

2.6GHz Processor
2GB RAM memory - expandable to 3GB
4 USB ports
DVD Rewriter
18" widescreen colour monitor
3 years on-site warranty plan
Price £350

The Carro XT 486 X

2.8GHz Processor
8GB RAM memory
10 USB ports
Blu-ray player & DVD Rewriter
22" widescreen LCD colour monitor
5 years on-site warranty plan
Price £1200

Exercise 3

Use the graph below to compare the effects on the environment of four different means of transport. Write sentences which compare the levels of CO₂ emissions of planes, taxis, cars and buses, using different forms of the following adjectives.

clean dirty much little

Example:

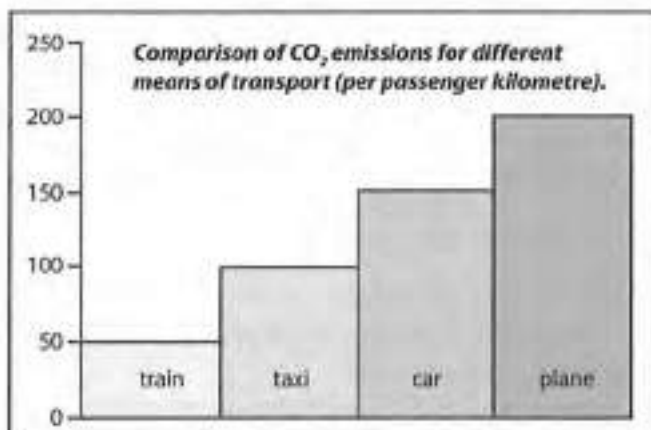
Cars are more polluting than taxis.

Transfer

Compare your country and two other countries that you know well. Write at least six sentences.

Or

Compare a product you know well with two other similar products from different manufacturers. Write at least six sentences.



See also

Unit 2	The present simple
Unit 51	Adjectives versus adverbs
Unit 64	Each and every

A Sample sentences

- We are always open to new ideas.
- Orders are usually delivered the next working day.
- The board of directors meets once a month.
- We very rarely get complaints but occasionally problems occur.

B Form

We can divide expressions of frequency into *indefinite* frequency and *definite* frequency.

1. We can classify expressions of indefinite frequency on a scale from 'always' to 'never', where 'always' = 100 per cent and 'never' = 0 per cent. These numbers are only a general indication, not exact values.

100%	always
95%	nearly always/almost always
90%	usually/normally/generally/regularly
75%	often/frequently
50%	sometimes
40%	occasionally
25%	rarely/seldom
10%	hardly ever/scarcely ever
0%	never

2. If we want to be more precise, we can use one of the following types of expressions:
 - a. once/twice/three times a day/week/month/year
 - b. every hour/day/week/month/year
 - c. hourly/daily/weekly/monthly/quarterly/annually/yearly

Note

Hourly, daily, weekly, monthly, quarterly, yearly are both adjectives and adverbs; annually is only an adverb [adjective = annual].

We review the figures monthly. [adverb] We have a monthly review of the figures. [adjective]

C Uses

1. Questions about frequency:

How often do service people fix a problem on the first visit?

2. Statements about frequency:

Indefinite frequency:

Orders are usually delivered next day. [normal position for adverbs of frequency is before the verb]

Clinics are rarely open after office hours or at weekends. [adverb of frequency after the verb **be**]

For emphasis the following adverbs can be put at the beginning of the sentence:

usually normally generally regularly often frequently sometimes occasionally

Occasionally, deliveries are delayed for technical reasons.

Definite frequency:

Meetings of shareholders are held at least once a year.

Once a week I email a progress report to my manager.

The normal position for expressions of definite frequency is at the end of the sentence.

However, for emphasis the expression of frequency can be put at the beginning of the sentence.

Notes

1. Per is official and formal:

Interest will be charged at the rate of 2.5% per month.

2. Every is always singular:

We are getting four million hits on our website every year. [not: every years]

cf. We are getting four million hits on our website every six months. [= every period of six months]

Exercise 1

Two sales representatives meet in a hotel. They have very different ways of doing business. Complete the conversation using frequency expressions from the box so that Kerry always has quite the opposite way of doing things! Use each expression once.

seldom hardly ever nearly always never normally always sometimes

Lee: I always fly here.

Kerry: Do you? I _____ fly. I _____ come by car.

Lee: By car? How awful! What about this place? I rarely stay in this hotel. Do you often come here?

Kerry: I _____ stay here, though _____ I stay at the place opposite.

Lee: I see. What about your customers – is this a good place for you to meet them? Do you do much business here? I think it's terrible. I _____ sell anything!

Kerry: Really? No, I think it's great. I _____ sell quite a lot here. I've several good customers here.

Lee: Fancy a drink?

Kerry: Thanks, I'll have an orange juice.

Lee: Orange? I _____ drink orange. I prefer apple juice.

Exercise 2

Complete the following sentences by putting a frequency expression in each space.

- I _____ walk to work, I _____ go by car. I _____ take the bus.
- I _____ travel abroad. When I travel abroad I _____ stay in a hotel.
- If I go a long way I _____ fly. When I arrive at the airport I _____ take a taxi to my hotel. I _____ hire a car.
- We have a regular meeting with the Director of the Department every _____.
- We _____ phone our most important customers.

Exercise 3

Complete the following sentences with an expression of definite frequency based on the frequency given in brackets.

- We hold our shareholders' meeting _____. (December)
- I meet my deputy _____. (Monday and Thursday)
- I send a report to Head Office _____. (January, March, May, July, September etc.)
- I telephone our agents _____. (Monday, Tuesday, Wednesday, Thursday etc.)
- We publish a profit and loss account _____. (July and January)
- We produce detailed sales results _____. (April, July, October, January)
- I meet the Managing Director every _____. (week 1, 3, 5, 7, 9, 11, 13, etc.)

Transfer

Write six sentences describing things that you do or don't do and indicate how often you do them by including frequency expressions.

A Sample sentences

- Induction training aims to help new employees feel comfortable in their new jobs very quickly.
- If they wish to buy property, this month would be a very suitable time.
- Too many firms believe that inferior service is acceptable.
- We did not spend enough time building our brands.
- The company's product portfolio is not strong enough to support its cost structure.

B Form

Very, too and enough are adverbs (see Unit 51).

Very and too come before the adjective or adverb:

We aim to help new employees feel comfortable in their new jobs very quickly.

If an investment seems too good to be true, then it probably is.

The adverb enough comes after the adjective or adverb:

The company's recovery was not strong enough.

The determiner enough comes before the noun:

We have enough offers to make a decision soon.

C Uses

1. Very is a degree adverb; it intensifies the meaning of an adjective or adverb:

The company is growing at a very fast rate.

We have to respond very quickly to challenges at all levels of the business.

2. The adverbs too and enough have related meanings. Too means 'more than enough' or 'more than acceptable':

Our present office is too big. (i.e. it is not acceptable)

Enough means that something is acceptable:

Our present office is big enough. (i.e. it is acceptable)

Compare too and enough in following sentences:

The present office is too small.

The present office is not big enough.

Too small means 'too small for us to work in'; not big enough means 'not big enough for us to work in'; therefore too and enough function by reference to a level, a person and an activity:

<i>level</i>	<i>person</i>	<i>activity</i>
This office is too small	for us	to work in

Often we do not mention the person and the activity because they are obvious from the context:

Your prices are too high. (for us to buy)

3. The determiner enough also refers to a level:

We have enough offers.

As with the adverb enough, often we do not mention the person and the activity:

We have enough offers. (to make a decision)

Exercise 1

Decide if the following sentences are both grammatically and logically correct. If wrong, correct them.

1. The price is too high but I can still afford it.
2. We don't have people enough to meet the order.
3. It doesn't cost very money.
4. The plant at Lagos is very large. In fact, it is too big.
5. We sold very few products. In fact, we sold enough.
6. The country is very small and it has a very large population. It is enough heavily populated.

Exercise 2

Below is an extract from an email from a printing firm to a dissatisfied customer. Fill in the spaces with **very**, **too** or **enough**.

We were _____ sorry to hear that you are not satisfied with the printing work which we sent last week and in particular that the colour red is _____ strong. We checked the work _____ carefully before it was despatched and we felt that it was good _____ to meet our _____ high standards. However, since you are not happy, our representative will visit you on Friday to discuss the problem. We understand your need is urgent so I hope this is soon _____ to fit in with your schedule, if it is _____ late please telephone us.

Exercise 3

Complete the sentences below by using a construction with **very**, **too** or **enough**. The first has been done for you.

1. The delivery time is too long. In other words it is not **short enough for us**.
2. The service you provide is too slow for us. In other words it is not _____
3. The quality of the workmanship is disappointing. In fact it is not _____
4. The report is not long enough. In other words it is _____
5. The conference is not early enough in the year. In other words it is _____
6. The registration fee is very expensive. In fact it is _____
7. The venue is far away. In fact it is _____

Transfer

Describe the business and economic environment in your country using **very**, **too** and **enough** in at least five sentences.

Examples:

It is easy enough to conduct business here but taxes are too high.

It is very difficult to invest large quantities of the national currency in other countries.

See also:

Unit 38	Subordinate clauses
Unit 45	Clauses of purpose

A Sample sentences

- The new system was **so** efficient that the company was able to reduce its staff.
- He did **such** a good job that the company awarded him a certificate.

B Form

We use **so** before an adjective or an adverb:

The new system was **so** efficient that the company was able to reduce its staff.
He spoke **so** quietly that I had to ask him to repeat himself.

We use **such** before [an adjective +] a noun:

He did **such** a [good] job that the company awarded him a certificate.

Note the position of **such**:

such an (efficient) machine [before the indefinite article with countable singular nouns]
such (efficient) machines [with countable plural nouns]
such (efficient) machinery [with uncountable nouns]

C Uses

1. As adverbs of degree (see Unit 55):
The hotel was **so** noisy that we couldn't sleep. (= the hotel was too noisy for us to sleep or the hotel was not quiet enough for us to sleep)
2. To indicate the result:
The hotel was **so** noisy that we had to leave. (with the result that we had to leave)
3. To add emphasis:
The food was **so** delicious!
We got **such** a warm reception!
4. In negative comparisons:
Company taxation is not **so** high as it was some years ago. (or not as high as)
5. Phrases with **so**, such as **so long as**, **(in) so far as**, **so far**:
So long as their policy does not change, we can't do business with them.
(condition concerned with time)
Their offer is attractive – **(in) so far as** it goes. (extent)
We have received three offers **so far**. (up to now)

Exercise 1

Complete the following sentences by adding **so** or **such**.

- The work was _____ bad that we refused to pay.
- The payment was _____ late that we contacted our lawyers.
- After _____ a long time we had given up hope of payment.
- It was _____ a large debt that we had to try to recover it.
- _____ expensive items cost a lot to repair.
- Costs increased _____ rapidly that we abandoned the research.

Exercise 2

Read the phrases on the left and find the correct ending from the alternatives on the right to make seven meaningful sentences. The first has been done for you.

The work is so bad that	are very valuable.
We are so late that	operating it is easy.
It is such a good design that	the meeting will be over.
With such good progress	it will have to be re-done.
Such material	we accepted his idea.
Such customers	we will finish early.
He argued so convincingly that	can be recycled easily.

Exercise 3

Rewrite the following sentences using the words given in brackets. Sometimes only a small change is necessary. Do not change the original meaning. The first has been done for you.

- The very high quality justifies the price. [such/justifies the price]
Such high quality justifies the price.
- The project has gone well until now. (so far)
- If the weather remains good, the building work will be completed before Christmas.
(so long)
- I was surprised by the excellent performance. (such/surprised me)
- The engine was not as noisy as I had expected. (so)
- The service we received was not good enough for us to continue with that supplier.
(so bad/changed)

Transfer

Write five sentences about the quality of service you received from an institution or company recently. Use **so** and **such** in your sentences.

A Sample sentences

- We have exploited most markets already.
- Have you signed the contract yet?
- Let's meet to discuss this again next week.
- We still have a long way to go before these ideas are actually put into practice.

B Form

Already, yet, again and **still** are adverbs of time.

1. We can put **already** at the end of the sentence:

We have exploited most markets already.

Note the other possible positions:

A number of existing customers are already showing interest. [after **be**]

We have already exploited most markets. [after the first modal or auxiliary]

Companies have already invested heavily in technology and equipment. [before the main verb]

2. **Yet** usually comes at the end of the sentence:

A: Have you signed the contract yet?

B: Yes, but I haven't sent it back yet.

3. **Again** usually comes near the end of the sentence:

Let's meet to discuss this again next week.

4. **Still** is used as follows:

The matter is still under discussion. [after **be**]

Various possibilities are still being discussed. [after the first modal or auxiliary]

We still intend to pursue the idea next year. [before the main verb]

C Uses

1. **Already** means 'by this/that time'; we use it in positive statements:
We have exploited most markets already. [by this time, i.e. by now]
2. **Yet** means 'by now'; we normally use it in negative statements and questions:
A: Have you received the contract yet? [by now]
B: No. I was told yesterday that it hadn't been checked yet. [by that time, i.e. yesterday]
3. **Still** means 'up to this/that time':
They still use old production methods. [up to this time]
= They haven't stopped using the old production methods yet. [by now]
Last month I was still trying to find a suitable supplier. [up to that time]
= I hadn't found a suitable supplier yet. [by then]
4. **Again** means 'another time' or 'as before':
We have asked for the same discount again. [another time or as before]

Notes

1. Tenses with **already** and **yet**:

They have already announced details of their plans. [present perfect in BrE]

They haven't announced details of their plans yet. [present perfect in BrE]

They already announced details of their plans. [past simple in AmE]

They didn't announce details of their plans yet. [past simple in AmE]

2. Notice the link between **yet** and **still**:

A: Have you made a decision yet, or are you still discussing it?

B: Yes, last week. But I was told yesterday that the decision hadn't been approved yet and that we are still waiting for the board's approval.

Exercise 1

Below is the text of an internal phone call between two salespeople in an engineering firm. They are discussing a problem with an export licence. Use **already**, **yet**, **again** and **still** to complete the spaces.

- A: I'm afraid we _____ haven't received authority to export the goods.
 B: Has the Trade Department contacted you _____?
 A: No, not _____. I'll telephone them _____ to see why there's such a delay.
 B: Okay. Our customers have _____ complained about the delay and I _____ can't give them a delivery date.
 A: I know. I'll call you _____ this afternoon.

Exercise 2

Read the following sentences and place an arrow (↑) in the place where the word in brackets can be placed. If two places are possible, put in a second arrow.

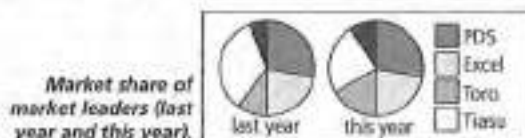
- She has arrived. (already)
- She has not arrived. (still)
- Has she arrived? (yet)
- She has not arrived. (yet)
- I'll telephone his office. (again)
- We hope to see Eddie Roberts soon. (again)
- We are developing a new system. (again)
- We use an American consultant. (still)

Exercise 3

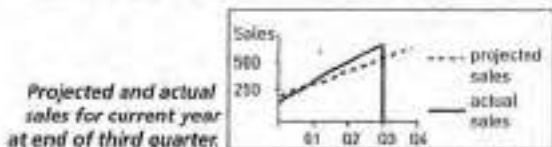
Look at the figures below and complete the sentences with appropriate words. Include **already**, **yet**, **again** or **still** in your answers.



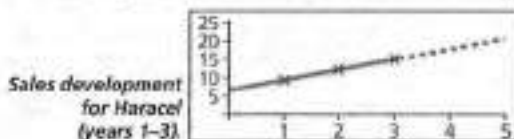
- A is _____ the top selling product.
- Sales for C are _____.



- The PDS market share _____ 28 per cent.



- At the end of the third quarter we _____ the target for the end of the year.



- Sales _____ not _____ 20,000 units _____.

Transfer

Think of any plans that a company you know well or your government has followed in recent months. Write five sentences describing the progress of these plans. Use **already**, **yet**, **again** and **still**.

See also

Unit 48

Nouns

Unit 61

Some, any and related words (1)

A Sample sentences

- A bank loan is a form of credit which is often extended for a specified period of time.
- We also provide information and advice, especially for small businesses.
- The company uses the Internet to carry out marketing campaigns.

B Form

There are three forms of the article:

a(n) – the indefinite article

the – the definite article

0 – the zero article

C Uses

- We use the *indefinite article* with singular countable nouns (see Unit 48), when we introduce a word or idea for the first time:
If you have a problem, send us an email.
- We use the *zero article* with uncountable nouns and most proper nouns (see Unit 48), when we introduce a word or idea for the first time:
The price includes transport and accommodation. [not: a transport, an accommodation]
cf. **I was given the accommodation rent free as part of my job.** [specific accommodation]
Paul Berisford is in charge of developing the company's website. [not: the Paul Berisford, a Paul Berisford]

We also use the zero article with plural countable nouns (see Unit 48), when we are speaking generally:
We invite shareholders to our annual meeting.
cf. **We invited the shareholders to our annual meeting.** [specific shareholders]
- We use the *definite article* in the following cases:
 - When we mention a word or idea for the second time:
A company promotes a brand by advertising so customers stay loyal to the brand, maintaining the company's market share. [a for the first mention; the for the second.]
 - When the speaker presumes that it is clear what he/she means:
There are four points on the agenda. [There is only one agenda.]
If there is anything in the instructions that you are unsure about, please ask. [The listener knows which instructions.]
The economy is showing signs of accelerating. [There is only one economy.]
 - When the speaker makes it clear what he/she means:
We would be pleased to meet to discuss the recommendations in our letter. [specific recommendations, i.e. in our letter]
Ensure you are getting all the benefits to which you are entitled. [specific benefits, i.e. to which you are entitled]
 - When we talk about institutions:
Did you see the news on the TV last night?
I read an interesting article in the newspaper this morning.
 - We can use **the** with some nationality words:
A recent survey showed that the French admire hard work, the Germans are competitive and ambitious, and the British prefer to work in the security of a group.

Note

We do not use an article with the names of meals, or with the institutions and other common words listed in Appendix B.

Exercise 1

Read the following sentences, where each article or the absence of the article is numbered. Then place each number in the table according to the particular use of each article.

- Harris and Co¹ make car components². The³ company has an⁴ agent in Paris.
- A⁵ long delay occurred when a⁶ document was lost. The⁷ delay almost resulted in the⁸ customer cancelling the⁹ order. An¹⁰ internal enquiry found that a¹¹ computer error caused the¹² problem.
- Information¹³ on the¹⁴ history of Alba¹⁵ can be found at the¹⁶ Tourist Office.

Zero article proper name	Indefinite article countable, first mention	Definite article second or subsequent mention
Zero article plural countable nouns, general meaning	Definite article a specific meaning is clear	Zero article uncountable, first mention

Exercise 2

Add articles where necessary in the following sentences.

- _____ University of Leeds is one of _____ biggest in England. It is also _____ important centre for medical studies.
- Butter is _____ major agricultural product in _____ European Union. Another is rape seed oil. Most of _____ butter is consumed by EU countries.
- _____ Super Motor Company makes _____ range of high-performance cars, including _____ luxurious Grosso 55XT. This is _____ perfect example of _____ modern automotive engineering.

Exercise 3

Here is a text adapted from an advertisement produced by the Bahrain Tourism Board. If appropriate, add an article **a**, **an**, or **the** in the spaces in the text. If the zero article is required, leave the space blank.

Make _____ right connections in Dubai-_____ business centre of _____ Middle East.

When it comes to selecting _____ base for your regional headquarters, Dubai is _____ logical choice. _____ city has become _____ region's leading centre for _____ trade, _____ transport and _____ distribution, _____ industry, _____ conferences and _____ exhibitions. For good reason. Dubai encourages _____ enterprise. _____ state-of-the-art telecommunications system puts you in instant touch with _____ world. _____ 120 international airlines link Dubai with over 260 destinations worldwide. And _____ city boasts sophisticated _____ banking, _____ finance and _____ other services, as well as world-class office accommodation. And _____ lifestyle is great too!

Transfer

Select any two paragraphs from an English newspaper or magazine. Highlight or underline the articles and classify their uses as in Exercise 1.

59

A Sample sentences

- They sent me a copy of their report.
- I really appreciate the help and support that sites like yours give to those of us who need it.
- Will you please let the client know? I'd call her myself, but I'm very busy today.

B Form

We can divide pronouns into three types: *personal*, *reflexive* and *possessive*.

		Personal		Reflexive	Possessive	
		subject	object		determiner	pronoun
1st person	sing.	I	me	myself	my	mine
	pl.	we	us	ourselves	our	ours
2nd person	sing.	you	you	yourself	your	yours
	pl.	you	you	yourselves	your	yours
3rd person	sing.	masc.	he	him	himself	his
		fem.	she	her	herself	her
	non-personal	it	it	itself	its	its
	pl.	they	them	themselves	their	theirs

C Uses

1. Personal pronouns:

They sent me a copy of their report.

Please don't hesitate to contact me any time. (me = the person)

For further information, please contact us at the following address. (us = the company)

2. Reflexive pronouns:

We use a reflexive pronoun when the object is the same as the subject:

First I'd like to introduce myself, then I'd like you to say a few words about yourselves.

We need to ask ourselves some tough questions.

3. Possessive pronouns:

A: Our company has its brochures printed by a company in Manchester. How about yours? (yours = your organisation)

B: Ours are printed locally. (ours = our brochures)

Notes

1. When using personal pronouns you usually mention yourself last:

My colleagues and I were treated with respect and courtesy. (not: I and my colleagues)

My advice is that one should always listen carefully before one speaks.

(one = indefinite pronoun, i.e. a person)

2. Reflexive pronouns:

I did it myself. (I did it; not anybody else)

I did it by myself. (without anyone else's help)

3. Personal pronouns with **own** add emphasis:

We use our own components in the manufacturing process. (rather than anyone else's components)

Exercise 1

Replace the underlined words below with appropriate pronouns.

1. Paul designed the system without any help.
2. Jane is my boss. My boss and I have worked together for years.
3. I understand that your company has an office in Buenos Aires. Our company has one there too. Our office is in the south of the city. Where is your office?
4. Mary called in. Mary left a package for John. Can you take the package to John?
5. Hernandez and Fernandez make life difficult for Hernandez and Fernandez.

Exercise 2

Replace the underlined words with an appropriate pronoun in the following sentences.

1. Oh, Mr Beard! Mrs Ford phoned. Mrs Ford asked me to ask Mr Beard to phone Mrs Ford back as soon as Mr Beard can.
2. JJD make plastic joints. JJD have supplied our company, Thomson Boro Ltd, for years. JJD have always provided Thomson Boro Ltd with good service but a recent supply was very poor quality. I telephoned their sales rep. I told their sales rep about the problem and the sales rep said the problem would be resolved easily.
3. The suppliers phoned a moment ago. The suppliers said the goods were damaged in transit and that the responsibility is not the suppliers. The suppliers are sending one of their representatives here tomorrow to discuss the problem. In any case, the goods are useless. We must not pay for the goods.

Exercise 3

The text below is part of an advertisement for an electronic components manufacturer. Underline the pronouns in the text and then label them as personal subject (PS), personal object (PO), reflexive (R) or possessive (P). Do not underline any possessive determiners.

Our products are sold throughout the world. We export to more than 30 countries. We have a network of agents and technicians based in service centres in 15 countries. We pride ourselves on the excellence of our after-sales service. Your needs are also ours and so we guarantee to provide you with the best service in the sector. We make the products and you use them.

Hambro – do yourself a favour!
Hambro – you call us – we serve you!
Hambro products – they work for you!

Transfer

Write five sentences about your company or some place you know well. Use examples of different types of pronouns.

60

A Sample sentences

- **A:** Is that the customer service department?
B: No, this is the technical department.
- These figures shouldn't really be considered in isolation.
- How does this fit into my strategy? Why do I want to do this? Those are the two most important questions.

B Form

Demonstratives are words which point to something in the context – something near or something distant. They can be pronouns (see Unit 59) or determiners.

These are the forms of the demonstratives:

	Singular	Plural
Near reference	this	these
Distant reference	that	those

C Uses

1. The demonstratives **this** and **that** can point *backwards* to something we mentioned earlier:
That/**this** was a great learning experience for us. (pronoun)
We recently organized a project for a packaged-goods company. **This/that** company wanted to develop a new product. (determiner)
2. The demonstrative **this** can point *forwards* to something we are going to mention later:
This is the way that we plan to proceed. (pronoun) First we will reduce all unnecessary costs. By unnecessary costs I mean these types of items: inventory, labour and other non-fixed overheads. (determiner)
3. The demonstratives **this** and **that** can point to something in the real world, i.e. outside the language:
I'd like to draw your attention to two sets of figures. **These** (here) show the present situation; and **those** (there) refer to last year.

Notes

1. We use **that** and **those** before a relative clause:
Those who have to operate the system also have to appreciate its objectives.
2. In colloquial speech we use the forward-pointing **this** to introduce a subject that we are going to describe more fully afterwards:
So, I went into **this** shop in town, and I was looking for a present.

Exercise 1

Identify examples of demonstratives in the following extract from a conversation and classify them according to the uses listed below:

1. Pointing backwards (B)
2. Pointing forwards (F)
3. Referring to something in the real world (RW)
4. Introducing a relative clause (RC)
5. Colloquial speech (CS)

'The company sent us a letter. That was the first indication that they were interested in the proposal. We read this with much interest because they were offering us something we had asked for; a 50 per cent share in royalties on all the products they made, obviously meaning all those we agreed to let them make. This is it - here - read it. And then can you put it on that file over there? I need to show it to that consultant fellow who's coming in later. Now look ... I want to say this. We should not necessarily accept what is on offer. Accepting it straight away ... that would be a mistake.'

Exercise 2

Read the extracts from two job vacancy announcements. Circle the demonstratives in each one, then link them to the phrases that they refer to. The first has been done as an example.

Editor/Eastern Europe

This is an opportunity to work in a research organisation publishing economic surveys on Eastern Europe. This is a new position created to meet growing demand for products in this area.

Those applicants with a good economics degree, experience in publishing and a good knowledge of the region should email with a concise CV attached to steven.wright@recruitment.ges.co.uk

Could you help to influence economic policy in London or Brussels?

Government Economic Service offers the chance to work at the heart of economic decision making in this country.

GES staff provide specialist advice to most government departments. To this end we put both micro and macro economic principles into practice, balancing industry specific principles against those which affect the whole economy. We offer preparation for EU recruitment competitions. In order to qualify for these competitions you should have post-graduate experience in economic research, well-developed communication and analytical skills, problem-solving abilities and a serious motivation towards a career in the European Union.

If you possess these qualities, send an email for further information and an application form to steven.wright@recruitment.ges.co.uk

Exercise 3

Monica Schmidt has some money to invest and so she has a meeting with a financial advisor, Corina Lopez, at her bank. Below is part of their conversation together with two tables that Corina used to illustrate what she was saying. Fill in the blanks with demonstratives.

Calculation of interest income

$$\text{Interest income} = \frac{\text{Investment} \times \text{Annual interest rate in \%} \times \text{Running period in days}}{100 \times 360}$$

Example: € 100,000 invested for 3 months at 7.5%.

$$\text{Interest income} = \frac{100,000 \times 7.5\% \times (3 \times 30)}{100 \times 360} = \text{€ } 1875$$

MS: What are ____ two tables?

CL: Good question, now let's look at them. ____ one shows how we calculate investment income, while ____ shows an example.

MS: I see. Could you explain them?

CL: of course. The basic calculation is like _____. The investment multiplied by interest rate multiplied by running period in days - all _____ over 100×360 .

MS: I see. And in ____ example, it's for ____ much - 100,000 euros?

CL: Yes, the interest rate - _____'s 7.5 per cent, the time is three months, _____'s 3 times 30. If you finish the calculation you have ____ much: 1875 euros.

Transfer

Write a brief paragraph about where you work and the products or services you produce. Use examples of demonstratives **this/that/these/those**.

A Sample sentences

- Do you have any questions about how to do this?
- I asked him for some information about the product.
- I'm afraid we can't do anything about it at the moment.
- We are not planning to change any of our investments.

B Form

some words	any words	
Positive statements	Negative statements	Questions
<i>Determiner</i> I need some advice	I don't need any advice	Do you need any advice?
<i>Pronoun</i> I need some of the documents	I don't need any of the documents	Do you need any of the documents?
<i>Pronoun</i> I spoke to someone yesterday	I didn't speak to anyone yesterday	Did you speak to anyone yesterday?
I'd like to ask something	I don't want to ask anything	Would you like to ask anything ?

Note

Somebody = someone; similarly, anybody = anyone.

C Uses

- Uses of **some** and compounds. **Some** is a determiner and a pronoun; **someone** and **something** are pronouns. We use **some** words in:
 - Positive statements:
 - We have **some** new ideas we want to try out. (determiner + plural countable noun)
 - Losing **some** money is an inevitable part of investing. (determiner + uncountable noun)
 - These are just **some** of the areas where we could cut costs. (pronoun)
 - There's **someone** waiting for you in your office. (pronoun)
 - Polite offers in the question form:
 - Do you have **some** other questions? (inviting questions) Would you like **some** more coffee?
 - Both **some** and **any** are correct, but **some** is felt to be more polite.
- Uses of **any** and compounds. The uses of **any** + compounds are parallel to the uses of **some** + compounds above. We use **any** words in:
 - Negative statements:
 - They did not receive **any** documents concerning their transactions. (determiner + plural countable noun)
 - Direct questions (see Unit 41):
 - Does **anyone** have **any** comments? (pronoun; determiner + plural countable noun)
 - Yes/no indirect question (see Unit 41):
 - I wonder if **anyone** can answer that question.
 - Conditional clauses (see Unit 10):
 - If **anyone** would like more information, please visit our website.
 - Comparisons after **-er**, **more** (see Unit 53), **less**, **as**, **too** (see Unit 55):
 - The stockmarket has done better than **anyone** could have hoped.
 - It's too late to do **anything** today, but we'll look at it first thing tomorrow.
 - To mean 'every' or 'all' (see Unit 66) - **any** + singular countable noun, or **any** + uncountable noun:
 - The emphasis in **any** sales pitch should be on the benefits to the recipient. (every sales pitch or all sales pitches)
 - The website should have structures that make it easy for the user to access **any** information on the site. (all information)

Note

We do not use **any** (unstressed) with singular countable nouns:

Are there **any** questions? (not: any question)

Exercise 1

The following sentences all contain one mistake. Correct them.

1. I haven't seen some examples yet.
2. There were any questions so the meeting ended.
3. We don't need no help with this.
4. I didn't have problems coming to see you.
5. The meeting was longer than someone would have wanted.

Exercise 2

Choose the sentence with the closest meaning (a, b or c) to the one given.

1. Some companies raise money by issuing shares.
 - a. A number of companies raise money by issuing shares.
 - b. Companies raise money by issuing shares.
 - c. All companies raise money by issuing shares.
2. I spoke to someone yesterday about investing in shares.
 - a. I spoke to some people yesterday about investing in shares.
 - b. I spoke to a person yesterday about investing in shares.
 - c. I spoke to some person yesterday about investing in shares.
3. I don't think just anyone can answer this question.
 - a. I don't need anyone special to answer this question.
 - b. I need some special people to answer this question.
 - c. I need someone special to answer this question.
4. Any of the goods in this section are available within two weeks.
 - a. Some of the goods in this section are available within two weeks.
 - b. All of the goods in this section are available within two weeks.
 - c. Most of the goods in this section are available within two weeks.

Exercise 3

The following is an extract from a telephone conversation between a computer user and the Customer Service Centre of a major software manufacturer. Fill in the spaces with a suitable word from the box.

someone any some anyone anything some something

Customer: I'd like _____ information about upgrading software please. I understand that last month you were offering Grapho 5.1 free of charge to users who had bought 5.0 in January or February. I bought mine in January but I haven't received _____ information and now the free offer is closed.

CSC: Yes, I'm sorry, that's correct. _____ who was a registered user should have received news of the offer.

Customer: I didn't receive _____.

CSC: I'm sorry about that. Have you been receiving our regular newsletter since you bought your Grapho software? There's always _____ in there about offers.

Customer: No, I haven't.

CSC: Hold on please, there's _____ here I can ask about this...

Transfer

Think of a situation where you have had to complain about some aspect of service. Write examples of the kinds of things you say in this situation. Use examples of **some** and **any** words.

A Sample sentences

- You must have those details recorded somewhere.
- I don't think I'd ever work with that company again.
- It is not at all unusual for a four-year degree to cost upward of \$50,000.

B Form

some words	any words		no words
Positive statements	Negative statements	Questions	Negative statements
<i>Determiner</i> I have some information	I don't have any information	Do you have any information?	I have no information
<i>Pronoun</i> I need some of the documents I told someone in head office I'd like to say something	I don't need any of the documents I didn't tell anyone in head office I don't want to say anything	Do you need any of the documents? Did you tell anyone in head office? Would you like to say anything ?	I need none of the documents I told no-one in head office I would like to say nothing
<i>Place adverb</i> I've seen him somewhere	I haven't seen him anywhere	Have you seen him anywhere ?	I have seen him nowhere
<i>Time-when adverb</i> I'll see him again some time	I won't ever see him again	Will I ever see him again?	I will never see him again
<i>Time-frequency adverb</i> I sometimes go abroad on business	I don't ever go abroad on business	Do you ever go abroad on business?	I never go abroad on business
<i>Degree adverb</i> I was somewhat surprised	I wasn't at all surprised	Were you at all surprised?	I was not at all surprised

C Uses

1. Uses of **some** and **some** words:

Some is a determiner and a pronoun; **someone** and **something** are pronouns; and other **some** compounds are adverbs:

Prices are **somewhere between \$50 to \$70**. (adverb)

Application forms **sometimes** have questions relating to health. (adverb)

2. Uses of **any** and **any** words:

Has **anyone** ever heard of this company?

I'm afraid that I can't find your CV **anywhere**.

3. Uses of **no** and **no** words:

There are **no envelopes** left in the tray. (determiner + plural countable noun)

We had **no idea** what the final price might be. (determiner + uncountable noun)

Unfortunately **none** of our sales or marketing staff spoke German. (pronoun)

It is not at all uncommon for financing to be provided by the government. (adverb)

Note

Some time (two words) is a time-when adverb; **sometimes** (one word) is a time-frequency adverb:

We visited them **some time** last year. We visit them **sometimes**.

Exercise 1

Are the following sentences right or wrong? If wrong, make the necessary correction.

- I sometime give presentations to other companies.
- If there is anything I can do to help, please contact me.
- I was something impressed by her performance.
- I'm afraid I don't have any more information to give you.
- So, if nobody has some questions, let's move on to the practical demonstration.
- To be honest, we don't ever exceed our agreed budget.

Exercise 2

Complete the following dialogue with **some**, **any** or a related word/phrase.

- A: Do you _____ visit the Asian plants?
 B: Well, I'm _____ sure what will happen next year, though I am tentatively planning a trip _____ in the autumn.
 A: And do you plan to go _____ in particular?
 B: Well, I suppose if I go _____, it will be to Korea and Taiwan.
 A: Oh, that's interesting. I _____ go out there myself. Usually at very short notice.
 B: I see.
 A: I must say there is _____ that I dislike more than these hastily arranged trips.
 B: I agree. _____ is better than finding yourself in a meeting without _____ of the right papers.
 A: Absolutely!
 B: Well, I think we should try to do _____ about it.

Exercise 3

Below is part of a presentation about data security from a manager to staff in a bank. Match the phrase on the left with an appropriate phrase on the right to create complete sentences. Then fill in the spaces with words from the box opposite. The first has been done for you.

ever	anyone	anything
some time	any	somewhere
anybody	not at all	no-one

- | | |
|---|---|
| Of course, the security of our data | it will just be forgotten. |
| Of course there is | but I'm _____ sure we've solved all the problems. |
| If _____ suspects that | and there'll be no problem. |
| Don't _____ think that | is something we all regard as an important issue. |
| It will turn up _____ | _____ information has been lost or changed, the incident must be reported. |
| Does _____ have _____ | _____ here who doesn't understand the critical nature of tight security in banking. |
| _____ ago we had a meeting specifically on this | to say on this? |

Transfer

Write a brief imaginary conversation about your work that includes words from the box in Exercise 3 above.

See also

Units 61 and 62	Some, any and related words (1) and (2)
Unit 64	Quantifiers (2)
Unit 66	Each and every

A Sample sentences

- None of these techniques can solve all the problems that a company faces.
- Many of the interviewees I see have little idea of what is expected of them.
- We tend to put too much faith in technology.
- They have few qualifications and even fewer of the skills demanded by employers.
- We have no plans to merge the companies, at least for the next few years.

B Form

Countable		Uncountable
singular	plural	
all the	all/all (of) the most (of the) many (of the)	all/all (of) the most (of the) much (of the)
a lot of (the)	a lot of (the) lots of (the) several (of the) a few (of the) few (of the)	a lot of (the) lots of (the) several (of the) a little (of the) little (of the)
no	no	no

Notes

1. A lot of and lots of are more colloquial than many and much.
2. The use of the definite article:
 - All equipment needs replacing. (understood from the context)
 - All (of) the equipment needs replacing. (specific equipment in the plant or other location)
 - All equipment is dangerous. (all equipment in the world)

C Uses

1. Much, many, a lot of and lots of when used in positive statements:
 - Many of the skills that companies are looking for are available overseas.
 - A lot of the skills that companies are looking for are available overseas.
 How much and how many are the question words to ask about quantity:
 - How much does it cost to rent? (how much = money)
 - How many shares do you want to sell?
2. A few and few versus a little and little:
 - We have a few reliable suppliers. (not many but enough)
 - We have few reliable suppliers. (not many and not enough)
 - We have little time before the end of the meeting. (not much and not enough)
 We often use a few and a little with only:
 - There are only a few organisations operating in our market niche. (not: only few organisations)
 - cf. There are few organisations operating in our market niche. (similar meaning to only a few)
3. We often use very with few, little and many:
 - The plant was not visited by very many people.
 - We had very little money and very few supplies.

Note

We do not use the before most:

Most (of the) data will be collected from within the organization. (not: the most)

Exercise 1

Place the following in order from 1 (maximum) to 7 (minimum).

- Several of our products are made from recycled plastic.
- None of our products are made from recycled plastic.
- Few of our products are made from recycled plastic.
- Many of our products are made from recycled plastic.
- Most of our products are made from recycled plastic.
- A few of our products are made from recycled plastic.
- All of our products are made from recycled plastic.

Exercise 2

Replace the underlined words with a word or phrase from the box.

a few	much	all	no	few	most
-------	------	-----	----	-----	------

1. Not many but some of our clients responded to the survey.
2. The majority of them had some positive comments to make.
3. Not one of our customers thought our products were unreliable.
4. A lot of constructive criticism centred on product distribution and delivery.
5. Not many and not enough customers wanted regular news on our new products and services.
6. Every one of the respondents said our packaging was good.

Exercise 3

The Management Communications Consultancy runs intensive training courses. They have carried out a survey of client opinion on their courses. Here is a summary of the results.

Summary of results of client opinion on courses			
No. of respondents 420			
	Very satisfied	Satisfied	Not satisfied
Services/products	75%	19%	6%
Professionalism	80%	18%	2%
Materials	31%	54%	15%
Seminar rooms	10%	20%	70%
Organisation	100%	0%	0%
Value for money	20%	80%	0%

Make eight sentences based on the above using the quantifiers **all**, **many**, **much**, **several**, **(a) few**, **little** and **no**.

Examples:

Several respondents were not satisfied with the materials.

A few respondents were not satisfied with our services and products.

Transfer

Write comments on a company that you know well, or its products. Use the quantifiers **all**, **many**, **much**, **several**, **(a) few**, **(a) little** and **no**.

Example:

All ABC products are very good – a few are very expensive.

64

See also

Units 61 and 62

Unit 63

Unit 66

Some, any and related words (1) and (2)

Quantifiers (1)

Each and every

A Sample sentences

- I was asked to rewrite the whole document, amending all the details.
- Each manager has personnel responsibilities in relation to all their staff.
- We regret that under no circumstances can money be refunded.

B Form

See Unit 63.

C Uses

1. All the versus the whole:

The whole + singular countable noun is more common than all the + singular countable noun:

I was asked to rewrite the whole document. [more common]

I was asked to rewrite all the document. [less common]

2. Each/every versus all:

Each/every + singular countable noun has the same meaning as all + plural countable noun:

Each manager has personnel responsibilities in relation to their staff.

All managers have personnel responsibilities in relation to their staff.

3. No words:

The determiner **no** is related to the following **no** words – **no-one, nowhere, never, nobody, nothing**:

No one can predict the course of a PR campaign. [pronoun]

A: Where have you been?

B: Nowhere interesting. [adverb of place]

I have never heard of anyone with that name. [adverb of time]

If you use **no** or a **no** adverb phrase at the beginning of a sentence, use an inversion construction:

We regret that under no circumstances can money be refunded.

cf. We regret that money cannot be refunded under any circumstances.

Never had I dealt with so many difficult events in such a short period.

cf. I had never dealt with so many difficult events in such a short period.

Nowhere else can you see such a variety of home products under one roof.

cf. You cannot see such a variety of home products anywhere else under one roof.

Exercise 1

Underline all the quantifiers in the following advertisement for an insurance broker.

Not all clients require the same services. Some need a very personalised approach to their problems with several meetings and a few specialist consultations: others can be handled on a more generalised basis with no fee unless some work is actually carried out. In fact, most of our clients feel that we have the right mix of products for them; and many more join us each year. So we'd like to say that we can do more than please some of the people some of the time; we feel that, all in all, we can satisfy most of the people most of the time.

Exercise 2

Again, underline the quantifiers in the text below and then rewrite the sentences with different quantifiers but without changing the meaning.

The majority of our competitors have managed to reduce their costs over the last year. Each of them has tried to introduce cost-cutting measures. Of course, not one of these measures has been an absolute success; and a number of them have been a total failure. For example, when Planton tried to save a small amount of money by merging two departments, the results were catastrophic. Not enough people in the new department were happy to work together as a newly-formed team. Finally, Planton had to invest a large sum of money on team-building activities just to solve the new problems which had been created.

Exercise 3

Organise the jumbled text below into a paragraph.

1. There are several reasons, but the simple answer is that they all need to earn an income.
2. At the same time, through their work most of them produce the goods and services needed by the population.
3. Of course, there are a few people who can afford not to work.
4. In this way they are helping to ensure that a high standard of living is maintained for the community as a whole.
5. Every day in the UK more than 29 million people go to work.
6. But why do people work?
7. But for most of them, this is not an end in itself.
8. And, unfortunately, there are some people who can't find work.
9. Some of these people work in factories, but most of them work in offices.
10. With this money they can buy the goods and services that everybody needs.

Transfer

Write some sentences about business practice in your country. Write about:

- business meetings
- personal contact
- timekeeping
- hospitality

Remember to use as many quantifiers as you can.

65

A Sample sentences

- **Both of these policies will encourage consumer spending.**
- **Goods are classified as either consumer goods or capital goods.**
- **Neither of these approaches is entirely satisfactory.**

B Form

Both, either and neither are determiners, pronouns and conjunctions.

Both candidates were perfect for the position. [determiner]

Neither of these approaches is satisfactory. [pronoun]

Staff are paid either a weekly wage or a monthly salary. [conjunction]

1. **Both** takes a plural verb:

Both parties will have an opportunity in the interview to ask questions.

[determiner + plural countable noun]

Both (of the candidates) were over-qualified. [pronoun]

2. **Either and neither:**

Either candidate could get the job. [determiner + singular countable noun]

Neither (of the candidates) got the job. [pronoun]

C Uses

Both, either and neither indicate quantities.

1. **Both** indicates a quantity of two:

Both of these policies will encourage consumer spending. [There are two policies.]

We plan both to study the alternatives and to implement one soon. [There are two plans.]

2. **Either** indicates:

a. one of two possible alternatives:

We can accept either offer. [There are two acceptable offers.]

The company can either reduce its prices or use the increased profits to develop new products. [There are two alternative actions.]

b. addition of negation ['and also not']:

A: I haven't had a single refusal today.

B: No, I haven't either. ['and I also not'; see also **neither** below]

3. **Neither** indicates:

a. that both options are excluded:

Neither of these approaches is satisfactory. [There are two unsatisfactory approaches.]

We have neither the money nor the resources available. [Both are unavailable.]

b. addition of negation ['and also not']:

A: I haven't had a single refusal today.

B: Neither have I. ['and I also not'; see also **either** above, and inversion below]

Notes

1. If you use **neither** or **nor** at the beginning of a sentence or clause, use an inversion construction:
Neither have we the money, nor the resources.
2. If you use the article with **both**, put it after, not before **both**:
Both the solutions are acceptable. [not: the both]
3. We can replace **both** with **each** [see Unit 65]:
We have doubled our training budget in both/each of the last two years.
Both companies have set out defined objectives./Each company has set out defined objectives.
4. We do not use a negative verb after **neither**:
Neither the money nor the resources are available. [not: are not available]
5. The emphatic use of **both ... and**:
Our costs are directed towards building business in both the short and the long term.

Exercise 1

Write sentences based on the following prompts including the word(s) in brackets. The first has been done for you.

- (Both) Jean/Jacques speak English.
Both Jean and Jacques speak English.
- (Both) Simone speaks Italian/Spanish.
- (Either ... or) We continue/stop investment.
- (Not only ... also) Singapore is a vibrant business centre. It is in the centre of a spectacular economic region.
- (Neither ... nor) We don't sell/don't rent equipment.

Exercise 2

Rewrite the following pairs of sentences as single sentences using the words in brackets.

- Philip is not the right candidate. Arne is also not suitable. [neither ... nor]
- Marta wrote to me with a good proposal. Juana also sent a good one. [both ... and]
- I criticised the poor quality of the printing. Edith criticised it too. [both ... and]
- I can book the seminar rooms. Alternatively you can do it. [either ... or]
- Akira is a very creative designer. He also works very efficiently. [not only ... but also]

Exercise 3

Uta and Marina are trying to arrange a time to meet. Look at their diary extracts and then complete the spaces in the extract from their conversation.

Marina's diary

WEEK 33	
Monday am: Discuss D45 project pm:	Thursday am: Meet Ann 10.30 pm:
Tuesday am: pm:	Friday am: pm:
Wednesday am: Presentation 10.00 pm: Meet AD 3.00	Saturday Sunday

Uta's diary

WEEK 33	
Monday am: meeting with FDT pm: meeting with RJ	Thursday am: Ann 10 pm: Visit TF
Tuesday training seminar all day	Friday am: pm: Leave for Milan 2.00
Wednesday am: pm: Paul 2.30	Saturday Sunday

Marina: Can we meet during week 33?

Uta: Yes, I think so. I'm quite busy but I'm sure we'll find a time.

Marina: How about Monday or Tuesday?

Uta: I'm afraid I'm very busy on _____ Monday _____ Tuesday. I could manage _____ Wednesday _____ Friday.

Marina: Let me see. I can manage _____ Wednesday morning _____ Wednesday afternoon. Friday? Yes I can manage _____ the morning _____ the afternoon.

Uta: Friday morning would be okay. Can we say 10 o'clock?

Transfer

Write six sentences comparing two similar service companies that you know well, e.g. training or language teaching organisations. Use **both**, **either** and **neither**.

66

See also

Unit 63	Quantifiers (1)
Unit 64	Quantifiers (2)
Unit 65	Both, either and neither
Unit 67	Compounds with every

A Sample sentences

- Every few months we alter our forecasts to reflect current thinking.
- Each department is asked to keep to its budgeted costs.
- Each of these issues will now be examined.

B Form

Each is a determiner and a pronoun; **every** is a determiner:

Each/every company has distinctive characteristics. (determiner)

Each of these markets will buy different goods. (pronoun)

1. The determiners **each** and **every** take a singular countable noun and a singular verb.
2. The pronoun **each** takes a singular countable noun and a singular verb.

Note

After a plural subject **each** is plural:

The departments each have their own areas of responsibility.

cf. **Each of the departments has its own areas of responsibility.**

C Uses

1. We use **each** for any number of people/things taken separately (minimum two), when we think about them one at a time:
 - Each of the departments will receive a copy.** (many individual departments)
 - Each member is required to contribute to the fund.** (many members)
 - This represents a profit of more than \$45 million for each of the (two) directors.** (two directors)
2. We use **every** for a group of people/things taken separately (minimum three), when we think about them as a whole group:
 - You must pay attention to every detail of your marketing campaign.** (all the details)
 - Every agency will tell you they have the best people.** (all agencies)

Every + singular noun = all + plural noun:
We've checked every page of the document/all the pages of the document.
3. Expressions of definite frequency [see Unit 54]:
 - a. We can use **each** or **every** with single periods:
 - We check the stock each/every hour/morning/afternoon.**
 - b. We use **every** where the period includes a number greater than one:
 - Every three months, he reviews the performance of his team.** (*not*: each three months)
 - cf.* **Every/Each month, he reviews the performance of his team.**
 - The plan is reviewed every two years.** (*not*: each two years)
 - cf.* **The plan is reviewed every/each year.**

Notes

1. After **every**, we can use a plural pronoun to avoid using 'he' or 'she':
Every employer is required to prepare a written statement of their general policy on health and safety.
2. We do not use **each** or **every** with a negative verb:
None of the companies reported a deficit during that period. (*not*: each of the companies didn't report)
3. **Every day** (two words) is an adverb; **everyday** (one word) is an adjective:
We receive over 5,000 hits on our website every day.
Bad news is a fact of everyday business life.

Exercise 1

How many combinations can you make with **each** and **every** + the following phrases?

day	people	of the departments
of the two managers	two years	equipment

Exercise 2

Plural nouns and uncountable nouns cannot be used with **each** and **every**, but they can be used with **all**. Link each phrase on the left containing **all** with a phrase on the right containing **each** or **every** to make six sentences.

We've checked all the facts. We've serviced all the equipment. We've reviewed all the news thoroughly. We've checked all the premises and We've appraised all the personnel and We've counted all the money again.	each interviewee completed a questionnaire. every building seems to be empty, down to every last coin. including each device we checked in the summer. down to every last detail, and listened again to every item.
---	--

Exercise 3

Complete the following sentences using a phrase with **each** or **every**. The first one has been done for you.

1. We accept sterling, euros, dollars etc.; in fact you can pay us in every major currency.
2. We have tried to get accommodation in all the hotels in Prague but _____ is taken.
3. We have given him a lot of sound advice but _____ falls on deaf ears.
4. I think I left my baggage on the plane; _____ of my two _____ has my name on it.
5. We need to renew a lot of our existing machinery as nearly _____ in the plant is more than 20 years old.
6. It is important to make progress, but we need to take _____ with care.
7. There is so much traffic on the roads that I think it is a good idea to tax _____ according to its engine size.
8. Overseas travel can be very tedious, especially when _____ involves a weekend away from home.
9. To analyse work, you can take _____ and subdivide it into its constituent parts.

Transfer

We can use **each** and **every** in a 'top down' description when we talk about individual parts or items. One example would be when describing an organisation:

The company is divided into three divisions. Each division is responsible for one product line and each division is headed by a director who has responsibility for the division's activities. Each director reports to ...

Now write about your company in the same way.

See also

Unit 60	Both, either and neither
Units 63 and 64	Quantifiers (1) and (2)
Unit 66	Each and every

A Sample sentences

- We want **everybody** to have this technology at their fingertips.
- I have found **everything** that has been said here very interesting.
- Every time a PC company makes a change, the software has to be tested again.

B Form

Personal pronoun	everyone, everybody
Non-personal pronoun	everything
Adverb of place	everywhere
Adverb of frequency	every time

C Uses

Every compounds:

Everybody (that) I have spoken to has been very excited about the project. (*not*: all people what)

The committee has a record of everybody who/that purchased a ticket. (*not*: all people what)

We did everything that was possible to stop the takeover. (*not*: everything what)

We want to make our merchandise more accessible to consumers everywhere.

Our products can be found everywhere (where/that) there are people.

Every time (that) a PC company makes a change, the software has to be tested again.

(*not*: every time when)

Notes

1. After **every** compounds, we can use a plural pronoun to avoid using 'he' or 'she':

Everyone who is against this suggestion should give their reasons briefly.

2. **Everyone/everybody/everything** [pronouns] are written as one word; but **every one** [each single one] is written as two:

We've contacted everyone and offered refunds. (all the people)

We set up online links with every one of our suppliers. (each single one of our suppliers)

Exercise 1

Read the extract below from a textile company's website. Identify the seven mistakes and correct them.

Every products are made using the finest quality woven fabric.

Everything what you see on our website is based on traditional checked patterns.

Everyone of our fabrics is made using the best quality cloth available.

Almost every time when you visit a top fashion fair in Milan or Paris you will see examples of our fabrics.

Every where we enter competitions we receive some recognition of our high standards.

We can finish everything material in any way you want, including various special effects.

Every dyes we use contain only natural colours.

Exercise 2

everywhere	each	everyone
every day	everything	every

Fill in the spaces with words from the box.

- _____ in this workshop has done an apprenticeship with an engineering company.
- More than 400 machine tools are produced here _____, except Saturday and Sunday.
- _____ production line runs continuously, for 24 hours.
- _____ eight hours a supervisor checks the level of output.
- _____ is maintained by our own team of fitters.
- All the production is distributed to agents _____ in Europe.

Exercise 3

Replace the underlined words in the following sentences with **each**, **every** or a compound with **every**, and make any other necessary changes in the rest of the sentence.

- We design every article we make.
- All the employees here receive a productivity bonus.
- Every worker is entitled to 30 days' paid holiday.
- All the decisions are taken by the Board.
- A new worker is elected to the Board after two years, in other words in 2011, 2013, 2015 etc.
- In every place you go here you see examples of our company's good organisation.

Transfer

Write five sentences, using **each**, **every** or compounds with **every**, about your home town or the place where you live or work.

Examples:

- Every apartment in the block where I live has a garage and a balcony.**
Everyone who lives here pays for the maintenance of the lift.

68

A Sample sentences

- Two high-profile overseas directors will soon be added to the board.
- About a quarter of our profits are made in the UK.
- The dresses, which retail at 1000 euros each, are all limited edition.
- The market is held twice a year, once in March and once in October.

B Form

We can divide numerals into *cardinals*, *ordinals*, *fractions* and *decimals* and *frequency expressions*.

1. Cardinals

Here are some examples:

- 0 – nought, zero [especially in mathematics and for temperatures], 'oh' [in telephone numbers], nil [in sports]
- 100 – a/one hundred. **We have a/one hundred different plans and price schedules.**
- 101 – a/one hundred and one
- 1,000 – a/one thousand. **Up to a thousand people are expected to attend the conference.**
[not: one thousand of]
- 1,101 – one thousand, one hundred and one
- 3,000 – three thousand. **Three thousand survey forms were distributed across the city.**
[not: three thousands of survey forms]
- 1,000,000 – a/one million

2. Ordinals

Here are some examples:

- 1st – first. **The first of April**, [spoken].
- 2nd – second. **The second day's session followed the same basic format.**
- 3rd – third. **We are the third largest travel retailer in the country.**
- 4th – fourth. **If shares are sold during the fourth year of ownership the tax obligation reduces.** [i.e. in four years].
- 21st – twenty-first. **We must remain competitive in the 21st century economy.**
- 100th – [one] hundredth. **The company celebrates its [one] hundredth anniversary this month.**
- 101st – [one] hundred and first
- 1000th – [one] thousandth
- 1000000th – [one] millionth

Note also: *next last (another additional)*

The next/last five years will be/were critical. [not: five next/last years]

We need another/an additional two weeks to finalise the designs.

We have invited another person. [One more person has been invited.]

We have invited five other people. [other can mean more or different]

We have invited another five people. [five more people]

3. Fractions and decimals

Here are some examples:

- $\frac{1}{2}$ – [a] half. **About [a] half [of] our profits are made in the UK.**
- $\frac{1}{3}$ – a/one-third. **We can usually offer a discount of one-third off the list price.**
- $\frac{2}{3}$ – two-thirds. **Two thirds of our expenditure goes into salaries.**
- $\frac{1}{4}$ – [a] quarter. **The meeting started at [a] quarter past six.**
- $\frac{3}{4}$ – three-quarters. **Presentations may last from five minutes to three quarters of an hour.**
- $\frac{1}{10}$ – a/one tenth. **This represents a tenth of our investment.**
- $1\frac{1}{2}$ – one and a half. **The interview lasts one and a half hours/one hour and a half.**
[not: one and a half hour]

- 2.5 – two point five
 3.75 – three point seven five (not: seventy-five)
 26.012 – twenty-six point zero (or 'oh') one two

4. Frequency expressions

once twice three times four times
The market is held twice a year.

C Uses

1. Dates

Notice the difference between the written and the spoken forms and between British and American English:

We opened our new office on 5 April 2010. (BrE written) or on the fifth of April/on April the fifth, two thousand and ten/twenty ten (BrE spoken).

We opened our new office on April 5th 2010. (AmE written) or on April fifth, two thousand ten/twenty ten (AmE spoken).

5/4/2010 5 April 2010, i.e. date/month/year (BrE written)

4/5/2010 5 April 2010, i.e. month/date/year (AmE written)

2. Times

Notice the written and spoken forms:

The meeting will start at 9.00/9.00 a.m./9 o'clock (written) or **at nine a.m./nine o'clock** (spoken).

The meeting will finish at 4.30 p.m./16.30 (written) or **at four thirty p.m./half past four/sixteen thirty** (spoken).

There will be cocktails for 1½ hours from 5.45/17.45 (written) or **for one and a half hours/an hour and a half from five forty-five/(a) quarter to six/seventeen forty-five** (spoken).

3. Dimensions and specifications

Below are some expressions in both the written and spoken forms:

a. Money:

£125 – a/one hundred and twenty-five pounds

\$1m – a/one million dollars

€1 bn – a/one billion euros (1 billion = 1,000 million)

b. Dimensions:

Distance:

1 mm – a/one millimetre

10 cm – ten centimetres

5 m – five metres

7.5 km – seven point five kilometres

2 m × 5 m – two metres by five metres

Mass:

10 g – ten grams

1,000 kg – a/one thousand kilos/kilograms

Square measure:

100 cm² – a/one hundred square centimetres

10,000 m² – ten thousand square metres

Capacity measure:

10 cl – ten centilitres

2 l – two litres

Cubic measure:

1,000 cm³ – a/one thousand cubic centimetres

100 m³ – a/one hundred cubic metres

c. *Mathematical symbols:*

$2 + 2$ - two and/plus two	$>$ - is greater than
$= 4$ - is/equals/is equal to four	$<$ - is less than
$- 2$ - minus/less two	$=$ - is identical with/is equivalent to
$\times 6$ - times/multiplied by six	\approx - is approximately equal to
$\div 3$ - divided by three	2^2 - two squared
$/2$ - divided by two	2^3 - two cubed
$()$ - brackets	2^4 - two to the power four
$\{ \}$ - braces	2^n - two to the power n
$[\]$ - square brackets	$\sqrt{4}$ - the square root of four
$\langle \rangle$ - angle brackets	$\sqrt[3]{27}$ - the cube root of twenty-seven

Notes**1. And in numbers (BrE):**175 - a/one hundred *and* seventy-five (BrE)

175 - a/one hundred seventy-five (AmE)

1005 - a/one thousand *and* five (BrE); a/one thousand five (AmE)**2. Singular and plural forms:****Hundred, thousand and million** need **a** or **one** in the singular:**About a/one hundred people attended the meeting.** (*not: hundred*)**Hundred, thousand and million** do not take a plural **-s** in precise numbers or after quantifiers, e.g. **several, a few**:\$500 - five hundred dollars (*not: five hundreds or five hundreds of*)**several million pounds** (*not: several millions of pounds*)**Hundred, thousand and million** take a plural **-s** when the number is not precise or after **many**:**hundreds of customers****thousands of enquiries****many millions of dollars****3. In approximations we put the smaller number first:****four or five hundred people** (*not: five or four hundred people*)**4. Another versus different****Would you like another glass of wine?** [one more glass]**The wine tasted quite different from what I expected.** (*not: quite another*)**5. Next versus nearest**We use **next** to mean 'the nearest in time':**We will discuss this matter at our next meeting.**

But we say:

In the near future (*not: in the next future*)We use **nearest** to mean 'the next in distance, time, degree and quality':**Do you know where the nearest chemist is, please?** (*not: next chemist*)**The nearest colour to your sample is this one here.**

Exercise 1

Write how you would say the following numbers.

1,000,000	5,000,000,000	4,385,567
US \$5.3 m	€ 7.2bn	¥ 5,753
\$10.20	£100	€3.99
4.56	$\frac{1}{4}$	$\frac{7}{8}$
3,156	3.156	
26°C	1250°C	
44.5 kg	22.47 g	
102 km	500 m	225 cm

Exercise 2

Hannah Dobson is a marketing consultant who is out of the office today. Her assistant, Pierre, takes down the following notes from a telephone conversation about a seminar Hannah has to attend in a few weeks' time. Later Hannah telephones Pierre and he gives her the message. Below are his exact words. Fill in the spaces by writing all the numbers as Pierre would say them. The first two are done for you.

'Hannah? There's an important message about the Marketing **Twenty Eleven** conference. It's on the **twenty-third of May** and on _____. It starts at _____ and finishes at _____. It's in room _____ at the Harrow Conference Centre which is at _____ Beechlands Parade, N _____ EG. The phone number is _____. The cost for each participant is _____ VAT and there will be between _____ and _____ participants. Finally, the lunch, which lasts for _____, will be at the Black Swan Hotel and will cost _____.'

Seminar Marketing 2011
 Dates: 23/05/11 and 22/06/11
 Time: 10.30 - 15.00
 Room 204
 Harrow Conference Centre
 189 Beechlands Parade
 N10 17EG
 Tel: 081 299 5055
 Cost: £195 + 17.5% VAT
 No. of participants: 80-100
 Lunch (1½ hours) served
 in Black Swan Hotel £17.50

Exercise 3

Explain the following information to a colleague. Write down exactly what you say.

Forecast sales	Actual sales	% change
120,000 units	103,764 units	-13.53%
\$1.75m	\$1.59m	-9.14%

The actual sales were _____ units compared with the forecast sales of _____, a percentage difference of _____. In terms of turnover, actual turnover was _____, compared with the forecast turnover of _____, a drop of _____ per cent on the forecast.

Transfer

Practise reading numbers from any document or website you can find, such as product specifications, financial details, economic trends, etc.

A Sample sentences

- We can deliver the finished sample of a fabric in two weeks.
- We'll meet in my office tomorrow morning at eight o'clock sharp.
- The funds transfer was completed on July 7, 2010.

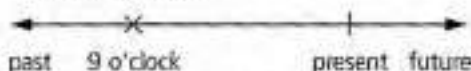
B Form

We can divide prepositions of time into:

1. time-when prepositions, which answer the question: 'When did it happen?'
2. time-duration prepositions, which answer the question: 'How long did it last?'

1. Time-when prepositions:

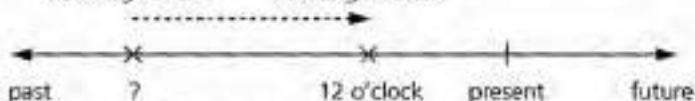
at in on by during before after between
meeting started



The meeting started at 9 o'clock. (point of time when the meeting started)

2. Time-duration prepositions:

in from... to... up to until till
meeting started meeting finished



The meeting lasted until 12 o'clock.

C Uses

1. At, in, on and by:

At + clock time

at 6 o'clock

On + days of the week

on Monday

on Thursday afternoon

In + parts of the day

in the morning/afternoon/evening

but: **at night**

On + dates

on 3rd May (spoken: on the third of May)

In + months and years

in May

in 2012 (spoken: in twenty twelve/two thousand (and) twelve)

By + a deadline

It must be finished by 1 January. (at the latest)

Note: **in time** = in sufficient time with time to spare and **on time** = punctually.

2. By and until/till:

We use **by** for an action which happens at or before a deadline:

Both parties have agreed to have a document signed by 1 January.

We use **until** or **till** for an action which continues up to a deadline:

The store will remain open until/till 1 January.

3. Omission of time preposition:

a. before **this**, **last** and **next** when we use the above words in relation to now:

this evening (not: on this evening); **last week** (not: in last week)

b. in phrases beginning with **yesterday** and **tomorrow**:

yesterday afternoon (not: in yesterday afternoon); **tomorrow morning**

c. in expressions indicating the time frame:

I travel worldwide 60 days a year. (not: in a year)

The high speed train travels at 300 kilometres an hour. (not: in an hour)

but **In serious thunderstorms, a downpour can produce 75mm (in) an hour.**

Exercise 1

Underline all the time prepositions and label them TW (time-when) or TD (time-duration).

The night shift comes on at 10 p.m. and works for eight hours, so the morning shift starts at 6 a.m. Staff work continuously, with no official breaks during the eight hours, but in practice there are opportunities for short breaks during the shift.

During the night most of the work is routine maintenance and only 20 or so workers are on duty. In the morning when the day shift starts we work at 80 per cent of full production capacity. Well, at least we do in the summer and autumn months, up until about the end of November when production is reduced to about 60 per cent.

We don't work on Sundays of course - the factory closes, except in an emergency.

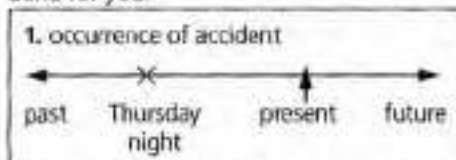
Exercise 2

Complete the spaces in the following with an appropriate preposition. If no preposition is needed, leave the space blank.

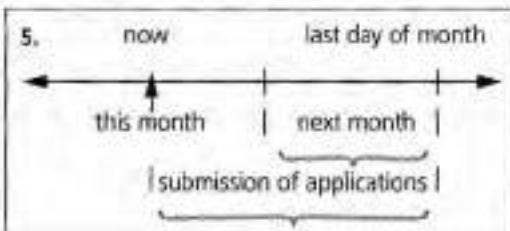
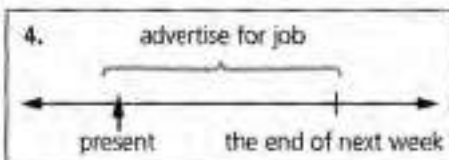
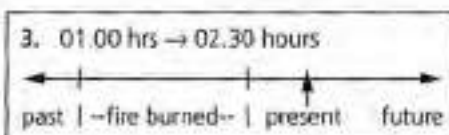
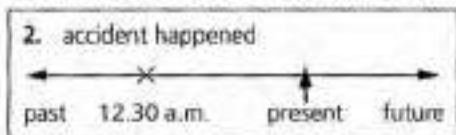
- The meeting will be held _____ 5th July 2012.
- The project began _____ June.
- We'll have a 20-minute break _____ 4 o'clock.
- The report won't be ready _____ we've collected all the field survey data.
- The work, which has already started, will be finished _____ the end of the week at the latest.
- Make sure you've read the survey before our meeting _____ next week.
- We'll work all day and relax _____ the evening.

Exercise 3

Write an appropriate sentence for each of the following time line diagrams. The first has been done for you.



The accident occurred on Thursday night.



Transfer

Describe a typical working day in your company and also any seasonal variation in your company's activities during the year.

See also

Unit 69

Time (1)

A Sample sentences

- Our turnover rose during the last quarter.
- Next year we expect growth of 2.1%.

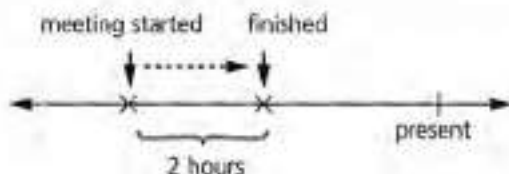
B Form

See Unit 69.

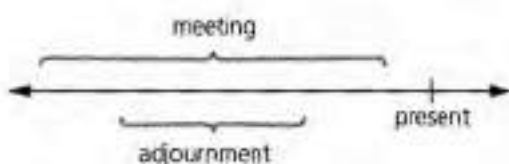
C Uses

1. For and during:

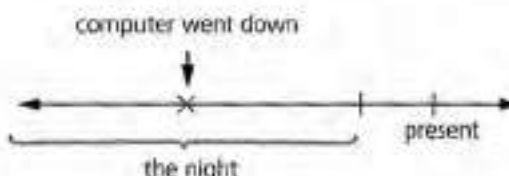
The meeting lasted for two hours.
[length of activity]



During the meeting we had a short adjournment.
[period within which another activity happened]



The computer went down during the night.
[period of time providing a time frame when the event happened]



2. Before and after:

Before making any decision, I want to examine all possible alternatives.
We cancelled the contract just 11 months after signature.

3. During and while:

During is a preposition; **while** is a subordinating conjunction [see Unit 46]. Notice the parallel meanings in the following sentences:

During our visit to the plant, we saw the equipment in operation.

While we were visiting the plant we saw the equipment in operation.

Notes

1. Last night and tonight:

Last night = the night of yesterday [not: yesterday night or this night]

Tonight = the night of today [not: today night]

2. The before previous, following, next and last with day or parts of the day:

We use **the** when we use the above words in time expressions not related to now.

The previous evening = the evening before the one mentioned [not: in the previous evening]

The following morning = the morning after the one mentioned [not: in the following morning]

The next afternoon = the afternoon after the one mentioned

3. Beginning, middle and end:

At the beginning of the year I received a call from a production company.

but: **In the beginning, we were nervous about the deal.**

She interrupted us in the middle of the meeting.

At the end of each project the team manager assesses the performance of the team.

In the end, and after much discussion, both sides agreed to a compromise. [finally]

Exercise 1

Are the following sentences right or wrong? If wrong, make the necessary correction.

1. We finished the project on time; so we had three days to spare.
2. We worked on the study for two weeks.
3. While the two-week period, we had no technical support at all.
4. Before to start on the next study, there will be a short training course.
5. The next year we are sure to see the results of our efforts.
6. The following day they agreed to sign the contract without any conditions.

Exercise 2

Put a suitable preposition into the blanks so that your completed sentences are chronologically and grammatically correct. The first one has been done for you.

1. We completed the user study in January. **After** this stage we moved on to the market study.
2. Unfortunately the user study overran by one week. The reason was that _____ the analysis stage, we encountered some unexpected problems with the data.
3. So we finally managed to input all the data _____ 15 January.
4. We continued to receive data output _____ another week.
5. Naturally we had to verify the results _____ we could hand over the results to the client.
6. So _____ the beginning and the end of the project we needed a total of 8 weeks.
7. _____ the beginning of our first meeting, the client told us that time was of the essence; _____ the middle I explained about the unexpected problems. So, _____ the end I don't think the overrun will be a significant factor.

Exercise 3

Below is an extract from the log of *Syigma II*, an oil platform in the North Sea. Complete the text by writing suitable prepositions in the gaps.

_____ the day the sea had been very rough. _____ 16.00 the helicopter arrived bringing the replacement drillers. These were needed as 2 of our crew had gone sick the previous night. The new drillers are to stay with us _____ the end of next week. They have just worked _____ 2 months onshore and are happy to have a change. _____ the evening the sea calmed down and we were able to start working comfortably again. However, just _____ the evening shift started, the computer went down again. The computer technicians were called in and _____ 22.00 they had the computer running again. _____ that, there were no problems _____ the night shift. The morning shift reported for duty _____ time at 06.00.

Transfer

Murphy's law states, 'If anything can go wrong, it will.' Write about one such occasion in the form of a log and use as many prepositions of time as possible.

71

A Sample sentences

- We had to wait in a queue of traffic to get into the parking area.
- The goods are moved from the stock room to the shop shelves.
- The stores have prices displayed on the shelves.

B Form

We use a preposition before a noun or noun phrase:

into the parking area
from the stock room

We can divide prepositions of place into:

1. place prepositions
2. position prepositions
3. movement prepositions

1. Place prepositions

The preposition we use depends on our view of an object. The object may be:



a volume with three dimensions of height, length and width, e.g. a room, a carton



a surface with two dimensions of length and width, e.g. a page, a shelf



an area enclosed by boundaries, e.g. a car park, a garden

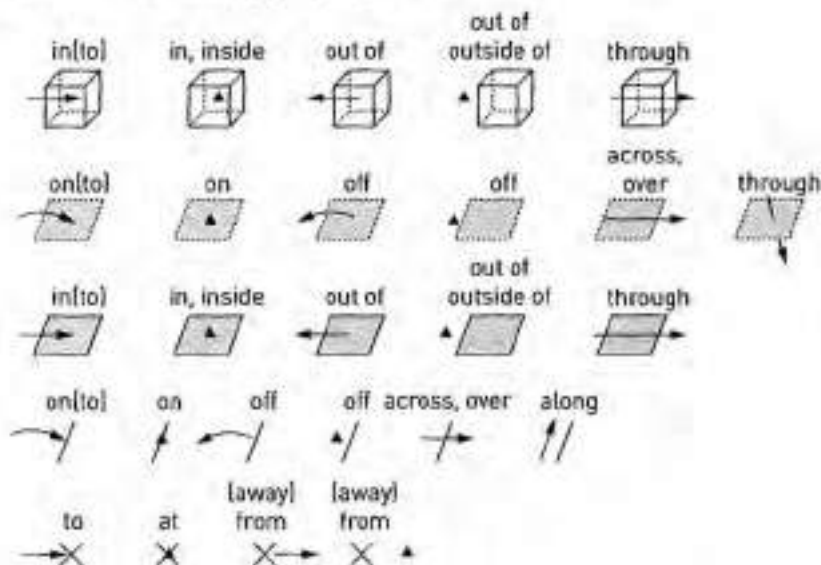


a line with one dimension of length, e.g. a conveyor belt, a motorway



a location without any specific dimensions, e.g. a meeting, work

So we have the following prepositions:



2. Position prepositions

These describe the relative position between two objects. The main prepositions are:

above below over under in front of behind
by beside on top of beneath next to

The hotel is next to the airport.

There is a car park behind the hotel.

Notes

Over/under and above/below:

We normally use **over** and **under** to describe a direct vertical relationship:

Finally, print your name under your signature.

We use **above** and **below** to say that one object is higher or lower than another:

300 metres below sea level

20 degrees above zero

3. Movement prepositions

The main prepositions are:

into out of towards away from along through
behind in front of along across over onto
up down around outside

Go through that set of doors and along the corridor to the main office.

There's no need to knock; just go straight into the room.

C Uses

In addition to the above rules, notice the following expressions:

1. With at:

At the top/bottom of the next page

At the beginning/end of the contract

At the front/back of the factory

I arrived at the station shortly before the scheduled three o'clock departure.

[arrive at a building]

cf. I arrived in Portugal yesterday. [arrive in a country or city]

Some students stay at university until they are 30. [also: at school/work]

She started work at 16/at the age of 16.

Weeks later, the damage was at last repaired.

2. With in:

She is in the UK/in London. [with countries, towns and villages]

He is in hospital for a check-up. [He is a patient.]

cf. He is at the hospital. [He is visiting, i.e. not a patient.]

She is in prison/church/school/work. [i.e. institutions]

She is in business/computers/plastics/medicine. [showing type of employment]

3. With on:

Take the first turning on the left/right. [not: on the left side]

You'll find my office on the ground floor.

We use an organic fertilizer on top of the soil.

London is on the river Thames.

4. In versus into versus to:

We drove in France. [inside France]

We drove into France. [We entered France from another country.]

We drove to France. [France was our destination by car.]

5. To have been to:

Have you ever been to the USA? [have been + to = to have gone and returned from, i.e. Have you ever visited ...?]

Exercise 1

Complete the spaces in the following conversation using words from the box. You will have to use some of the words more than once.

at through over in to from on near along around out of across
--

A: What field of business are you _____?

B: Computers.

A: Oh, that's interesting. I have a sister who used to be _____ computing but she's _____ prison now.

B: Prison?

A: Yes - software fraud.

B: Oh dear! Are you American?

A: No, I'm _____ Canada. And you?

B: Florence, Italy.

A: Oh how beautiful. I was there a few years ago with my wife.

B: Really?

A: Yes, we flew _____ London, hired a car _____ the airport, had a look _____ London, took a ferry _____ the Channel, drove _____ France, _____ the Alps ...

B: You didn't go _____ Monte Bianco?

A: Mont Blanc? No, we went a longer route, _____ Col di Tenda. Then we drove south _____ Florence. What's the river _____ Florence? I never remember.

B: The Arno.

A: Oh yes, Florence is _____ the Arno.

B: Where did you stay?

A: I don't remember, _____ a hotel. Maybe _____ the Grand Hotel, is that possible?

B: The Grand? No, I don't know that one. Did you go anywhere else _____ Italy?

A: Sure - we went _____ Rome. We walked _____ the Via Appia Antica for six hours! It was wonderful! Then we had to leave. We flew _____ Rome.

B: It sounds a good trip.

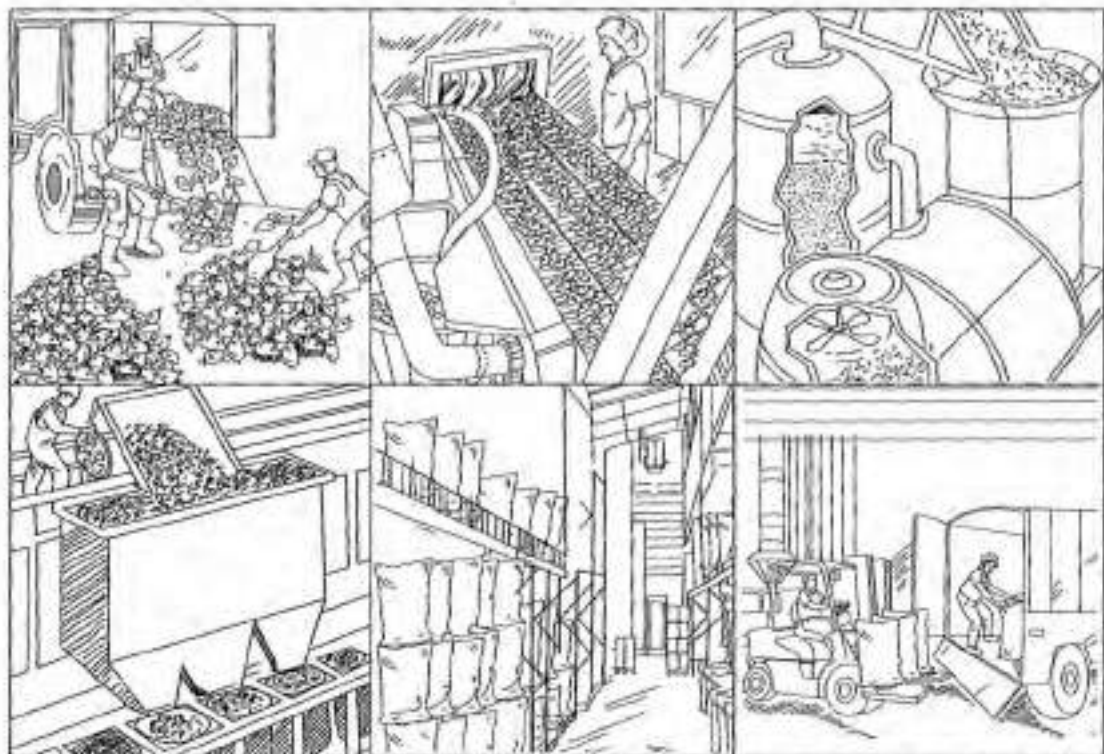
A: It was great! Say, have you ever been _____ Canada?

B: Yes I have. I stayed with a friend _____ Vancouver - about 40 miles away.

Exercise 2

The text below describes the processing of sugar beet to make sugar and animal feed. Fill the spaces in the text with an appropriate preposition from the box. You may have to use some of the words more than once.

out of outside onto into
along off in



The beet is taken _____ lorries and stored _____ piles _____ the processing area. The beet is sent _____ a system of channels _____ the processing area. It is shredded and dried _____ a huge cylindrical drier. Dried shreds of beet are packed _____ bags and sold as animal feed. The sacks of animal feed are stored _____ a large warehouse before being loaded _____ lorries for despatch. The main sugar production involves treating the liquid sugar which comes _____ the beet _____ the drying process.

Transfer

Write a short description of a process you are familiar with. Your chosen process could relate to any of the following: production, payment, distribution, research, etc.

72

A Sample sentences

- **As I said at our last meeting, I hope to be able to give a more detailed report soon.**
- **She has worked for the corporation as a field manager for the last three years.**
- **We offer help in areas like acquiring premises or employing staff.**

B Form

Both **like** and **as** are prepositions. **As** is also a subordinating conjunction [see Unit 38].

C Uses

Both **as** and **like** mean 'the same as' or 'similar to'.

1. As:

She works as a field manager. (That is her real job.)

As I said at the meeting, I hope to give a detailed report soon. (as + subject + verb);

not: like + subject + verb)

The prices are as shown on our website. [= those shown on the website]

The current yearly rates of subscription are as follows: Ordinary £3.00; Junior £1.50;

Household £4.50. [= those now to be specified]

We accept credit cards, such as American Express and Visa. (for example)

2. Like:

The office is a lot like a family, and everyone seems to have a lot of fun. (It is not really a family.)

We accept credit cards like American Express and Visa. (such as)

We offer help in areas like acquiring premises or employing staff. (not: to acquire, because like is a preposition and is therefore followed by verb ...ing - see Unit 13)

These companies, and others like them, are replacing the old system with a digital system.

[= similar to; notice the object pronoun after the preposition like - see Unit 59]

3. Like versus as:

After the restructuring we started to operate as a profit centre. [= We became a profit centre.]

After the restructuring we started to operate like a profit centre. [but we did not actually become a profit centre]

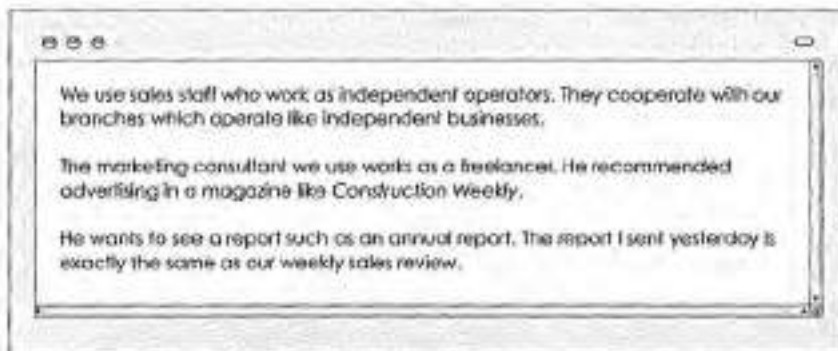
Exercise 1

In the following passage, label the uses of **as** with **C** (for conjunction) or **P** (for preposition).

As you know, we have an important decision to make. As we plan for the new year, we have to decide if we want to continue advertising through sponsorship, as we did this year, or change our policy. As sponsorship is expensive, to stay with it is not a small decision. On the other hand, other forms of advertising, television as much as online advertising, may be less effective. As marketing manager, I do of course have a personal view on this.

Exercise 2

The following extract is part of an email from a marketing manager of a European subsidiary to his Head Office in the United States.



Now mark the following as **TRUE** or **FALSE**.

1. Our sales staff are not actually independent operations.
2. Our branches are not really independent, but they work in a way that is similar to independent operations.
3. We use a marketing consultant who is independent from us.
4. He suggested advertising in *Construction Weekly*.
5. He wants to see a report which is similar to an annual report.
6. The report was just like the annual sales review.

Exercise 3

Complete the spaces in the following sentences with an appropriate word or words.

The Munich Trade Fair was _____ successful _____ in previous years. The last day was _____ a carnival - there was such optimism from everyone involved. A fair always has useful advantages, _____ meeting new customers, seeing competitors' work, meeting friends and of course it gets a lot of publicity. But a lasting benefit is always that a good stand at an international exhibition _____ Munich clearly shows that we are a leading player in the world market. _____ we know, a high profile is essential to maintain our reputation for strength in the market.

Transfer

Write five sentences about yourself including **as**, **like** or **such as**.

Appendix 1

PREPOSITIONAL VERBS

See also: Unit 33: Verb + preposition

- agree to** something (= accept)
They have agreed to our proposal to speed up the whole project.
- agree with** somebody/something
I agree entirely with you.
- allow for** something
In the winter we must allow for delays of up to 3 weeks.
- amount to** something
The consultancy fees amounted to more than we had expected.
- apologise for** something
I must apologise for keeping you all waiting.
- apply for** something
I have just applied for membership of a professional organisation.
- approve of** somebody/something
After watching the way George handled the crisis, I have to say I completely approve of his action.
- attend to** somebody/something
I will attend to this matter as soon as possible.
[Note: to attend a meeting]
- complain (to somebody) about** somebody/something
I'm going to complain to them about their poor delivery.
- conform to** something
All our products conform to European standards.
- consent to** something
They have consented to a display of their new products at the show.
- consist of** something
The equipment consists of three main parts.
- depend on** something
The date of the meeting will depend on when the sales director is free.
- hear about** something
Have you heard about the new appointment?
- hear from** somebody
I hope to hear from you after you have looked at our proposal.
- hope for** something
We are hoping for a big improvement in productivity next year.
- insist on** something
They have insisted on a meeting with the director.
- look at** somebody/something
Have you had a chance to look at our proposal yet?
- look for** somebody/something
We are looking for enthusiastic agents in all parts of Europe.
- look forward to** something
We are all looking forward to meeting you.
- pay (somebody) for** something
We must pay them for the parts before the end of the month.

refer to something

If you refer to the contract, you will find details of the schedule.

rely on somebody/something

You can rely on them; they are totally dependable.

succeed in something

Congratulations! You have succeeded in getting the Saudi contract.

think about something (= concentrate)

At present we are thinking about your offer and will get back to you shortly.

think of something (= consider)

We are thinking of setting up a joint venture, but we would like some more information about the trading possibilities first.

wait for somebody/something

We must contact them; they are waiting for our answer.

Appendix 2

OBJECT + PREPOSITIONAL VERBS

See also: Unit 34: Verb + object + preposition

accuse somebody of something

They accused the Finance Manager of falsifying the company's accounts.

advise somebody of/about something

Please advise us about any changes in the legislation.

compare somebody/something with somebody/something

Of course you can't compare Peter with George. They are totally different.

congratulate somebody on something

We'd like to congratulate you on your appointment.

convince somebody of something

We just can't convince them of the superiority of our products.

describe something to somebody

Let me describe the main parts to you.

divide/cut/split something into something

I've divided my presentation into three main parts.

do something about somebody/something

We must do something about Sarah. She seems very unhappy.

explain something to somebody

First of all I'd like to explain the operating system to you.

First of all I'd like to explain to you how the system operates.

interest somebody in something

Finally we have managed to interest them in the new model.

prefer somebody/something to somebody/something

In fact we preferred the old model to the new one.

prevent somebody from something

The bad weather prevented us from delivering the goods on time.

protect somebody/something from somebody/something

The new legislation protects us from unfair competition.

provide somebody with something

We would be happy to provide you with references.

remind somebody of something

Let me remind you of the recent changes in the organisation.

spend money on something

Last year we spent a lot of money on new equipment.

tell somebody about something

Please can you tell us about the new developments.

Appendix 3

PHRASAL VERBS

See also: Unit 35: Verb + adverb (phrasal verb)

break down

I'm going to call the engineers because the machine has broken down again. (stop working)

bring about

The new appointments should bring about radical changes in the organisation. (cause)

call off

I'm afraid I'm going to have to call off the meeting. (cancel)

call round

The next time that you're in the area, please call round. (visit)

close down

After long negotiations they have decided to close down the factory. (stop the operations of)

come along

As you are here, why don't you come along for a meal with us this evening. (come)

fill in

Before the appraisal interview, make sure that you fill this form in. (complete by writing in relevant information)

find out

Can we find out how long they have been buying from ABC? (discover)

look over

I'd like half an hour to look over the figures before the meeting. (examine quickly)

make up

I don't believe that story about the contract in China; I think he made it up. (invent something that is not true)

move in

Everything is ready at the new offices; we're moving in next week. (move to a new office or house)

put on

Why don't you put on the heating; it's very cold in here. (turn on)

send back

If you don't like the goods, you can always send them back. (return)

speak up

I'm sorry, I can't hear you very well. Could you please speak up. (speak louder)

speed up

This is a very busy period for us; so we need to speed up production. (make faster)

throw away

Please make sure that you throw away the empty packaging.

turn down

It's a very attractive offer, but I'm going to have to turn it down. (reject)

turn up

You don't need a ticket to get in; you just turn up. (arrive)

walk through

On the next part of the tour, we are going to walk through the despatch hall.

write down

They've quoted a price but they haven't written down the part numbers.

Appendix 4

VERBS OF SPEAKING

See also: Unit 39: Reported speech (1)

*accept add affirm agree allege announce
answer argue assert claim comment
communicate convey declare demonstrate
disclose divulge emphasise explain highlight
imply indicate inform maintain notify prove
recount repeat reply report restate reveal
show state stress suggest transmit tell*

Appendix 5

VERBS OF COMMANDING, REQUESTING, QUESTIONING AND REPORTING

See also: Unit 40: Reported speech (2)

1. Commanding:

*brief command direct instruct request
require tell*

2. Requesting:

ask beg call for implore invite press urge

3. Questioning:

*ask demand examine inquire investigate
query question*

4. Reporting:

Some of these verbs take a subordinate clause [1]; some take an infinitive with **to** [2]; and some take both [1,2].

convince [1,2] *encourage* [1,2] *entreat* [2]
indoctrinate [2] *invite* [2] *motivate* [2]
persuade [1,2] *threaten* [2] *urge* [1,2]
warn [1,2]

Appendix 6

NOUNS

See also: Unit 48: Nouns

- The following nouns have only a plural form [-s] and take a plural verb:
archives arrears assets [belonging to a company] *contents customs* [taxes] *funds* [money] *headquarters outskirts premises* [buildings] *savings surroundings thanks*
- The following nouns are uncountable singular:
accommodation advice baggage equipment furniture information luggage machinery permission progress traffic travel trouble weather work
We're planning to invest in new *machinery*. [uncountable]
We're planning to invest in new *machines*. [countable plural]
- Uncountable common nouns:
 - These nouns ending in **-ics** are usually singular:
economics tactics politics mathematics ethics
 - News* is always singular.
 - Substances are often singular, e.g. *oil, butter, petrol, coal and wine*. They can be used as countable nouns when they mean 'a type of':
We now sell three *butters*. [three types of butter]

Appendix 7

ADJECTIVE DERIVATIONS

See also: Unit 51: Adjectives versus adverbs

ending	noun/verb	adjective
-ite	define	definite
-ful	use	useful
-al	economy	economical
-ive	product	productive
-able/ible	agree	agreeable

ending	noun/verb	adjective
-lial	manager	managerial
-less	accident	accidental
-ic	hope	hopeless
-ous	economy	economic
-ing	number	numerous
-ed	interest	interesting
	interest	interested

Appendix 8 www.tienganhedu.com

ZERO ARTICLE

See also: Unit 58: Articles

We do not use an article (**the** or **a**) with certain types of words.

- Names of meals:
breakfast lunch dinner supper
I usually eat lunch in the company canteen.
What do you eat for breakfast?
But: I usually eat a small breakfast before going to the office.
- Institutions:
school college university church prison hospital
I went to university in Sheffield, before joining the company.
cf. The University of Sheffield has quite a good reputation.
The university in Sheffield has quite a good reputation.
- Some common words:
bed work home
What time do you normally finish work?
I'm usually at home at the weekend.
most half both
Most managers have had some overseas experience before joining us.
At least half of the problem was their fault.
Both plans have been approved.

Answer Key

(M) = Model/suggested answers

TASKS 1

The Present Continuous

Exercise 1 (M)

Now I am planning a new project.

At the moment we are working with our R & D department.

At present our department is designing new solutions.

Currently they are installing a new network.

Now we are planning new solutions.

Are they planning a new network at the moment?

Exercise 2

Activity ...	Temporary ...	Fixed ...
(4)	(1) (2) (3)	(5)

Exercise 3

- Now John is finishing preparations for a meeting tomorrow.
- Tomorrow morning, Michael, John and Patrizia are having a meeting.
- Tonight Michael is meeting Felix to discuss the trip to Japan next week.
- Tonight John isn't meeting Felix and Michael.
- Next week they are going to Japan.

TASKS 2

The Present Simple

Exercise 1

Softcraft produces computer software for business applications. The company **supplies** programs for general business applications. In addition, Softcraft **develops** customised software for individual requirements. Softcraft **employs** 85 people. About 40 of these **work** in program development. The company also **uses** external consultants.

Exercise 2

What does TMF produce?	→ We make office furniture.
How many employees does the company have?	→ 500.
How often do you participate in trade fairs and exhibitions?	→ We go to 1 or 2 a year.
They're very expensive.	→ I think they're a good investment.
When is the next trade fair?	→ It's in Frankfurt, in September.
What about the fashion in design these days?	→ It changes frequently.

Exercise 3

- We always provide a good service.
- I often have face-to-face meetings with new customers.
- Our company occasionally employs external consultants.
- I am/I'm usually busy in summer.
- He hardly ever has meetings in the morning.
- I rarely see the Senior Vice-President.
- We never write reports.

TASKS 3

The Past Simple

Exercise 1

On Monday Diano S.p.A. **reported** increased profits for the year. Exports **climbed** by 20 per cent last year but domestic sales **fell** by 5 per cent. Two months ago the company **set up** new sales offices in France and Singapore. On the Milan Stock Exchange yesterday the company's share price **rose** by 0.15 euros to €1.11.

Exercise 2

J: When **did you begin** negotiations?

D: We **started** three months ago.

J: And you reached agreement this morning?

D: That's right.

J: Was the original idea yours or Fallon's?

D: At first we **approached** Fallon and we **put forward** some outline proposals.

J: **Did you have** any major problems?

D: No, as you know, we **met** many times and we **reached** agreement today.

Exercise 3

In January 2010 TELCO reported profits of \$28m – an increase of 25 per cent. In June TeleResearch (TR) produced a prototype of the Linco Mobile Phone and in October offered Telco a licence agreement. One month later Telco offered to buy the Linco Mobile Phone for \$2.5m. TR rejected the offer and then in January 2011 Telco suggested a joint venture. Negotiations began and in April 2011 Telco and TR formed a joint venture company, Linco.

TASKS 4

The Past Continuous

Exercise 1

I was researching new ideas when they found a solution.

Mrs Ford was writing a report when she resigned.

The production team were designing a new plant when the Director abandoned the project.

The manager was researching a report when I resigned.

Exercise 2

- We **were reviewing** safety procedures when the accident **happened**.

- While we **were cleaning** the tanks the chemicals **polluted** the river.
- The plant was **operating** at full capacity before the explosion **happened**.
- We **turned off** the supply because the pipe was **leaking**.
- As the equipment **was getting old** we **decided** to replace it.
- When the fire **started** she **was wearing** protective clothing.
- While the company **were investigating** the accident the government **introduced** new regulations.
- The risk of explosion **was highest** precisely when the workers **were repairing** the pipe.

Exercise 3

On Monday at 16.30 a construction worker was hurt at the Iribas plant. The foreman said that four men **were working** on a roof when a crane **hit** the wall of the building. One of the men **slipped** and **fell** to the ground. The crane driver **tried** to lift a metal pipe when he **lost** control. A preliminary report identifies three factors which contributed to the accident; the injured worker **was not wearing** a safety harness. The crane **was working** in a prohibited area. It **was raining**, so work should have been stopped.

TASKS 5

The Present Perfect Simple

Exercise 1

- Mennis plc have not contacted us recently.
- I have not spoken to Frank yet.
- We have not ordered anything today.
- Paolo hasn't called you yet.
- Mr Joyce has sent the goods today.
- She has not arrived yet.

Exercise 2

Last year our company **reported** a small increase in profits. This year we **have seen** continued improvement and our turnover **has risen** by 15 per cent. This is very good news in a difficult world market. In fact internationally, the market **has fallen**. Naturally, our costs **have gone up** and so the rise in profits is not so great. It is true that our domestic performance **has been helped** by the collapse of our competitor, Capra & Pecora, which **went out of business** in January.

Exercise 3

Activity at some non-specific time in the past with an impact or result in the present or future.	Activity within a period of time which is not yet finished.	Activity which started in the past and continues to the present.
in Asia there has been increased growth we have been involved in the insurance market	we have already seen sign of improvement.	recent times have been difficult the world economy has suffered a downturn this sector has grown rapidly

TASKS 6

The Present Perfect Continuous

Exercise 1

- You've been working for Paulus & Company for many years.
- You haven't been working for Paulus & Company for many years.
- Have you been working for Paulus & Company for many years?
- They've been selling shares since January.
- They haven't been selling shares since January.
- Have they been selling shares since January?

Exercise 2

- George has been working too hard recently. (period)
- He has made a lot of mistakes. (point)
- He has been travelling all over the country. (period)
- He's even had a couple of minor road accidents. (point)
- He's asked for some time off work. (point)
- We've been thinking of ways to help him. (period)

Exercise 3

Dear Bob,

We've been advertising for six months in national newspapers. We've interviewed five candidates but we haven't been able to fill the position.

This month we've placed an advertisement in the Sales & Marketing Journal.

I've talked to the 'Head Hunting' agency. This seems to be an increasingly probable solution. Any comments?

Best regards
Henriet

TASKS 7

The Past Perfect

Exercise 1

- The plane had left when they reached the airport.
The plane hadn't left when they reached the airport.
Had the plane left when they reached the airport?
- She had already signed the contract when you called.
She hadn't [already] signed the contract when you called.
Had she already signed the contract when you called?
- You had sent the report before we noticed the mistake.
You hadn't sent the report before we noticed the mistake.
Had you sent the report before we noticed the mistake?

Exercise 2

- We had already sold the shares when the market fell.
- I had already met Mrs Haan before the Seville Trade Fair.
- We had already designed a new logo before we designed the packaging.

Exercise 3 (M)

71 per cent of women aged 18–25 had bought clothes in the previous week.

62 per cent of men aged 18–25 had bought clothes in the previous week.

49 per cent of men aged 26–35 had bought clothes in the previous week.

Only 31 per cent of men aged 36–45 had done so.

More women than men had bought clothes in the previous week in all age groups.

For both men and women the youngest had bought clothes more than older age groups.

TASKS 8

The Future with Will

Exercise 1

- I think I'll go to Athens soon. [1]
- Are you thirsty? I'll get you something to drink. [1]
- We'll watch a short film, then we'll see the production plant. [2]
- Hold on – I'll just phone Marta to ask her. [1]
- When you come, I'll introduce you to Maria Penrose, our Finance Manager. [1]
- There'll probably be a fall in profits in the spring. [4]
- Perhaps I'll get to Sydney next year. [4]
- I expect you'll stay in a hotel, won't you? [3]
- John has arrived. I'll go to meet him. [1]
- The report will be ready on Monday. [2]

Exercise 2

- It'll be about cost savings.
- I think it'll be easy.
- I'll call the repair man.
- I'll telephone her.
- We won't meet Bergit.

Exercise 3 (M)

- After a verb of mental activity.
I expect there'll be a rise in inflation.
- A neutral activity as part of a process, e.g. a presentation.
First I'll explain the background.
- A neutral activity in the future.
The launch will be in January.
- Activity decided at the time of speaking.
It's time for the news. I'll go and listen, then I'll tell you if there's anything there about share prices.
- In the main clause of conditional I sentences.
If I go to Warsaw I'll visit Mr Zabinski, our sales rep there.

TASKS 9

The Future with Going To

Exercise 1

Sentence	Action already decided	Intention	Activity based on present situation
1			✓
2	✓		
3		✓	
4	✓		
5			✓
6	✓		

Exercise 2

Product A is an old product, nearing the end of its life. As the graph shows, sales for Product A **are going to fall** whereas sales for product B, which is very profitable, **are going to rise**. Because of this, we **are going to cut** production of A and at the same time concentrate efforts on B. In addition, we **are going to launch** a new product, C.

TASKS 10

The Conditionals (1)

Exercise 1

- if you **come**, we'll discuss it in detail.
- if we **reached** agreement, we'd sign the contract the same day.
- Unless there is a major problem, we'll **need** only one day.
- if we have good advertising, the product **will be** a success.
- if there **were** an easy solution, we would have avoided the problems.
- if we had taken your advice, we **would have spent** more money.

Exercise 2

- if the sales are poor, we'll change the distribution network.
if the sales were poor, we'd change the distribution network.
if the sales had been poor, we would have changed the distribution network.
- If there is high demand overseas, we'll increase the Export Sales team.
If there were high demand overseas, we'd increase the Export Sales team.
If there had been high demand overseas, we would have increased the Export Sales team.
- If there is a world recession, there'll be a drop in the world market.
If there were a world recession, there would be a drop in the world market.
If there had been a world recession, there would have been a drop in the world market.

Exercise 3 (M)

- If you stopped work, there would be no protection for your family.
- If you spent a period in hospital, you would have no cover for hospital fees.
- If your house caught fire, you would have insufficient cover to replace lost items.
- If you had a road accident, you would not be covered for legal expenses.
- If (the worst happened and) you died, you would have no life assurance.
- If you had no life assurance, your family would be left with no money.

TASKS 11

The Conditionals (2)

Exercise 1

Deposit and payment

No holiday booking will be accepted unless accompanied by the necessary deposit. A confirmation will then be issued once the deposit has been received. The balance may be paid at any time provided it is not later than eight weeks before departure.

Changes to bookings

As you will appreciate, your holiday arrangements are planned many months in advance and on rare occasions it may be necessary to make changes. In the unfortunate event that we have to make major changes, you will be entitled to compensation as shown in Appendix 1. However, you will only be entitled to compensation on condition that you contact our office not later than seven days after notification of the proposed changes. Provided that we can substitute a holiday of similar quality, there will be no entitlement to compensation.

Misbehaviour

We reserve the absolute right to terminate without notice the holiday arrangements of any person in the case of misbehaviour likely to annoy other passengers.

Should you have a problem

Should you have a problem, remember that our representatives are on hand to help.

Exercise 2

1. d. 2. f. 3. a. 4. e. 5. b. 6. c.

Exercise 3

- Should the policyholder wish to extend this policy, he must notify the company before the policy expiry date.
- Should the policyholder not contact the company before the expiry date, the company shall be entitled to terminate the agreement.
- Were the policyholder subsequently to decide to renew the policy, the company would be entitled to charge an introductory fee.
- However, were the company to decide not to renew the policy, for whatever reason, they must inform the policyholder within seven days.
- Were the company not to inform the policyholder within the specified time, they may not refuse to renew the policy.
- The company may terminate the contract:
 - should the policyholder not disclose all the relevant information;

- were the policyholder to contact the company before the expiry date;
- had the policyholder failed to pay the full premium by the agreed time.

TASKS 12

Tense Review

Exercise 1

Mantegna S.p.A. was founded by Leonardo Mantegna in 1972. Until 1975 the company had only a small factory in Verona producing mainly steel pipes. In 1976 a new plant was opened in Milan and the company began manufacturing valves. In 1995 the Head Office was moved to Milan. In 2000 Mantegna rejected an attempted takeover by Echo Inc., Chicago. In the next ten years sales offices were established in 48 different countries. Now the company has a turnover of \$450m and produces a range of over 400 products. The company is planning expansion into the automotive sector. Next year there will be a new plant in the United Kingdom and the company plans to open a plant in Boston, Massachusetts in three years.

TASKS 13

Verb ... ing

Exercise 1

Dear Peter

On checking the above file we find that you are correct in thinking the cost estimates for the coming year are excessive. We regret that in calculating labour costs some errors appeared in our analysis. We are presently repeating the study which involves reviewing all the figures.

Working in partnership with Harris & Co is proving very useful and we are sure that there will be many benefits. We look forward to having a joint meeting soon. We are also involved in calculating costs for the following year and will let you know as soon as they are finished.

We must meet soon, otherwise we risk not having everything ready for the MD in June, but it's not worth fixing a date today, as I don't yet know my movements for the rest of this month.

Best wishes,

Harriet

GORLIZ & ZIMMERMAN

11436 S. Bundy Drive, Auckland 45057

Telephone (1) 503 786432, Fax (1) 503 786333

Subject of verb	Object of verb	After preposition	Continuous verb form
working	reviewing	on checking	repeating
	having	is thinking	proving
	not having	is calculating	
	fixing		

Exercise 2

- We are interested in **seeing** your plant.
- Launching** new products is essential for the survival of the company.
- We look forward to **hearing** from you.
- He suggested **meeting** us next month.
- Clarifying** our policy is an essential prerequisite to improving products.
- By delaying we risk **losing** the contract.

Exercise 3

- She said the products were old, and investing more in R & D was essential.

- There was a lack of money in the company, and she suggested having a rights issue.
- Overstaffing should be solved by reducing the workforce.

TASKS 14

Infinitive

Exercise 1

'We need to **increase** (PS) research to **develop** (PS) a completely new model. **To have begun** (PP) the research earlier would have cost much less money. However, **to delay** (PS) now will cost even more. Some members of the board appear **to be recommending** (PC) simple modifications to the existing range. This is a very short-sighted strategy. **To rely on** (PS) old models during a fall in the market is quite wrong. We have **to plan** (PS) for the long-term development of our product range. As I said, it would have been better **to have put** (PP) more cash into the project two years ago. Now, **to be talking about** (PC) relying on continued production of a range that is declining is clearly not sensible. This, to me, is absolutely clear. If we want **to be** (PS) in control of the situation in the future, we have **to understand** (PS) it now.'

Exercise 2

Dear Terry,

It is going **to be** difficult to reach agreement with Emmy over the advertising material. Their principal negotiator, Stella Ragione, appears **to want** a large downpayment on signature of contract - probably near 50 per cent. We plan **to tell** her that this is impossible. We are happy **to discuss** the possibility of an advance but personally I believe it would be a mistake **to agree** to anything above 20 per cent. **To clarify** our position immediately could save us time.

I suggest we inform Miss Ragione of our views on the matter. We should also make it clear that Morville Partnership (Marseille) are happy **to take on** the project and their reputation for high standards is as good as Emmy's. We need **to resolve** this very soon, as time is short.

Best regards
Sarah

Exercise 3

- We want to talk about the problem of transport.
- We delayed **having** a meeting.
- We decided **not to have** a meeting.
- We started to consider the alternatives.
- We avoided **having** an accident.

Exercise 4

- To begin** the research earlier would have cost much more money.
- To delay** now will cost even more.
- We have **to decide** on our priorities.
- My impression is that **to increase** production is a high-risk strategy.

- To invest** more during a fall in the market is quite wrong.
- It would have been better **to have put** more cash into the project two years ago.
- To have commissioned** more market research would have helped.

TASKS 15

Verb ... ing or Infinitive + to

Exercise 1

- I'd like **to attend** the conference.
- I remember **meeting** your colleague in Osaka.
- I tried **to phone/phoning** you last week but I think you were away.
- We like **to test** the goods before we despatch them.
- We tried **asking** for payment on delivery but in practice we had to allow 30 days.
- We would like **to make** a formal agreement.

Exercise 2

- We'd like to have a meeting.
 - We want a meeting.
- We stopped to visit suppliers in Budapest.
 - We interrupted our journey so we could visit them.
- Have you tried sending goods by train?
 - Have you experimented with the idea of using the train?
- We remembered to send publicity material with the goods.
 - We did not forget to send the material with the goods.

Exercise 3

- I **tried to call** you yesterday but without success.
- I **remember sending** you a tender for the Apple Project but we have had no reply.
- We **like to contact** potential customers to check their reactions to tenders.
- I am sure that if you **stop to think** about our offer you will agree that the price is fair.

TASKS 16

Verb + Object + Infinitive

Exercise 1

OFFICESPACE

We will **help you solve** your space problems. We **invite you to share** in a whole new concept in office design! Our modern office systems **allow you to create** additional space at little extra expense. We can **enable you to redesign** working areas to maximum advantage! If you **would like us to send** you details of this amazing offer, email us on office.space@mail.co.uk. Or if you would prefer to telephone us, simply ring 0800 and ask for Freephone OFFICESPACE.

Exercise 2 (M)

- I persuaded you to come.
- Joanne does not allow purchasers to accept gifts.

3. We want the report to be destroyed.
4. She can help new recruits understand.
5. Henry would prefer me to resign.

Exercise 3

1. The report made us to review our forecasts.
 The report made us review our forecasts.
2. The report failed to identify the cause of the accident.
3. This allows to make further investments.
 This allows us to make further investments.
4. We want that you respect the terms of the contract.
 We want you to respect the terms of the contract.
5. We asked them to advance the order by two months.
6. We would like that you to come to the meeting.
 We would like you to come to the meeting.
7. The contract does not permit that we increase the price.
 The contract does not permit us to increase the price.

TASKS 17

Will and Would

Exercise 1

- A: This is the contract for the transport of the order to Singapore. Would you check it for me?
 B: Of course. I'll do it now.
 A: You'll see, they **wouldn't** agree to pay the insurance.
 B: Really? I think that other company, TransWorld, would pay it.
 A: No, on the contrary, they **wouldn't**. But if you like I'll ask them.
 B: No, **don't**. I'm sure **you're** right.

Exercise 2

- Helena:** Oh, Martina. You know about the despatch of the KMB order tomorrow? **Would** you check that the transporters will arrive early?
Martina: Of course I **will**, I'll phone them now.
Helena: And do you know if they'll reach the ferry terminal in time for the 2 o'clock sailing?
Martina: I spoke to them yesterday. They said they **would**.
Helena: And **did** they agree to bring back the faulty goods?
Martina: No, they **wouldn't** do that this time because the lorry is going on to Bari with other goods. They said they'd bring the faulty goods another time.
Helena: I see. That's a pity.

Exercise 3

1. Excuse me, would you help me book a flight to Manchester?
2. Of course I will. [I'll do it now].
3. If you want, I'll help you unload the goods.
4. Yes it will.
5. No they won't.

TASKS 18

May and Might

Exercise 1

1. Stock levels **may** rise in the final quarter of the year.
2. **We may not** have any SuperFix in stock.
3. **We may/might change** to a just-in-time method of procurement.
4. **We may** need to increase the quantity we hold in stock but our present suppliers **might** not be able to meet our needs.
5. If the quality is not good enough **we may/might** change our suppliers.
6. **May** I check stock levels today instead of tomorrow?
7. If you check stock levels today instead of tomorrow **you might** get inaccurate information for the month.
8. **We may already be** using that supplier.

Exercise 2

1. Yes, it **might** damage our reputation.
2. If we don't, the public **may/might** misunderstand our intentions.
3. We'll have an 'open' day when everyone **may** visit the factory.
4. If we don't, we **may/might not** get the support we want.
5. No, I said they **may** come.
6. I don't know. They **may/might**, or they **may/might not**.

TASKS 19

Can and Could

Exercise 1

- A: **Can** I see you next week?
 B: Of course **you can**. **Could** you come on Monday?
 A: No, sorry, I **can't** come then. If it is okay with you, I **could** come on Tuesday.
 B: Excellent. **Can you** confirm by email?
 A: Certainly. I **can** do that now. Oh, another question. **Could** I bring my colleague, Mr Lee Wang?
 B: Of course **you can**. I look forward to meeting him.
 A: Thanks very much. See you next week.

Exercise 2

2. They **could** find the theory difficult.
3. The manager told Piero that he **could** do the course.
4. After the course you **can** carry out major maintenance.
5. This course was not available last year so Gautier **couldn't/can't** have this qualification.
6. Due to company cuts, the department **could not** spend money on the course.

Exercise 3

Ability		Possibility		Permission	
past	present	present	future	past	present
5	3	4	6	7	1 2

TASKS 20

Must, Mustn't and Needn't

Exercise 1

The colour of the plastic is not right. The liquid must have been (D) too hot. This batch must be (O+) withdrawn but we needn't (-O) stop the production. Obviously we must (O+) check the temperature control. We mustn't (O-) leave it as it is or the same thing will happen tomorrow.

Exercise 2 (M)

- Obviously we mustn't pollute rivers.
- We needn't build an expensive purification plant.
- We must make small changes to production methods.

Exercise 3

We had to look at our production control procedures. We didn't need to examine every step in the process, but we had to ask all employees how we could improve the system. Of course, the management fixed the rules; but we had to implement them.

Exercise 4

- Miriam is late. She had another meeting this morning but it **must have** finished by now.
- The goods are faulty so we **needn't** pay for them.
- The production costs are too high. We **must** reduce them.
- The system is dangerous. We **mustn't** continue using it.
- The valve broke so we **had to** replace it.
- The supervisor says we **have to** report any leakage. Last year we **didn't need to** report small leaks.

TASKS 21

Shall and Should

Exercise 1

- A: Shall we wait for Peter? [Sugg]
 B: Yes, he should be along any moment. [Pr]
 A: Is he staying all morning?
 B: He certainly should. [Ob] We've important things to discuss.
 A: While we're waiting, shall [Sugg] I show you the report?
 B: No, I shall [Fut] look at it in detail this afternoon. I think you shouldn't [Ad] say anything about it until Peter's here. Should [Cond] it be controversial, he'd want to be the first to know.

Exercise 2

- Picture A - 2
 Picture B - 1
 Picture C - 3

- Picture D - 6
 Picture E - 4
 Picture F - 5

Exercise 3

- Shall we have some lunch now?
- Should we change the schedule?
- You shouldn't continue with this!
- She should arrive at about 5 o'clock.
- The report should be good.
- Should you want to see the machine in operation, please contact us.

Exercise 4

Friends, I'm going to talk about new production plans. First **Let's** talk about the 24-hour production line at the Frial plant, then I want to say something about our new automated line at Rimini. So, Frial. Production **should** start in June. I think we **should** begin with a low output - say about 50 per cent of capacity. In this way any bugs **should be** eliminated early without creating chaos. **Shall** I describe the line in detail? If not, you **should** read the report that **should be** ready at the end of next week. Now, if we start at 50 per cent capacity, the production output will be about the same as it is now for the initial period. This **shouldn't be** a big problem...

TASKS 22

Active

Exercise 1

- The cost of living is **rising** faster than ten years ago. (I)
- We need to **reduce** costs. (T)
- Manufacturing companies are **experiencing** major problems. (T)
- Service companies are **doing** better. (T)
- Unemployment is **increasing** in the United States. (I)
- Property values **show** a slight fall. (T)
- In spite of the problems, economists are optimistic. (I)

Exercise 2

- The bank **is going to** raise interest rates.
- The cost of borrowing **will increase** by 2 per cent.
- Many companies **are paying** heavy costs.
- An interest rate rise **will worsen** industry's problems.
- A representative **said** the news **would be** a disaster.

Exercise 3

- First we load the goods onto the lorry.
- After that the lorry takes the goods to the port.
- Then the driver hands over the docket.
- Next, the customs sign the docket.
- The driver keeps the docket.
- Finally we file the docket.

Exercise 4

- The Vice-President took an important decision last week.
- The telephonist has been making/has made too many private calls recently.
- The nightwatchman has just patrolled the factory.

- The plant does not manufacture products during the August holiday.
- The laboratory will test/is going to test/is testing the new product next week.
- The company doctor checks the employees every month.
- The maintenance staff are repairing/will repair/are going to repair the production line next Monday.
- Canteen staff do not cook food at the weekends.

TASKS 23

The Passive

Exercise 1

- Staff have been recruited by the Human Resources Department.
- Finished products are stored in the warehouse.
- New products are going to be developed by the R & D staff.
- Goods are manufactured in several locations.
- The new plant will be opened by the Corporation President.

Exercise 2

Liquids A and B are poured into a container. They are mixed and material C is added. The mixture is heated to 220°C and left to cool. Then the mixture is poured into small cans. The tins are closed, labels are applied and the goods are conveyed to the warehouse.

Exercise 3

- 50 per cent of our production is going to be made at our Bahrain plant.
- The company's range of services is being expanded.
- Our headquarters are being relocated in Malaysia.
- The commission paid to agents was increased by the Sales Manager.
- Protective clothing must be worn by employees inside the production area.
- The merger proposal was being considered for most of last year.

TASKS 24

Be (1)

Exercise 1

We **are** reviewing salaries at the moment. However they **are** unlikely **to be** increased by more than the current rate of inflation, which **is** 3 per cent. The future strength of the company depends on capital investment. When costs increase too much, capital investment **is** reduced. This **is** sure to affect the profitability and long-term strength of the company. We **are** committed to the development of the company. This has always **been** our objective and will continue **to be** so in the coming decade.

Exercise 2

- One is responsible for half the production, isn't it?
- And that one is in Athens, isn't it?
- The Thessalonika plant is the smallest, isn't it?
- And it's the newest, isn't it?
- It was opened in 2009, wasn't it?
- And a new plant will be opened next year, won't it?

Exercise 3

Dear Mr Anobus

We were very pleased to hear that you are interested in our new TESPO-3 account. Unfortunately, the documentation will not be ready until next month. Therefore I am enclosing with this letter the preliminary details.

As you are no doubt aware, the TESPO-1 was issued at the end of last summer and has been a great success. We are confident that TESPO-2 will be a great success, too.

We hope that this information is/will be of use to you. However, if there are other aspects that you would be interested in, we would be delighted to talk to you by phone.

Yours sincerely

M Bailey

M Bailey
Investment Consultant

TASKS 25

Be (2)

Exercise 1

- Right.
- Right.
- Wrong. Companies are meeting the challenge by **being** more cautious.
- Wrong. Our advice to new investors is: don't **put** all your capital into one fund.
- Wrong. This service **has been offered** to clients for twenty years now.

Exercise 2

- Originally the project was to have been completed by the end of next year.
- It is unfortunate that the building company ran into some financial difficulties.
- Finally, the project was abandoned after we demanded they keep to the deadline.
- Because there has been a delay/we have been delayed/the project has been delayed, there is a lot of pressure on us to find a replacement.
- At the moment interested companies are being invited to submit tenders.
- Originally, all tenders were to have been submitted by the end of last month.
- To be honest, we are unlikely to be in the new building on time.

Exercise 3

There is an airline in France called Air Europa. It is owned by a consortium of French, German, Danish

and Dutch companies. **There are** too many airlines in Europe and **it is** likely that Air Europa **will be** bought out by one of the larger national carriers. **They are** a small company and **are** unlikely to remain independent. This **is** a common pattern in Europe where a few years ago **there were** many more airlines.

TASKS 26

Verbs of Speaking

Exercise 1

The board met to **discuss** the new financing arrangements. The Chairman **told** the meeting that changes were necessary to reduce costs. He **asked** the Finance Manager to describe the new plan. She first **talked/spoke about** the reasons for the changes. Then she **spoke/talked about** the new plan.

Exercise 2

I first heard about the problem when Jane **told** me about it. We **discussed** it for an hour. I **asked** her to **tell** me the reasons but she couldn't **say** what the reasons were. We agreed to **speak/talk** about it again before the meeting next week.

Exercise 3

- Arione:** Pronto, Arione, SpA.
Karamura: Hello, this is Yu-Ling Wu, from Karamura. Can I **speak** to Ms. Rina Arione, please?
Arione: She's in a meeting just now. Can you **tell** me what you want to **talk** about?
Karamura: Certainly. I need to **discuss** our meeting next month. I would like to **ask** Ms Arione for some suggestions for the agenda. When could I **talk** to her?
Arione: I think she'll be free in about an hour. I'll **ask** her to call you, shall I?
Karamura: Oh yes please. Did you **say** about an hour?
Arione: Yes, approximately. She'll call you then.
Karamura: Many thanks. Goodbye.

TASKS 27

Verbs of Reporting

Exercise 1

	say	suggest	promise	require
infinitive + to (1)			✓	
that + clause (2)	✓	✓	✓	
verb ...ing (3)		✓		
object (4)		✓	✓	✓
object + infinitive with to (5)		✓		✓

	explain	advise	recommend	warn
infinitive + to (1)				✓
that + clause (2)	✓		✓	✓
verb ...ing (3)		✓		
object (4)	✓	✓	✓	
object + infinitive with to (5)		✓	✓	

Exercise 2

The Health & Safety Committee has **promised** a full investigation into the accident on the drilling rig Puffin in the North Sea. The Minister for Energy has **asked** the Committee to produce an interim report. The company concerned, General Oil, has **admitted** responsibility for the accident and has **recommended** carrying out immediate safety checks on all similar installations. The government has **threatened** to force the closure of the rig but the company **claim** this is not necessary. A member of the Committee, Grete Arnheim, has **urged** the company to **agree** to a full public enquiry. General Oil has **indicated** that they do not think this is necessary but that they probably would **accept** the conclusions of an independent investigation.

Exercise 3

- The labour costs are too high so the Board recommend
 - reducing the workforce.
- The R & D budget has been reduced and the Head of the Department has warned
 - that she will resign.
- The problems require
 - an immediate solution.
 - that we find an immediate solution.
- We maintain
 - a high level of quality.
- The results prove
 - that we were right to invest.

TASKS 28

Verbs of the Senses

Exercise 1

- After work I like looking at television. I like **watching** television.
- I am smelling something strange. Is it a gas leak? I **smell/can smell** something strange.
- I want look at the results but not in any detail. I **want to** look at the results...
- I'm hearing you, please carry on. (Note: this is acceptable in American English.) I'm **listening**, please carry on.
- This surface is feeling very good. What is it made of? This surface **feels** very good.
- If you watch over here, I'll show you something interesting. If you **look** over here...
- The wine is tasting good. The wine **tastes** good/The wine's good.

Exercise 2

'Welcome to Oxwell. Now, I'd like to outline the programme for the morning. We're going to **hear** a presentation by our Vice-President, Robin Robins. Then we'll **watch** a film about the chemical industry market. Then we'll have an opportunity to talk about the film. After that at about 11.45 Joanna Tarrant will take us **to see** the plant. You'll be able to **watch/see** the production process in action. Then we'll have lunch and I promise you'll be able to **taste** some local specialities.'

Exercise 3

- Paul:** How do you **feel** about the plans?
Angela: I'm optimistic. Do you want to **see** the latest forecasts?
Paul: I can't just now. I'll **look** at them tomorrow. I've got to go and **watch** a demonstration of a new testing machine by Horowitz & Co.
Angela: Before you go, the laboratory has produced a variation on the RT4 flavour for the new Zappo drink. Have you **tasted** it?
Paul: Yes, it was okay but it **smelt** like bad eggs!

TASKS 29

Arise, Rise, Raise, Lie and Lay

Exercise 1

raise (T) rise (I) lay (T) lie (I) arise (I)

Exercise 2

- b.** Different problems **arise**.
- a.** The costs have **risen** every year.
- a.** We can **raise** the prices.
c. The prices can be **raised**.
- b.** If the material **lies** directly on the floor it will be okay.
- a.** **Lay** the picture on the table and we'll see it clearly.
b. If the picture is **laid** directly on the table we'll see it clearly.

Exercise 3

Dear Mary,

A problem has **arisen** over costs for the above trip. The airline has **raised** prices by 20 per cent so the budget is too small.

Please **raise** the budget to meet the extra cost.

Thanks.

feel/sound/look/prove/seem www.tienganhedu.com

right/wrong

feel/sound/look/run/become/seem/appear/go + wild

feel/sound/look/become/seem/appear/fall + ill

feel/sound/look/prove/become/seem/appear +

happy/unhappy

turn/become/seem/taste/go + sweet/bitter

feel/sound/look/turn/prove/become/seem/appear +

sceptical

feel/sound/look/turn/prove/become/seem/appear +

confident

sound/look/prove/seem/appear/go + crazy

sound/look/prove/(become)/seem/appear +

absurd/sensible

Exercise 2

- Share prices are very volatile and the market
 - has grown pessimistic.
- The company has **invested** a lot in new products and everyone
 - appears confident.
- After looking at the splendid results the Board
 - feels excited about future prospects.
- Paula has read the report on the product and says she
 - remains pessimistic.
- After a good start the project
 - went wrong.

Exercise 3

ARDILLA INVERSIONES (BERKA)

Calle Gerona 46, Barcelona, Spain

Ms May Ling-Wu
 Head of Financial Planning
 Ardilla Investments (USA)
 Stephenson Building
 220-228 Colorado Boulevard
 Ohio

14th October 20...

Dear Ms Ling-Wu

Thank you for your letter of 8th October.

As you know, the prospects for a good return on investments in Spanish companies have **turned sour**. There is a lot of instability about as a consequence of changes in exchange rates and a general loss of confidence. Share prices have **run wild**, with some companies showing large gains and other falls.

On the telephone yesterday you **sounded** surprised when I told you that I didn't **feel** confident. My feelings last week have **proved** right. Things **look** bad just now so probably our analysis will **remain** pessimistic. Even the large investment houses are very **sceptical** about prospects in the short term.

I will contact you at the end of the week but I don't expect prospects to improve until interest rates fall.

Regards
 Maria Isabel Vasquez
 Maria Isabel Vasquez
 Investments Consultant

TASKS 30

Verbs and Adjectives

Exercise 1

feel/sound/look/turn/prove/become/seem/appear + optimistic/pessimistic.

TASKS 31

Have, Have Got and Get

Exercise 1

- The company will **get** a new director next month.
- I **got** your letter yesterday.

- I've just finished the report.
- The government hasn't got a workable economic plan.
- Our competitors haven't got any good products at present.
- Have you got my letter yet?
- Does the TS Corporation have any plants in Korea?

Exercise 2

- We have gotten a good deal from the negotiations. No mistakes. This form is common in AmE.
- Parlour Smith had major losses last year. No mistakes.
- They hadn't a good management organisation. **They didn't have...**
- Had they the same director then as now? **Did they have...?**
- We've got a new policy on sales discounts. No mistakes.
- Had you got any benefit from the training course you did last week? **Did you get any benefit...?**
- Have you an agent in Morocco? **Do you have an agent...?**
- I got your letter this morning. No mistakes.

Exercise 3

You	Harrow (London)
Does Harrow have a manufacturing plant in Japan?	No
Where do your Japanese sales reps get Harrow goods?	Korea. We have a plant in Seoul.
Does Harrow have any agents in Japan?	Yes we do have agents. We don't have any sole distributor in Japan.
Thank you. Goodbye	

TASKS 32

Make vs. Do

Exercise 1

- The Chairman made a long speech. (correct)
- He said the company did a good profit in the year. **made a good profit**
- He said the company would remain independent, though a large competitor had made an offer to buy a 25 per cent stake in the company. (correct)
- The shareholders could do a choice between independence and prosperity or the uncertainty of being taken over by a large multinational. **make a choice**
- The Chairman said that those who recommended selling shares were making a big mistake. (correct)

- He believed that independently the company could still make progress. (correct)
- I did a trip in South America and was made welcome everywhere I went. **made a trip**
- They made the repairs without doing any complaints. **They did the repairs without making any complaints.**

Exercise 2

do an exercise do a favour make a speech
make a plan make progress make money
do damage make a decision
make an appointment make a profit
make a complaint do a job

Exercise 3

- Hal has to choose between Arrow and Bow.
- Yes, they have made an offer.
- They do good work and are cheaper than Bow.
- Hal must make an appointment.
- To say if there is any reason why Arrow should not do the work.

Exercise 4

MONDO INTERNATIONAL
Are Elektron 270
In-Print Kover
Germany

Mondo Sport Surfaces
1200 Laird Boulevard
Washington DC
20032 USA

12 May 20...

Dear Berenette,

Re: Tonalis SSR567 Project

Further to my telephone call last week, there is some more news I have to tell you.

We made a mistake in the initial design stage. We need to do some more research on the effects of high temperatures on the surface areas. Please make arrangements for a new test in the Schuster Laboratories. I have made enquiries about exactly what we need to do and Uli and Rosa are going to contact me as soon as they make a decision on the tests.

Please make sure Gerd knows about the delay and tell him we'll do our best to resolve the problem as soon as possible.

Regards,
Marcus Pressman
Marcus Pressman
Assistant Director of Production

TASKS 33

Verb + Preposition

Exercise 1

- to agree with someone
- to allow for something
- to apologise for something
- to consist of something

- to hear of/about something
- to look for/at something
- to refer to someone
- to rely on someone
- to wait for someone
- to agree to something
- to apply for something
- to approve (of) something
- to depend on something
- to insist on something

Exercise 2

- A:** Have you **heard about** the road transport strike?
B: Yes, it's terrible. We **rely on** the drivers for all our components.
A: We should **think about** using our own drivers.
B: That **depends on** whether they would be happy to drive during a strike.
A: We can **insist on** them meeting their contractual obligations!
B: Yes, but we have to **allow for** the problems they could meet on the roads.
A: That **amounts to** supporting the strike!
B: Perhaps. Anyway we should have a meeting with our drivers and **hope for** a simple solution.
A: Yes, they might **agree to** move our components.
B: If not, we'll have to **wait for** the end of the strike.

TASKS 34

Verb + Object + Preposition

Exercise 1

- I want to divide the talk into two parts.
- Let me compare product A with product B.
- They'll explain the software to the eventual users.
- We spend large sums on investment.
- We must prevent our competitors from gaining an advantage.

Exercise 2

We regret that we need to remind **you of** the terms of the contract when you supplied the goods. According to Article 31 Paragraph 4 you would provide **us with** full instructions on the installation of the H50. Your representative, Mr Yogi, has consistently failed to explain **the installation to** our technicians.

Six weeks ago we preferred **the H50 to** rival products, but the service you have provided is lamentable. If this problem is not resolved immediately and to our total satisfaction, we will have to refer **the matter to** our lawyers.

Exercise 3

Dear Pat,

I compared the Nilovu product with the Rosalio product, and Nilovu is better. It is more expensive. However, I convinced **BR of** the benefits. He **agreed to** buy Nilovu products. He **asked me to** tell you of the decision.

Cheers
Anthony

TASKS 35

Verb + Adverb (Phrasal Verb)

Exercise 1

- | | |
|----------------------------|---------------|
| 1. arrive | = turn up |
| 2. cause | = bring about |
| 3. discover | = find out |
| 4. stop working | = break down |
| 5. close (a factory) | = shut down |
| 6. abandon (a meeting) | = call off |
| 7. complete (a form) | = fill in |
| 8. reject (goods received) | = send back |

Exercise 2

- Tomas:** What happened?
Janet: First the pump **broke down** and so the supervisor **shut down** production.
Tomas: Then what?
Janet: We **looked over** the pump assembly and saw that the flow into the pump was too fast.
Tomas: And did that **bring about** a pressure build-up?
Janet: Well, I think so, yes.

Exercise 3

Dear Eva

You can visit Jean any time next week to examine results. Tom is going to arrive tomorrow.

Monday's sales meeting has been cancelled.

Regards

TASKS 36

Sentence Types - Simple and Complex

Exercise 1

- A.** Simple statement sentence: 1 5 8
B. Simple interrogative sentence: 6
C. Simple negative sentence: 4
D. Simple exclamative sentence: 7
E. Complex sentence with subordinate clause: 3
F. Complex sentence with relative clause: 2

Exercise 2

- We are reorganising the department and recruiting new staff.
- We are advertising for a new computer analyst because/since/as Irene has retired.
- The position, which is at supervisory level, carries a high salary.
- We need a young person who is also a skilled programmer.
- We will advertise in various countries and in specialist journals.
- We need someone with experience but not a complete expert.

Exercise 3

- We need to increase the quality of our research **which** will be expensive. Our present research, **which is on** a new pocket-sized communications device, **is** potentially very exciting **and** a major technological advance is possible.
- I work for ABC **which** makes mechanical **and** electrical parts for automobiles. We sell throughout Europe **and** Asia, **but not** in America. Our biggest customers, **who are** Japanese, **are** some of the best known car manufacturers in the world.

TASKS 37

Connecting Ideas

Exercise 1

- in the same way = similarly
- to sum up = in short
- too = also
- finally = lastly
- alternatively = instead
- yet = however
- naturally = of course
- as a rule = usually

Exercise 2

In recent years the company has expanded **and** the workload for the management has increased. **Therefore**, we have decided to reorganise our management structure. This picture shows the new organisation.

We plan to divide the present Administration Department into two, creating a new Finance Department and a Human Resources Department. **In addition**, the Sales & Marketing Department will be divided into two. **Furthermore**, a new Management Services Department will be created. We believe communication channels within the company will be simplified, **so** decision-making will be more streamlined. **For example**, decisions which solely affect personnel will now be taken at the level of Human Resources. **In general**, the principle is that decisions should be taken at the lowest practicable level, **especially** those everyday decisions which will not affect the whole organisation. **Naturally**, the changes will take some time to be fully understood, **but** overall everyone should notice immediate benefits.

Exercise 3 (M)

- We sell our goods abroad, **so obviously** we have to set prices with the exchange rates in mind.
- Fluctuation in exchange rates causes instability. **In addition**, it makes forecasting more difficult.
- Although** we prefer a stable exchange environment, we have to accept instability.
- Our best products are several years old. The F23, **for instance**, was launched in 2002.
- We need to expand sales abroad, **especially** in America.

7. Sales in leisure products have www.tienganhedu.com generally expect a 25 per cent rise during the summer.

TASKS 38

Subordinate Clauses

Exercise 1

- The committee met to discuss a river pollution problem.
- If the pollution was caused by local industries, they would have to pay compensation.
- The pollution concerned chemicals which had leaked into the river.
- The problem was noticed when dead fish were found in the river.
- Although companies had strict regulations on the disposal of chemicals, mistakes occurred.
- The enquiry asked what training workers had been given.
- The Manager said her company had done everything possible to avoid the leakage of chemicals into the river.

Number of questions	Function	Form	Relative clause	Content	Purpose	Result
6	2	4	3	5	1	7

Exercise 2



Exercise 3 (M)

- The company organised a press conference to answer criticisms.
- The chairman said that the safety record was/had been relatively good.
- The Health & Safety Executive supported the company when they investigated safety procedures.
- Every precaution had been taken so the management was confident.
- The press wrote articles which exaggerated the problems.
- Although the company carries out regular checks, accidents can still happen.

TASKS 39

Reported Speech (1)

Exercise 1

The Minister **reminded** the audience that 20 years ago things were very different. He **said** the time had come to face realities and he **believed** we had to choose between cooperation or isolation. He **warned** that major problems would arise if we made the wrong choice and **asked** if we wanted to be an isolated and friendless country.

Exercise 2

Asked if the policy of the government **would change**, the Minister **said** the government **was working** towards increasing the quality of services and making the economy strong. He **predicted** that inflation **would continue** at present levels – around 2.5 per cent – and economic growth, now at 2 per cent, **would rise** to 4 per cent.

Exercise 3

MODA SPECIALE
Via Vittorio Emanuele II 200
24000 Milano
Telefono 39 (0) 45561888
Fax 39 (0) 457165900

Ref: JS/23/04

Dear Rita

I spoke to Marianna yesterday. I told her I liked/ had liked the photographs. She said she would ~~consider~~ coming to Milan at the end of next month. She also said she would bring the designs and the finished clothes. She asked me to remind you that you still owe her some money. She said you said/ promised the money would be in her bank last Tuesday but it hasn't/ hadn't arrived.

Finally, she asked if you would call her. She said she would be in all day Friday.

Ciao

Joanna
Joan

TASKS 40

Reported Speech (2)

Exercise 1

verbs of speaking	–	agreed	commented
verbs of commanding	–	told	instructed
verbs of requesting	–	invited	urged
verbs of questioning	–	asked	inquired

Exercise 2

- Wrong. The company has told us to adopt Vision 2020 as our aim for the next five years.
- Wrong. Vision 2020 urges us to adopt a range of internal measures to improve productivity and quality throughout the company.
- Right.

- Wrong. Having presented the policy in writing, managers have asked their teams what training they would like.
- Wrong. Most teams have asked not to have theoretical training courses.
- Wrong. In fact they have all suggested having project groups to explore the best way to implement Vision 2020.

Exercise 3 (M)

The Personnel Manager asked when the new training programme would be introduced. The Training Manager replied that she didn't know. But she added that they had approached a number of outside training organisations. The Personnel Manager asked if he could see the list of suppliers. The Training Manager agreed to let him see the details. The Personnel Manager suggested making a final decision together. The Training Manager replied that she preferred to make the final decision herself.

TASKS 41

Questions

Exercise 1

- Are you agents for Fischer equipment? A
- Where can I find this type of product? B
- You're not serious? D
- Fischer are market leaders, aren't they? E
- So you believe they're expensive? D
- Do you think there are better goods available? A
- Can you tell me how reliable they are? C

Exercise 2

- How long long have you been working on the research?
How long have you been working on the research?
- Could you tell me who were the main partners in the project?
... who the main partners in the project were?
- And you didn't plan to spend so much money, didn't you?
... did you?
- You say the forecasts were inaccurate. Who did resign after these forecasts?
Who resigned ...?
- Was that a correct decision? Correct.

Exercise 3 (M)

- Can you tell me something about your company?
- And where are you based?
- Can I ask if you have an agent?
- What's the agent's name?
- And they are in Sydney?
- I have to go to the agent?
- And Wall & Martin are the only agents in Sydney, are they?
- How do I contact Wall & Martin?

TASKS 42

Relative Clauses

Exercise 1

Many pharmaceutical companies, which are among the world's largest (ND), invest millions in research into heart disease and conditions which typically relate to the process of ageing (C). These areas, where research costs are phenomenally high (ND), also offer the greatest potential. Research on curative drugs may be less expensive but the rewards are less because the patients, who will get better (ND), will not need the treatment for years and years. On the other hand, conditions like Alzheimer's disease, heart disease or arthritis, which last for years (ND), could involve long periods of treatment. It is these areas, therefore, which offer the best potential for high profits (D). A further point is that such research is intended to produce drugs which will be marketed in the richest countries (D) and where profit will be highest (D).

Exercise 2

2. He said the environment, a key issue, was everyone's responsibility.
3. Lockville, where there used to be a chemical plant, is now a beauty spot.
4. We made mistakes in the past when we knew less than we know now.
5. The captains of industry, on whom we depend, have major responsibilities.
6. The industries which we criticise produce the products which we buy.

Exercise 3

1. The factory which produces PCBs has closed down.
2. The reprocessing plant which has been the subject of protests is expanding its operations.
3. The factory which is in the town centre, where many people live, is a major employer.
4. Plastics recycling, which is expensive, is only possible in some countries where sophisticated equipment is available.
5. Many products which claim to be environmentally friendly are not.
6. The majority of people, whose houses are centrally heated, contribute to global warming.

TASKS 43

Clauses of Contrast

Exercise 1

- Janina:** Well, though (SC) packaging is expensive, it can help promote the product.
- John:** Yes, of course, but (CC) we have to cut the costs. Even though (SC) we use our own designers, the costs are very high.
- Janina:** Although (SC) it's an expensive part of the production, it is very difficult to reduce costs.
- John:** While (SC) we agree that it's expensive, we don't seem to be able to decide how to reduce the expense!

Janina: I see packaging as part of public relations whereas (SC) I think you are looking at it only in terms of packing the product!

Exercise 2

1. The market has probably passed its peak, **although** computer sales are still very high.
2. Costs have come down **though** the advances in computer technology have been considerable.
3. More people own computers, **while** the number of manufacturers has gone down.
4. Machines are more reliable **but** they are more complex.
5. Computing capability has increased **whereas** the physical size of the equipment has diminished.
6. Users experience difficulties with compatibility **even though** a lot of money has been spent on this problem.

Exercise 3 (M)

While there are millions of different software programs available, only a few become internationally successful. The best become standards which others follow, **but** the originals do not always benefit from this. Of course, different programs work with different operating systems, **but** there are many more programs than operating systems. **Although** the industry is very competitive, it is dominated by a few big software producers. Many of these are closely connected with the major computer manufacturers, **even though** there are also many independent software houses. Also, producing new software is not necessarily expensive, **whereas** innovations in computer hardware certainly involve massive costs.

TASKS 44

Clauses of Cause or Reason

Exercise 1

- You are especially suitable **because** of your work in the oil sector.
- Your academic record is ideal **as** we need someone with post-graduate qualifications.
- We need you to start as soon as possible **because** we are beginning a new research project this month.
- We understand that an immediate start is a problem **because** you are in work just now.
- You need to tell your present employer today **since** you want the job.
- Just say you have to leave **because** of this offer.
- I'm sure it will not be a problem **as** this sort of thing happens all the time.

Exercise 2 (M)

1. The advantage in this system is that there is direct supply from production to customer, since there is no intermediate stage. The disadvantage is that it is difficult to meet sudden orders for large quantities because of very small stock levels.

2. The advantage of this system is that we can give an immediate response to large orders because distribution is handled from a central warehouse. The disadvantage is that there are increased storage costs because more goods are held in stock.

TASKS 45

Clauses of Purpose

Exercise 1

1. For a new building to be a success it has to be the right design.
2. In order to understand design objectives, it is necessary to consider the ultimate function.
3. We have chosen the best architects in order that we can be sure of good results.
4. They are preparing sketches so that we can consider their basic ideas.
5. The architects explained some principles about materials so as not to leave us confused.

Exercise 2

1. The distribution channels are being changed in order to avoid delays at the ports.
2. We need to spend a lot of money so as to guarantee a top quality product.
3. We should book in advance so that we won't need to worry about space on the ship.
4. Costs will have to be reduced in order that we can have increased profitability.
5. The red switch is to switch off the motor in an emergency.

Exercise 3 (M)

The laboratory is for testing new recipes. Then there is a Production Department to make finished products. Next we have a Quality Control Department in order to monitor quality and maintain standards. Finally there is a Customer Services Department in order that we can deal with matters relating to customer relations.

TASKS 46

Clauses of Time

Exercise 1

1. After deciding we could not work alone, we commissioned an agency to produce an advertising campaign.
2. Once they had studied the product and the market, they designed a marketing concept.
3. Before agreeing to their proposals, we studied them very closely.
4. While studying the advertising plans, we had many doubts.
5. Once understood, they seemed okay.
6. Whenever we discussed the product launch we had disagreements.
7. Having seen the success of the launch, we are delighted with the agency.

8. The campaign finished, we're now looking ahead to the next one.

Subordinate conjunction + finite verb	Subordinate conjunction + non-finite verb ...ing	Subordinate conjunction + non-finite verb ...ed	Non-finite verb ...ing or verb ...ed
6 2	1 3 4	5	7 8

Exercise 2

1. (E)
2. (E)
3. (?)
4. (=)
5. (L)
6. (=)

Exercise 3

1. b
2. e
3. d
4. a
5. c

TASKS 47

-ing and -ed Clauses

Exercise 1

Condition	Contrast	Cause or reason	Time	Manner
4	1 2	5	3	6

Exercise 2

Having carried out some market research SALLO identified a gap in the market. Having designed a product, they developed a prototype. Having completed successful tests, SALLO received a patent. The company looked for financial support. Obtaining that, the company developed the production capability. Having set up the necessary production facilities, the company entered production. Developed in only 12 months, the SALLO product could revolutionise cooking.

Exercise 3

2. a. If you install our software you will have more computing power.
b. With our software installed, you have improved your computing power.
3. a. If you call our service team your satisfaction will be guaranteed.
b. As you have called our service team, your satisfaction is guaranteed.
4. a. If goods are stored in the warehouse they deteriorate.
b. While stored in the warehouse, goods deteriorate.
5. a. If the company cuts its workforce, profitability will improve.
b. While cutting the workforce, the company is improving its profitability.

TASKS 48

Nouns

Exercise 1

1. The information you need are in the post.
information is

- There's three thousand people coming to visit the exhibition.
There are
- Alison and Sara read *the Times*.
The
- When I go to The Hague I stay in Hilton Hotel.
the Hilton
- The headquarter is in United States.
headquarters are in the United States.
- We have had a lot of troubles with the machinery.
trouble
- Woodpohl makes top quality furnitures.
furniture.
- Twelve persons work in my section.
people
- This is an expensive _____ equipment.
piece of equipment.
- The import agency gave wrong advices.
advice.

Exercise 2

money (U)	cheque (C)	safety (U)	desk (C)
assets (C)	machinery (U)	machine (C)	plant (C)
production (U)	product (C)	supervisor (C)	foreman (C)
chargehand (C)	worker (C)	furniture (U)	news (U)
spokesman (C)	mathematics (U)		

Exercise 3

- Economics is interesting.
- What is the trouble with the equipment?
- Where are the headquarters?
- The university receives funds from the government.
- The funds are insufficient.
- The United States consists of 50 states.
- Your advice last week was good.

TASKS 49

Noun Components

Exercise 1

Alpo wins Jordan order

Alpo Holdings has boosted its drive into automobile markets with a \$47.5m sales contract to build 2,000 bus bodies for the Jordanian government.

The order equates to 46 per cent of Alpo's bus parts turnover and is backed by a cash deposit and a \$37m OECD-supported buyer credit.

Exercise 2

a tax concession	an accident report
a machine tool	a law court
a ten-day holiday	an export licence

Exercise 3

The plant consists of a car park, the production facilities, a loading bay and a despatch area. There is also a storage depot, an administration block and a canteen.

Exercise 4

- There has been a disaster involving chemicals that are highly poisonous ...
- There has been an accident at an oil rig in the North Sea ...
- The record for speed in the air has been broken ...
- There is a problem in the level of congestion at airports ...
- The results for the chemicals industry have been a disaster ...
- There has been a row over carbon emissions ...

TASKS 50

Genitive Forms

Exercise 1

TT SOFT

Tomorrow's software at today's prices!

Small us and place your order today. We are the country's top suppliers of all types of business applications software ranging from the very latest word processing and graphics packages to sophisticated special applications. Your future's better with us!

Look at these phenomenal savings!

In a special deal for TT SOFT, Bell has slashed 50% off its desktop packaging program Bell Desk 500!

Trumpet's world-beating spreadsheet at \$100!

A state of the art publishing program for \$150!

Meet your needs!

Meet the needs of your computer! Meet us when you send an email to info@tsoft50.com

Exercise 2

- The pharmaceutical group Physic's results are encouraging.
- The first two quarters' turnover has shown a 20 per cent rise.
- The company's workforce will benefit.
- All employees' pay packets will include a bonus.
- A shareholders' meeting scheduled for the end of September will be a cheerful affair.
- The Chairman of the Board celebrates ten years in that role. (no change)
- Profits for each year of his tenure have increased well above the industry average. (no change)

Exercise 3

The decision of the Board to raise the dividend was against the advice of the auditor. Now the company's shares have been suspended and its AGM has been postponed. The directors' passports have been confiscated by the judicial authorities. A spokesman for Mr Matthew Holmes, the Managing Director, said Mr Holmes had no comment to make. Mr Holmes' wife, also a Board member, said the investigation was 'a disgrace'.

Meanwhile, the employees of the company reported for work as usual. A workers' representative said her colleagues were worried about their jobs.

TASKS 51

Adjectives and Adverbs

Exercise 1

- reliable – reliably
- necessary – necessarily
- erratic – erratically
- slow – slowly
- late – late
- traditional – traditionally
- competent – competently
- excellent – excellently

Exercise 2

- The **economic** arguments for reducing the investment are very strong.
- The plane arrived **late** so I missed the start of the meeting.
- I am not **interested** in seeing the museums.
- My last job was in software programming but **now/presently** I work in quality control.
- Reducing R & D spending is not **economical** in the long term.
- The Director is in hospital because she has been working too **hard**.

Exercise 3

- The profit forecast is **really** good.
- Poor** sales were caused by a drop in confidence.
- The **present** board has insufficient experience.
- We are very **interested** in your proposal.
- The President sounded **optimistic** about the prospects for growth.
- He spoke **enthusiastically** about the new products.

Exercise 4

Firstly, I'd like you to look at the graph here which compares the sales of the 386 models with the 286s over five years. **Clearly** there has been a **considerable** change with the consumer showing **greater** taste for 386 machines. The **gradual** decline in the popularity of the 286 reflects the complexity and range of software and the fact that users need to have **faster** operating machines. As for the 386, sales have indeed increased **dramatically**. In response to these **important** changes, we have **naturally** concentrated our efforts on developing improved 386 models.

TASKS 52

Adjective Modification with Adverbs

Exercise 1

entirely/totally
quite/reasonably
extremely/highly

Exercise 2

- A:** It was a good year.
B: How good?

- A:** Fairly/Moderately good. As good as we could expect.
- A:** There was a small fall in output in the first quarter of the year.
B: How small?
A: Very small – only about 5 per cent.
 - A:** The exhibition was successful.
B: How successful?
A: Extremely/very successful – we met very many prospective customers.
 - A:** The report was critical.
B: How critical?
A: Extremely/wholly/very critical. They condemned everything about the plant.

Exercise 3

- The policy was economically catastrophic.
- Theoretically, the design was innovative.
- But frankly, it was wrong.
- Your argument is logically unsustainable.
- You are academically right.

TASKS 53

Comparison of Adjectives

Exercise 1

slow	slower	the slowest
difficult	more difficult	the most difficult
modern	more modern	the most modern
easy	easier	the easiest
capable	more capable	the most capable
dry	drier	the driest
quick	quicker	the quickest
bad	worse	the worst
far	further	the furthest
much	more	the most
a little	less	the least
advanced	more advanced	the most advanced

Exercise 2 (M)

The Carro XT has more memory capacity. It has a bigger monitor. It also has a longer warranty. It is more expensive.

Exercise 3 (M)

Trains are the cleanest form of transport. Planes are the dirtiest in terms of CO₂ emissions. Planes produce the most CO₂ emissions. Cars are more polluting than trains. Trains produce the least CO₂ emissions. Cars produce more CO₂ emissions than taxis per passenger kilometre.

TASKS 54

Expressions of Frequency

Exercise 1

Lee: I always fly here.
Kerry: Do you? I never fly. I always come by car.

Lee: By car? How awful! What about this place? I rarely stay in this hotel. Do you often come here?

Kerry: I **nearly always** stay here, though **sometimes** I stay at the place opposite.

Lee: I see. What about your customers – is this a good place for you to meet them? Do you do much business here? I think it's terrible. I **hardly ever/seldom** sell anything!

Kerry: Really? No, I think it's great. I **normally** sell quite a lot here. I have several good customers here.

Lee: Fancy a drink?

Kerry: Thanks, I'll have an orange juice.

Lee: Orange? I **seldom/hardly ever** drink orange. I prefer apple juice.

Exercise 2 (M)

- I never walk to work, I usually go by car. I sometimes take the bus.
- I often travel abroad. When I travel abroad I almost always stay in a hotel.
- If I go a long way I always fly. When I arrive at the airport I generally take a taxi to my hotel. I rarely/hardly ever hire a car.
- We have a regular meeting with the Director of the Department every fortnight.
- We frequently phone our most important customers.

Exercise 3

- We hold our shareholders' meeting **annually**.
- I meet my deputy **twice a week**.
- I send a report to Head Office **every two months**.
- I telephone our agents **daily**.
- We publish a profit and loss account **twice yearly**.
- We produce detailed sales results **quarterly**.
- I meet the Managing Director every **fortnight**.

TASKS 55

Degree with Very, Too and Enough

Exercise 1

- The price is **very** high but I can still afford it.
- We don't have **enough** people to meet the order.
- It doesn't cost **very much** money.
- The plant at Lagos is very large. In fact, it is too big. (correct)
- We sold very few products. In fact, we **didn't** sell enough.
- The country is very small and it has a very large population. It is **too** heavily populated.

Exercise 2

We were **very** sorry to hear that you are not satisfied with the printing work which we sent last week and in particular that the colour red is **too** strong. We checked the work **very** carefully before it was despatched and we felt that it was good **enough** to meet our **very** high standards. However, since you are not happy, our representative will visit you on Friday to discuss the problem. We understand your need is urgent so I hope this is soon **enough** to fit in with your schedule. If it is **too** late please telephone us.

Exercise 3

- The service you provide is too slow for us. In other words it is not **quick enough**.
- The quality of the workmanship is disappointing. In fact it is not **good enough**.
- The report is not long enough. In other words it is **too short**.
- The conference is not early enough in the year. In other words it is **too late**.
- The registration fee is very expensive. In fact it is **too expensive**.
- The venue is far away. In fact it is **very far/too far**.

TASKS 56

So vs. Such

Exercise 1

- The work was **so** bad that we refused to pay.
- The payment was **so** late that we contacted our lawyers.
- After **such** a long time we had given up hope of payment.
- It was **such** a large debt that we had to try to recover it.
- Such** expensive items cost a lot to repair.
- Cost increased **so** rapidly that we abandoned the research.

Exercise 2

We are **so** late that the meeting will be over.
It is **such** a good design that operating it is easy.
With **such** good progress we will finish early.
Such material can be recycled easily.
Such customers are very valuable.
He argued **so** convincingly that we accepted his idea.

Exercise 3

- The project has gone well **so** far.
- So** long as the weather remains good, the building work will be completed before Christmas.
- Such** an excellent performance surprised me.
- The engine was not **so** noisy as I had expected.
- The service we received was **so** bad that we changed supplier.

TASKS 57

Already, Yet, Again and Still

Exercise 1

- A:** I'm afraid we **still** haven't received authority to export the goods.
- B:** Has the Trade Department contacted you **yet**?
- A:** No, not **yet**. I'll telephone them **again** to see why there's such a delay.
- B:** Okay. Our customers have **already** complained about the delay and I **still** can't give them a delivery date.
- A:** I know. I'll call you **again** this afternoon.

Exercise 2

1. She has ↑ arrived. (already)
2. She has ↑ not arrived. (still)
3. Has she arrived ↑? (yet)
4. She has not arrived ↑. (yet)
5. I'll telephone his office ↑. (again)
6. We hope to see Eddie Roberts ↑ soon. (again)
7. We are ↑ developing a new system ↑. (again)
8. We ↑ use an American consultant. (still)

Exercise 3

1. A is still/again the top selling product.
2. Sales for C are again/still the lowest.
3. The PDS market share is again/still 28 per cent.
4. At the end of the third quarter we have already reached the target for the end of the year.
5. Sales have not reached 20,000 units yet.

TASKS 58

Articles

Exercise 1

Zero article: proper name	Indefinite article: countable, first mention	Definite article: second or subsequent mention
1 15	4 5 6 10 11	3 7 12
Zero article: plural countable nouns, general meaning	Definite article: a specific meaning is clear	Zero article: uncountable, first mention
2	8 9 14 16	13

Exercise 2

1. The University of Leeds is one of the biggest in England. It is also an important centre for medical studies.
2. Butter is a major agricultural product in the European Union. Another is rape seed oil. Most of the butter is consumed by EU countries.
3. The Super Motor Company makes a range of high-performance cars, including the luxurious Grosse 55XT. This is a perfect example of modern automotive engineering.

Exercise 3

Make the right connections in Dubai - the business centre of the Middle East.

When it comes to selecting a base for your regional headquarters, Dubai is **the** logical choice. **The** city has become **the** region's leading centre for trade, transport and distribution, industry, conferences and exhibitions. For good reason, Dubai encourages enterprise. **A** state-of-the-art telecommunications system puts you in instant touch with **the** world. 120 international airlines link Dubai with over 260 destinations worldwide. **And the** city boasts sophisticated banking finance and other services, as well as world-class office accommodation. **And the** lifestyle is great too!

TASKS 59

Pronouns

Exercise 1

1. Paul designed the system himself.
2. Jane is my boss. We have worked together for years.
3. I understand that your company has an office in Buenos Aires. Our company has one there too. Ours is in the south of the city. Where is yours?
4. Mary called in. She left a package for John. Can you take it to him?
5. Hernandez and Fernandez make life difficult for themselves.

Exercise 2

1. Oh, Mr Beard! Mrs Ford phoned. She asked me to ask you to phone her back as soon as you can.
2. JJD make plastic joints. They have supplied our company, Thomson Boro Ltd, for years. They have always provided us with good service but a recent supply was very poor quality. I telephoned their sales rep. I told him/her about the problem and he/she said it would be resolved easily.
3. The suppliers phoned a moment ago. They said the goods were damaged in transit and that the responsibility is not theirs. They are sending one of their representatives here tomorrow to discuss the problem. In any case, the goods are useless. We must not pay for them.

Exercise 3

Our products are sold throughout the world. We ^{PS} export to more than 30 countries. We have a ^{PS} network of agents and technicians based in service centres in 15 countries. We pride ^{PS} ourselves on the excellence of our after-sales ^R service. Your needs are also ^P ours and so we ^{PS} guarantee to provide you with the best service ^{PO} in the sector. We make the products and you ^{PS} use them. ^{PO}

Hambro – do yourself a favour! ^R

Hambro – you call us – we serve you! ^{PS PO PS PO}

Hambro products – they work for you! ^{PS PO}

TASKS 60

Demonstratives

Exercise 1

The company sent us a letter. **That** (1) was the first indication that they were interested in the proposal.

We read **this** (2) with much interest because they were offering us something we had asked for: a 50 per cent share in royalties on all the products they made, obviously meaning all **those** (3) we agreed to let them make. **This** (4) is it – here – read it. And then can you put it on **that** (5) file over there? I need to show it to **that** (6) consultant fellow who's coming in later. Now look ... I want to say **this** (7). We should not necessarily accept what is on offer. Accepting it straight away ... **that** (8) would be a mistake.'

1. B 2. B 3. RC 4. RW
5. RW 6. CS 7. F 8. B

Exercise 2

Editor/Eastern Europe

This is an opportunity to work in a research organisation publishing economic surveys on Eastern Europe. This is a new position created to meet growing demand for production in this area.

Those applicants with a good economics degree, experience in publishing and a good knowledge of the region should email with a concise CV attached to: stevan.wright@recruitment.ges.co.uk

Could you help to influence economic policy in London or Brussels?

Government Economic Service offers the chance to work at the heart of economic decision-making in this country.

Our staff provide specialist advice to most government departments. To this end we put both micro and macro economic principles into practice, balancing industry specific principles against those which affect the whole economy. We offer preparation for European Commission recruitment competitions in order to qualify for these.

Candidates you should have post-graduate experience in economic research, well-developed communication and analytical skills, problem-solving abilities and a serious motivation towards a career in the European Union.

If you possess these qualities send an email for further information and an application form to: stevan.wright@recruitment.ges.co.uk

Exercise 3

- MS:** What are **these** two tables?
- CL:** Good question, now let's look at them. **This** one shows how we calculate investment income, while **this** shows an example.
- MS:** I see. Could you explain them?
- CL:** Of course. The basic calculation is like **this**. The investment multiplied by interest rate multiplied by running period in days – all **that** over 100×360 .
- MS:** I see. And in **this** example, it's for **this** much – 100,000 euros?
- CL:** Yes, the interest rate – **that's** 7.5 per cent, the time is three months, **that's** 3 times 30. If you finish the calculation you have **this** much: 1,875 euros.

TASKS 61

Some and Any

Exercise 1

- I haven't seen **any** examples yet.
- There **weren't any** questions so the meeting ended. or There were **no** questions so the meeting ended.

- We don't need **any** help with **this**.
- I didn't have **any problems** coming to see you, or I had **no problems** coming to see you.
- The meeting was longer than **anyone** would have wanted.

Exercise 2

1. a 2. b 3. c 4. b

Exercise 3

- Customer:** I'd like **some** information about upgrading software please. I understand that last month you were offering Grapho 5.1 free of charge to users who had bought 5.0 in January or February. I bought mine in January but I haven't received **any** information and now the free offer is closed.
- CSC:** Yes, I'm sorry, that's correct. **Anyone** who was a registered user should have received news of the offer.
- Customer:** I didn't receive **anything**.
- CSC:** I'm sorry about that. Have you been receiving our regular newsletter since you bought your Grapho software? There's always **something** in there about offers.
- Customer:** No, I haven't.
- CSC:** Hold on please, there's **someone** here I can ask about this ...

TASKS 62

Some, Any and Related Words

Exercise 1

- Wrong. I **sometimes** give presentations to other companies.
- Right.
- Wrong. I was **somewhat** impressed by her performance.
- Right.
- Wrong. So, if nobody has **any** questions, let's move on to the practical demonstration.
- Wrong. To be honest, we **never** exceed our agreed budget.

Exercise 2

- A:** Do you **ever** visit the Asian plants?
- B:** Well, I'm **not at all/never** sure what will happen next year, though I am tentatively planning a trip **some time/somewhere** in the autumn.
- A:** And do you plan to go **anywhere** in particular?
- B:** Well, I suppose if I go **anywhere**, it will be to Korea and Taiwan.
- A:** Oh, that's interesting. I **sometimes** go out there myself. Usually at very short notice.
- B:** I see.
- A:** I must say there is **nothing** that I dislike more than these hastily arranged trips.
- B:** I agree. **Anything** is better than finding yourself in a meeting without **any** of the right papers.

A: Absolutely!

B: Well, I think we should try to do **something** about it.

Exercise 3

Of course, the security of our data	it will just be forgotten.
Of course there is	but I'm not at all sure we've solved all the problems.
If anyone/anybody suspects that	and there'll be no problem.
Don't ever think that	is something we all regard as an important issue.
It will turn up somewhere	any information has been lost or changed, the incident must be reported.
Does anybody/anyone have anything	no-one here who doesn't understand the critical nature of tight security in banking.
Some time ago we had a meeting specifically on this	to say on this?

TASKS 63

Quantifiers (1)

Exercise 1

- Several of our products are made from recycled plastic.
- None of our products are made from recycled plastic.
- Few of our products are made from recycled plastic.
- Many of our products are made from recycled plastic.
- Most of our products are made from recycled plastic.
- A few of our products are made from recycled plastic.
- All of our products are made from recycled plastic.

Exercise 2

- A few of our clients responded to the survey.
- Most of them had some positive comments to make.
- No customers thought our products were unreliable.
- Much constructive criticism centred on product distribution and delivery.
- Few customers wanted regular news on our new products and services.
- All respondents said our packaging was good.

Exercise 3 (M)

All respondents said the organisation was very good. Few said the seminar rooms were satisfactory. Most said the level of professionalism was satisfactory. Many of the respondents said the products and services were satisfactory.

There was much criticism of the seminar rooms. There was little criticism of the quality of the products and services.

TASKS 64

Quantifiers (2)

Exercise 1

Not all clients require the same services. Some need a very personalised approach to their problems with several meetings and a few specialist consultations; others can be handled on a more generalised basis with no fee unless some work is actually carried out. In fact, most of our clients feel that we have the right mix of products for them; and many more join us each year. So, we'd like to say that we can do more than please some of the people some of the time; we feel that, all in all, we can satisfy most of the people most of the time.

Exercise 2

Most of our competitors have managed to reduce their costs over the last year. All of them have tried to introduce cost-cutting measures. Of course, none of these measures has been an absolute success; and some of them have been a total failure. For example, when Planton tried to save a little money by merging two departments, the results were catastrophic. Few people in the new department were happy to work together as a newly-formed team. Finally, Planton had to invest a lot of money on team-building activities just to solve the new problems which had been created.

Exercise 3

Every day in the UK more than 29 million people go to work. Some of these people work in factories, but most of them work in offices. Of course, there are a few people who can afford not to work. And, unfortunately, there are some people who can't find work. But why do people work? There are several reasons, but the simple answer is that they all need to earn an income. But for most of them, this is not an end in itself. With this money they can buy the goods and services that everybody needs. At the same time, through their work most of them produce the goods and services needed by the population. In this way they are helping to ensure that a high standard of living is maintained for the community as a whole.

TASKS 65

Both, Either and Neither

Exercise 1

- Simone speaks both Italian and Spanish.
- Either we continue or we stop investment.
- Not only is Singapore a vibrant business centre, it is also in the centre of a spectacular economic region.
- We neither sell nor rent equipment.

Exercise 2

- Neither Philip nor Arne is the right candidate.
- Both Marta and Juana wrote to me with good proposals.
- Both Edith and I criticised the poor quality of the printing.

4. Either you or I can book the seminar rooms.
 5. Akira is not only a very creative designer but he also works very efficiently.

Exercise 3

- Marina:** Can we meet during week 33?
Uta: Yes, I think so, I'm quite busy but I'm sure we'll find a time.
Marina: How about Monday or Tuesday?
Uta: I'm afraid I'm very busy on **both** Monday **and** Tuesday. I could manage **either** Wednesday **or** Friday.
Marina: Let me see. I can manage **neither** Wednesday morning **nor** Wednesday afternoon. Friday? Yes I can manage **either** the morning **or** the afternoon.
Uta: Friday morning would be okay. Can we say 10 o'clock?

TASKS 66

Each and Every

Exercise 1

- day:** each day every day
people: neither word can be used with **people** as it is a plural noun,
departments: each of the departments
managers: each of the two managers
two years: every two years
equipment: neither word can be used with **equipment** as it is an uncountable noun.

Exercise 2

We've checked all the facts down to every last detail.
 We've serviced all the equipment, including each device we checked in the summer.
 We've reviewed all the news thoroughly and listened again to every item.
 We've checked all the premises and every building seems to be empty.
 We've appraised all the personnel and each interviewee completed a questionnaire.
 We've counted all the money again down to every last coin.

Exercise 3

- We have tried to get accommodation in all the hotels in Prague but every bed/room is taken.
- We have given him a lot of sound advice but every/each suggestion/recommendation falls on deaf ears.
- I think I left my baggage on the plane; each of my two bags has my name on it.
- We need to renew a lot of our existing machinery as nearly every machine in the plant is more than 20 years old.
- It is important to make progress, but we need to take each/every step with care.
- There is so much traffic on the roads that I think it is a good idea to tax each/every vehicle according to its engine size.

6. Overseas travel can be very tedious, especially when each/every trip involves a weekend away from home.
 9. To analyse work, you can take each/every job/task and subdivide it into its constituent parts.

TASKS 67

Compounds with Every

Exercise 1

Every products are made using the finest quality woven fabric.

Every/each product is made ...

Everything what you see on our website is based on traditional checked patterns.

Everything you see ...

Everyone of our fabrics is made using the best quality cloth available.

Each or Every one ...

Almost every time when you visit a top fashion fair in Milan or Paris you will see examples of our fabrics.

Almost every time you visit ...

Every where we enter competitions we receive some recognition of our high standards.

Everywhere we enter ...

We can finish everything material in any way you want, including various special effects.

We can finish every material or everything ...

Every dyes we use contain only natural colours.

Each/every dye we use contains ...

Exercise 2

- Everyone** in this workshop has done an apprenticeship with an engineering company.
- More than 400 machine tools are produced here **every day**, except Saturday and Sunday.
- Each** production line runs continuously, for 24 hours.
- Every** eight hours a supervisor checks the level of output.
- Everything** is maintained by our own team of fitters.
- All the production is distributed to agents **everywhere** in Europe.

Exercise 3

- We design **everything** we make.
- Everyone** here **receives** a productivity bonus.
- Each** worker is entitled to 30 days' paid holiday.
- Every** decision is taken by the Board.
- A new worker is elected to the Board **every two years**, in other words ...
- Everywhere** you go here you see examples of our company's good organisation.

TASKS 68

Numerals

Exercise 1

A/one million.
 Five billion.
 Four million three hundred and eighty-five thousand five hundred and sixty-seven.
 Five point three million US dollars.
 Seven point two billion euros.
 Five thousand seven hundred and fifty-three yen.
 Ten dollars twenty (cents).
 A/one hundred pounds.
 Three pounds ninety-nine (pence).
 Four point five six.
 A quarter.
 Seven eighths.
 Three thousand one hundred and fifty-six.
 Three point one five six.
 Twenty-six degrees Celsius/Centigrade.
 One thousand two hundred and fifty degrees Celsius/Centigrade.
 Forty-four point five kilograms.
 Twenty-two point four seven grams.
 A/one hundred and two kilometres.
 Five hundred metres.
 Two hundred and twenty-five centimetres.

Exercise 2

'Hannah? There's an important message about the Marketing Twenty Eleven conference. It's on the twenty-third of May and on the twenty-second of June. It starts at ten thirty/half past ten/ten thirty a.m. and finishes at three o'clock/three p.m. It's in room two oh four at the Harrow Conference Centre which is at a hundred and eighty-nine Beechlands Parade, N ten seventeen EG. The phone number is oh eight one two double nine five oh double five. The cost for each participant is a hundred and ninety-five pounds plus seventeen point five per cent VAT and there will be between eighty and a/one hundred participants. Finally, the lunch, which lasts for one and a half hours, will be at the Black Swan Hotel and will cost seventeen pounds fifty.'

Exercise 3

The actual sales were a/one hundred and three thousand seven hundred and sixty-four units compared with the forecast sales of a/one hundred and twenty thousand, a percentage difference of minus thirteen point five three. In terms of turnover, actual turnover was one point five nine million dollars, compared with the forecast turnover of one point seven five million, a drop of nine point one four per cent on the forecast.

Note: In large numbers **and** is deleted in American English.

TASKS 69

Time (1)

Exercise 1

The night shift comes on at (TW) 10 p.m. and works for (TD) eight hours, so the morning shift starts at (TW) 6 a.m. Staff work continuously, with no official breaks **during** (TD) the eight hours, but in practice there are opportunities for short breaks **during** (TD) the shift.

During (TD) the night most of the work is routine maintenance and only 20 or so workers are on duty. **In** (TW) the morning when the day shift starts we work at 80 per cent of full production capacity. Well, at least we do **in** (TW) the summer and autumn months, **up until** (TD) about the end of November when production is reduced to about 50 per cent.

We don't work **on** (TW) Sundays of course – the factory closes, except in an emergency.

Exercise 2

- The meeting will be held **on** 5th July 2012.
- The project began **in** June.
- We'll have a 20-minute break **at** 4 o'clock.
- The report won't be ready **until** we've collected all the field survey data.
- The work, which has already started, will be finished **by** the end of the week at the latest.
- Make sure you've read the survey before our meeting next week.
- We'll work all day and relax **in** the evening.

Exercise 3

- The accident occurred on Thursday night.
- The accident happened at 12.30 a.m.
- The fire lasted from 1 a.m. until 2.30.
- The job will be advertised until the end of next week.
- Applications must be submitted by the end of next month.

TASKS 70

Time (2)

Exercise 1

- Wrong. We finished the project **in** time; so we had three days to spare.
- Right.
- Wrong. **During** the two-week period, we had no technical support at all.
- Wrong. **Before starting** on the next study, there will be a short training course.
- Wrong. **Next** year we are sure to see the results of our efforts.
- Right.

Exercise 2

- during/at
- by/on
- for
- before
- between
- at ... in ... in

Exercise 3

During the day the sea had been very rough. At 16.00 the helicopter arrived bringing the replacement drillers. These were needed as 2 of our crew had gone sick the previous night. The new drillers are to stay with us ~~until~~ the end of next week. They have just worked for 2 months onshore and are happy to have a change. **During** in the evening the sea calmed down and we were able to start working comfortably again. However, just **after** the evening shift started, the computer went down again. The computer technicians were called in and **by** 22.00 they had the computer running again. **After** that, there were no problems **during** the night shift. The morning shift reported for duty **on** time at 05.00.

TASKS 71**Place****Exercise 1**

- A:** What field of business are you **in**?
- B:** Computers.
- A:** Oh, that's interesting. I have a sister who used to be **in** computing but she's **in** prison now.
- B:** Prison?
- A:** Yes - software fraud.
- B:** Oh dear! Are you **American**?
- A:** No, I'm **from** Canada. And you?
- B:** Florence, Italy.
- A:** Oh how beautiful. I was there a few years ago with my wife.
- B:** Really?
- A:** Yes, we flew **to** London, hired a car **at** the airport, had a look **around** London, took a ferry **across** the Channel, drove **through** France, **over** the Alps...
- B:** You didn't go **through** Monte Bianco?
- A:** Mont Blanc? No, we went a longer route, **over** Col di Tenda. Then we drove south **to** Florence. What's the river **in** Florence? I never remember.
- B:** The Arno.
- A:** Oh yes, Florence is **on** the Arno.
- B:** Where did you stay?
- A:** I don't remember, **in** a hotel. Maybe **at** the Grand Hotel, is that possible?
- B:** The Grand? No, I don't know that one. Did you go anywhere else **in** Italy?
- A:** Sure - we went **to** Rome. We walked **along** the Via Appia Antica for six hours! It was wonderful! Then we had to leave. We flew **out of** Rome.
- B:** It sounds a good trip.
- A:** It was great! Say, have you ever been **to** Canada?
- B:** Yes I have. I stayed with a friend **near** Vancouver - about 40 miles away.

Exercise 2

The beet is taken **off** lorries and stored **in** piles **outside** the processing area. The beet is sent **along** a system of channels **into** the processing area. It is shredded and dried **in** a huge cylindrical drier. Dried shreds of beet are packed **in** bags and sold as animal feed. The sacks of animal feed are stored **in** a large warehouse before being loaded **onto** lorries for despatch. The main sugar production involves treating the liquid sugar which comes **out of** the beet **in** the drying process.

TASKS 72**Like, As and Such As****Exercise 1**

As [C] you know, we have an important decision to make. As [C] we plan for the new year, we have to decide if we want to continue advertising through sponsorship, as [C] we did this year, or change our policy. As [C] sponsorship is expensive, to stay with it is not a small decision. On the other hand, other forms of advertising, television as [P] much as [P] online advertising, may be less effective. As [P] marketing manager, I do of course have a personal view on this.

Exercise 2

- F - they are independent.
- T.
- T.
- F - he suggested advertising in a magazine similar to *Construction Weekly*. He may also mean that *Construction Weekly* is a good place to advertise.
- T - or to see the annual report itself.
- F.

Exercise 3

The Munich Trade Fair was **as** successful **as** in previous years. The last day was **like** a carnival - there was such optimism from everyone involved. A fair always has useful advantages, **like/such as** meeting new customers, seeing competitors' work, meeting friends and of course it gets a lot of publicity. But a lasting benefit is always that a good stand at an international exhibition **like/such as** Munich clearly shows that we are a leading player in the world market. **As** we know, a high profile is essential to maintain our reputation for strength in the market.

Numbers indicate pages A = Appendix

A

a 106, 126
 ability 42
 accept A4
 accommodation A6
 accuse A2
 active 48
 actually 78
 addition 78
 adjectives 112, 114, 116, A7
 comparison 116
 modification 114
 versus adverbs 112
 admit 58
 adverbial connectors 78
 adverbs 112, 114, 120, 122
 frequency 118
 intensifying 114
 modifying adjectives 114
 advice 46, A6
 advise 36, 58, A2
 after 18, 102, 150, 152
 again 124
 agree 58, A1, A4
 all 93, 132, 136, 138
 allow 36, 72, A1
 a lot of 136
 already 10, 14, 124
 also 78
 alternation 78
 alternatively 78
 although 78, 96
 always 118
 amount A1
 an 106, 126
 announce 58, A4
 annually 118
 another 148
 answer 70, A4
 any 132
 compounds 134
 apologise A1
 apostrophe 110
 appear 64
 apply A1
 approve A1
 arise 48, 62
 articles 106, 126
 as 98, 102, 158
 as soon as 18, 102
 ask 36, 58, 70, A5
 assets A6
 attend A1

B

bare infinitive 32, 38, 42, 44, 46
 be 52, 54, 64, 112, 124
 auxiliary verb (see present continuous, past continuous, etc.) 52
 be to 52, 54
 full verb 52
 passive voice 52
 because 76, 98
 because of 98
 become 64
 before 18, 102, 150, 152
 begin 34
 beginning 152
 both 140, A8
 break down A3
 bring about A3
 but 76, 78, 96
 by 50, 150

C

call 70
 call off A3
 call round A3
 can 42, 44
 cannot 42
 can't 42, 44
 capacity 147
 cardinals 146
 cause 78, 81, 104
 clauses of 98
 subordinate clauses of 80
 clauses 76, 80, 92, 96, 98, 100, 102, 104
 close down A3
 come along A3
 command 58, 76, A5
 commanding, verbs of A5
 common nouns 106
 comparative 116
 compare A2
 comparison 78, 116
 complain A1
 complex sentence 76
 coordination 76
 subordination 76
 concession 78
 conclusion 78
 condition 46, 78, 104
 subordinate clauses of 81

conditional I 24, 26
 with 'should' 46
 conditional II 26
 conditional III 24
 conform A1
 congratulate A2
 conjunctions
 subordinating 76, 96, 98, 102
 time 18
 connecting ideas 78
 consent 58, A1
 consist A1
 continue 34
 contradiction 78
 contrast 78, 104
 clauses of 96
 subordinate clauses of 81
 convince A2, A5
 coordination 76, 78
 copular verbs 64
 could 42
 countable nouns 106, 126
 current verbs 64
 cut A2

D

daily 118
 dates 147
 decimals 146
 declare 58, A4
 defining relative clauses 92
 definite article 126, 136
 definite frequency 118, 142
 demonstratives 130
 depend A1
 describe 58, A2
 different 148
 dimensions 147
 direct object 48
 direct speech 84
 discuss 56, 70
 distance 147
 divide A2
 do 68, A2
 during 12, 150, 152

E

each 93, 138, 142
 either 140
 emphasis 122
 enable 36, 72

encourage 36, 72, A5
 end 152
 end weight 50
 enough 120
 enter 70
 equipment A6
 equivalence 78
 especially 78
 every 93, 118, 132, 138, 142, 144,
 compounds 92, 144
 example 78
 expect 36
 explain 58, A2, A4

F

fall 64
 feel 60, 64
 few 136, 148
 fill in A3
 finally 78
 find out A3
 follows 78
 for 14, 100, 152
 fractions 146
 frequency 118, 147
 from 72
 funds A6
 future
 time markers 20
 with 'going to' 22
 with present continuous 6
 with present simple B
 with 'shall' 46
 with 'will' 20

G

generalisation 78
 general purpose
 connectors 76, 78
 genitive forms 110
 gerund 30, 48
 get 64, 66
 go 64
 going to 22
 good 60, 112, 116
 grow 64

H

had 18
 had to 44
 happen 48
 hardly ever 118
 has 14
 hate 34

have 14, 66
have got 66
headquarters A6
hear 60, A1
help 36, 72
highlight 78, A4
hope A1
hourly 118
how 89
 far [in questions] 89
 long [in questions] 89
 many [in questions]
 89, 136
 much [in questions]
 89, 136
 often [in questions] 89
however 78
how many 89, 136
how much 89, 136

I
if 24, 86, 89
impersonal language 50
in addition 78
inclusion 78
indefinite article 126
indefinite frequency 118
indicate 58, A4
indirect speech 84
infinitive 32
 after verb + object 36
 present continuous 32
 present perfect 32
 present simple 32
 + 'to' 36, 44, 48, 58,
 80, 100
 without 'to' 32, 36, 38,
 40, 42, 44, 46, 48
inform 58, A4
information A6
in order 100
insist 80, A1
instance 78
instead 78
instruct 58, A5
intend 34
intensifying adverbs 114
intention 22
interest A2
intransitive verb 48, 62
inversion 80, 138
inverted construction 46
invite 36, 58, A5
it is 54

J
just [now] 14

K
keep 64

L
last 10, 146, 150, 152
lastly 78

lay 62
let 36
lie 62
like 36, 158
linking verbs 64, 112
listen to 60
little 116, 136
logical deduction 44
look 60, 64, A1
look over A3
lots of 136
love 34

M
maintain 58, A4
make 36, 68
make up A3
many 136
mass 147
mathematical symbols
 148
may 40, 42
meet 70
middle 152
might 40
modals 38, 40, 42, 44,
 46, 52, 124
monthly 118
move in A3
movement prepositions
 154
much 116, 136
must 44
mustn't 44

N
namely 78
naturally 78
nearest 148
necessity 44
needn't 44
negative infinitive 32
neither 140
never 118, 134
news A6
next 148, 150, 152
no 134, 136, 138
non-continuous verbs 8
non-defining relative
 clauses 92
normally 78, 118
nouns 106, 126, A6
 common 106
 compounds 108
 countable 106, 126
 proper 106, 126
 uncountable 106, 126
numerals 146

O
object, direct 48, 72, A2
obligation 44, 46
obviously 78
occasionally 118

occur 48
of 110
of course 78
offers 38
often 118
once 18, 102, 147
order 36, 58
ordinals 146
other words 78
overall 78

P
particular 78
passive 50
past continuous 12
past perfect 18
past simple 10
past time markers 10
pay A1
per 118
permission 40, 42, A6
permit 36, 72
personal pronouns 128
persuade 36, 58, A5
phone 70
phrasal verbs 74, A3
place 154
position prepositions
 154
possessive pronouns
 128
possibility 40, 42
prefer 34, 36, A2
prepositional verb A1,
 A2
prepositions of place
 154
prepositions of time 150,
 152
present 58, 102
present continuous 6
present continuous
 infinitive 32
present perfect
 continuous 16
present perfect infinitive
 32
present perfect simple
 14, 102
present simple 8
present simple infinitive
 32
present time markers 6
prevent 72, A2
probability 46
process description 50
prohibit 72
prohibition 40, 42, 44
promise 58
pronouns 84, 128
proper nouns 106, 126
propose 58
protect A2
prove 58, 64, A4

provide A2
provided 26
purpose
 clauses of 100
 subordinate clauses
 of 81
put on A3

Q
quantifiers 136, 138
quarterly 118
questioning, verbs of A5
questions 76, 88-90
quite 114

R
raise 62
rarely 118
reach 70
really 114
reason 92, 104,
 subordinate clauses
 of 81, 98
recently 10, 14, 74
recommend 36, 58
refer A1
reflexive pronouns 128
refuse 58
relative clauses 81, 92
relative pronoun
 connectors 76
rely A1
remain 64
remember 34
remind A2
report 58, A4
reported commands 86
reported questions 81,
 86
reported requests 86
reported speech 81,
 84, 86
reported statements 84
reporting, verbs of 58, A5
requesting A5
 permission 40
result, subordinate
 clauses of 81
resulting verbs 64
ring 70
rise 62
run 64

S
say 36, 56, 58
see 60
seem 64
seldom 118
send back A3
senses, verbs of 60, 112
sentence types
 complex 76
 simple 76
several 136, 148

shall 46
 shan't 46
 should 46, 80
 similar to 158
 similarly 78
 simple sentence 76
 since 14, 98, 102
 smell 60, 64
 so 78, 122
 so as to 100
 so that 100
 some 132, 134
 compounds 134
 sometimes 118, 134
 sound 60, 64
 speak 56
 speaking, verbs of 56,
 84, A4
 speak up A3
 specifications 147
 speed up A3
 spend A2
 split A2
 state 58, A4
 stay 64
 still 124
 stop 72
 subject 48
 subjunctive 80
 subordinate clauses 80,
 98, 100, 102, 104
 with an infinitive +
 'to' 80
 with inversion 80
 with a subordinating
 conjunction 80
 with 'that' 80
 with a verb ...ed 80
 with a verb ...ing 80
 with a 'wh-word' 80
 subordination 76, 78, 96
 succeed A1
 such 122, 158

suggest 58, 80, A4
 suggestions 46
 suit 70
 summary 78
 superlative 116

T

talk 56
 taste 60, 64
 tell 36, 56, 58, 70, A2,
 A4, A5
 tense review 28
 that 80, 100, 130
 in relative clauses 92
 the 116, 126, 136, 152
 then 78
 therefore 78
 there is 54
 these 130
 think A1
 this 130
 in time expressions
 150
 those 130
 though 76, 96
 throw away A3
 till 102, 150
 time 104, 150, 152
 adverbials 84
 clauses of 102
 prepositions of 150
 subordinate clauses
 of 81
 time-duration
 prepositions 150
 time-when prepositions
 150
 times 147
 tomorrow 150
 tonight 152
 too 78, 120
 touch 60
 transitive verb 48, 62

travel A6
 try 34
 turn 64
 turn down A3
 turn up A3

U

uncountable nouns 106,
 126
 universal conditions 24
 unless 26
 until 18, 102, 150
 usually 78, 118

V

verb + adjective 64
 verb + adverb (phrasal
 verb) 74
 verbs of commanding A5
 verb ...ed 80, 102, 104
 verb ...ing 30, 34, 48,
 80, 102
 clauses 104
 present continuous
 30
 verb + object + infinitive
 36
 verb + object +
 preposition 72
 verb + preposition 70
 verbs of reporting 58,
 A5
 verbs of requesting A5
 verbs of questioning A5
 verbs of the senses
 60, 112
 verbs of speaking 56,
 84, A4
 very 120, 136

W

wait A1
 walk through A3

warn 36, 58, A5
 watch 60
 weekly 118
 well 60, 112
 wh-questions 86, 89
 wh-word 80
 what, in questions 89
 when 18, 76, 89, 102
 in questions 89
 in relative clauses 92
 where, in questions 89
 in relative clauses 92
 whereas 96
 whether 86, 89
 which, in questions 89
 in relative clauses
 92
 while 12, 96, 102, 152
 who, in questions 89
 in relative clauses 92
 whole 138
 whose, in relative
 clauses 92
 why, in questions 89
 will 20, 38, 46
 willingness 38
 won't 20
 work A6, A8
 would 38
 write down A3

Y

yearly 118
 yes/no questions 86, 88
 yesterday 10, 50
 yet 14, 78, 124

Z

zero article 126, A8