

Workbook

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A2+

Business Partner

Vocabulary Transport, accommodation and travel

1 Match the questions (1–8) with the answers (a–h).

- | | |
|--|---|
| 1 Is your flight on time? | a I used a ridesharing app because public transport isn't great. |
| 2 Where are you staying when you go to Madrid? | b I think they said we have to go to gate three. |
| 3 How long will it take to get from Rome to Miami? | c No, it's delayed by half an hour. |
| 4 Are you going to hire a vehicle when you get there? | d I have a meal or do a bit of shopping, then wait in the departure lounge. |
| 5 Our flight leaves in half an hour. Where do we go now? | e I think it's a ten-hour flight. |
| 6 What's his apartment like? | f I've got a reservation at a hotel in the centre. |
| 7 How did you get around when you were in the city? | g It's really small, but it's in a great location, near all the shops. |
| 8 What do you do when your flight is delayed? | h No, we're going to use public transport. |

2 Complete the sentences with the words in the box.

abroad arrival departure landing local long-haul short-haul take-off

- I've never been to another country. This is my first trip _____.
- The _____ flight from Milan to Los Angeles takes almost fourteen hours.
- We will arrive in Lisbon in about ten minutes. Please return to your seats for _____.
- Pablo's _____ is at 10.30, so he needs to go to the airport now.
- When you're on the plane, you can't get up or use the toilets during _____ or landing.
- Their _____ time was 9.30 but they were twenty minutes early, so they had to wait for me to pick them up.
- When I travel abroad, I like to try the _____ food.
- It's a _____ flight from Rome to Naples. I often go and come back the same day.

3 Choose the correct option in italics.

- Did you have a nice *abroad* / *stay* in New York?
- Rita works in a *holiday* / *youth* resort near the beach.
- Marco could only afford to stay in a *budget* / *business* hotel.
- Tom always stays in a *rented* / *resort* apartment when he goes abroad.
- The youth *hostel* / *apartment* was full of students from the USA.
- The bed and *breakfast* / *budget* is cheaper than the hotel.
- We're going to travel by *coach* / *plane* because our flight was cancelled.
- Mr Tanaka would like to stay in a five-star *luxury* / *lounge* hotel during his visit.

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Grammar Comparatives and superlatives

1 Complete the table.

	Adjective	Comparative	Superlative
1	hard	<i>harder</i>	<i>the hardest</i>
2	good		
3	small		
4	big		
5	expensive		
6	easy		
7	fun		
8	cheap		
9	bad		
10	formal		

2 Match the comparatives and superlatives (1-8) with their opposite meanings (a-h).

- | | |
|--------------------|--------------------|
| 1 best | a more exciting |
| 2 cheaper | b more expensive |
| 3 less interesting | c worse |
| 4 most exciting | d worst |
| 5 less exciting | e more difficult |
| 6 most popular | f least exciting |
| 7 easier | g least popular |
| 8 better | h more interesting |

3 Complete the questions with the correct form of the word in brackets. Use *than* where necessary.

- Is your budget this year _____ (small) last year?
- What's _____ (big) challenge when planning an event?
- Do you think the red room is _____ (good) the yellow room?
- Are events like this one _____ (easy) formal conferences?
- Who is _____ (organised) employee in your company?
- Which was _____ (fun): the circus theme or the beach theme?
- Of all these, which is _____ (good) sound system?
- Who's _____ (important) guest at the event tonight?

4 Match the questions in Exercise 3 (1-8) with these answers (a-h).

- | | |
|--|-------|
| a Yes, formal ones are harder. | _____ |
| b This one. The sound is great, but it's the most expensive. | _____ |
| c No, it's bigger. | _____ |
| d Both were great, but the beach theme was probably more successful. | _____ |
| e I think it's getting the best team for the job. | _____ |
| f Mr Templeton. He's the Chief Executive. | _____ |
| g Probably Chris. He's the most experienced, too. | _____ |
| h No, I think it's worse. | _____ |

Reading

Careers focus: _____

Dave Webster, Barnaby Kelly and Melissa Napier are Events Managers, but they got their jobs in different ways. Dave studied events management at university and then got a job with a company that organises conferences. He now manages a team of twenty. Barnaby left school and got an internship with a company that organises business dinners and events. After six months, they offered him a job. Following university, Melissa was a teacher for ten years before she decided to become a wedding planner. She did a part-time course in events management and now she has her own company.

So, is this the career for you, too? Are you organised? Do you pay attention to detail? Do you have good people skills? Can you manage a team and a budget? Are you good at schedules? Is your top priority client satisfaction? If your answer to all these questions is 'Yes', then a career in events management could be for you.

There are different types of jobs you can do as an Events Manager. You can work for an events management company or for a large corporation like a bank or even a charity. Companies like these have their own in-house planners who organise all their work events. Or you can work independently, as a freelance planner. Many wedding planners, for example, are self-employed, helping individuals rather than large corporations plan their parties and celebrations.

So, how do you become an Events Manager? Well, you could do a degree in events management at university or you could do a shorter course – part-time if you're working. You could also volunteer or get an internship with an events management company. Most internships are unpaid or very low paid, but it is still a good way of finding out if it's the job for you. Getting some experience will also look good on your CV and help you develop your career in the future.

If you're interested in learning more about a career in events management, please get in touch with Nigel Briens at events4careers.

1 Read the article quickly. Complete the correct option to complete the title.

- a Events management internships
- b Events management – is it for you?
- c Study events management at university

2 Read the first paragraph again and answer the questions.

- 1 Who has a degree in events management? _____
- 2 Who doesn't have corporate clients? _____
- 3 Who didn't go to university? _____
- 4 Who had a career change? _____
- 5 Who is responsible for a group of employees? _____
- 6 Who is self-employed? _____
- 7 Who is an employee? _____, _____
- 8 Who probably did unpaid work before getting a job? _____

3 Read the article again and decide if the sentences are *true* (T) or *false* (F).

- 1 Big companies or corporations always use independent events management companies to plan their conferences. _____
- 2 You need a university degree to get a job in events management. _____
- 3 You can learn how to manage events on part-time courses. _____
- 4 Doing unpaid work for events planners is a good way of getting experience. _____
- 5 Most successful Event Managers work for a large corporation. _____
- 6 Interns at events management companies are never paid a salary. _____

Functional language Making small talk

1 Complete the questions with the words in the box.

about (x2) come doing know live long prefer you

- 1 How _____ was your flight?
- 2 What are you _____ in Brussels?
- 3 What do you know _____ Coimbra?
- 4 Do you _____ Madrid?
- 5 Where do you _____ from?
- 6 Where do you _____ ?
- 7 What do you think _____ this café?
- 8 Which do you _____, Rome or Milan?
- 9 Do _____ know Vasily?

2 Match the answers (a-i) with the questions in Exercise 1 (1-9).

- | | | |
|---|--|-------|
| a | Egypt. I was born in Cairo. | _____ |
| b | It's difficult to say. I like them both. | _____ |
| c | It was quick and easy – just over two hours. | _____ |
| d | No, I haven't met him yet. I'm going to meet him tomorrow. | _____ |
| e | I'm giving a presentation at a conference. | _____ |
| f | I like it. The coffee is good and the food is OK. | _____ |
| g | No, I've never been to Spain, but I'd like to visit. | _____ |
| h | In Toulouse. I've lived in France for a year. | _____ |
| i | Well, I know it's a very old university city in Portugal. | _____ |

Explaining and solving IT problems

3A 1.01 Match 1-10 with a-j to complete the sentences and questions from a conversation between Elena and Ahmed from the IT department. Listen and check.

- | | | | |
|--------|--------------------------|---|------------------------------------|
| ___ 1 | I'm having problems with | a | a new email account? |
| ___ 2 | I don't know how | b | access the intranet. |
| ___ 3 | You need to go | c | your new password. |
| ___ 4 | Can you try going | d | my new laptop. |
| ___ 5 | I can't | e | for you. |
| ___ 6 | I'm having trouble | f | to Print Settings. |
| ___ 7 | Try | g | email address. |
| ___ 8 | I need to get a new | h | to Settings again? |
| ___ 9 | How do I set up | i | to connect to the network printer. |
| ___ 10 | I'll do that | j | connecting to the internet. |

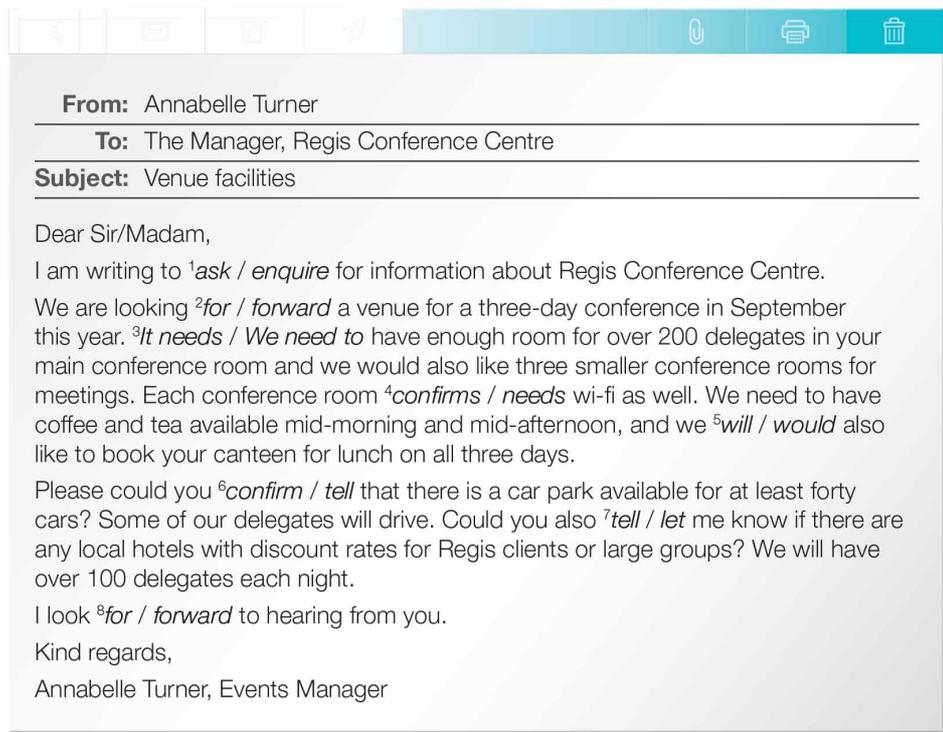
B Look at the sentences in Exercise 3A again. Mark them 'E' if they are explaining a problem or 'S' if they are solving a problem.

Writing Email – Asking for information

1 Match 1–10 with a–j to complete the phrases for an email asking for information.

- | | |
|-------------------------------|------------------------|
| 1 Dear | a needs wi-fi ... |
| 2 I am writing to ask for | b there is a ... |
| 3 We are looking | c regards, |
| 4 We need to | d Sir/Madam, |
| 5 Please can you confirm that | e hearing from you |
| 6 We would also like | f have enough room ... |
| 7 Each conference room | g how far ... |
| 8 Could you let me know | h for a venue ... |
| 9 I look forward to | i to book ... |
| 10 Kind | j information ... |

2 Choose the correct option in italics.



From: Annabelle Turner

To: The Manager, Regis Conference Centre

Subject: Venue facilities

Dear Sir/Madam,

I am writing to ¹*ask / enquire* for information about Regis Conference Centre. We are looking ²*for / forward* a venue for a three-day conference in September this year. ³*It needs / We need to* have enough room for over 200 delegates in your main conference room and we would also like three smaller conference rooms for meetings. Each conference room ⁴*confirms / needs* wi-fi as well. We need to have coffee and tea available mid-morning and mid-afternoon, and we ⁵*will / would* also like to book your canteen for lunch on all three days.

Please could you ⁶*confirm / tell* that there is a car park available for at least forty cars? Some of our delegates will drive. Could you also ⁷*tell / let* me know if there are any local hotels with discount rates for Regis clients or large groups? We will have over 100 delegates each night.

I look ⁸*for / forward* to hearing from you.

Kind regards,
Annabelle Turner, Events Manager

3 You are the Events Manager for your company. Write an email of approximately 120 words to a hotel asking for information about venues for a conference dinner. Use the notes below.

Company celebrating 10th anniversary – 200 guests

Need:

- drinks and snack food in garden
- round tables inside, 10–12 people at each table
- three-course meal, with vegetarian and vegan options
- band and space for dancing
- microphone and good sound system for speeches

Ask about: best price per person

Vocabulary Location

1 Match the places (1-8) with the descriptions (a-h).

- | | |
|---------------------|---|
| 1 factory | a Ships arrive and leave from here. |
| 2 studio | b People come here when they need to be in the main office. |
| 3 lab | c Workers produce goods here. |
| 4 car park | d People drive between cities on this. |
| 5 port | e Artists work here. |
| 6 warehouse | f Companies store their products here. |
| 7 motorway | g People leave their cars here. |
| 8 headquarters (HQ) | h Scientists do tests here. |

2 Choose the correct option in italics.

- The city council is going to *access* / *locate* the new airport close to the city centre.
- This location isn't *convenient* / *close* because the train station is too far.
- The people in this town don't have good *access* / *port* to a hospital.
- The hotel *facilities* / *factories* included a fitness room, a spa and a restaurant.
- Are there good transport *links* / *warehouses* in your country?
- Headquarters* / *Rents* for commercial properties are so high that many shops have closed.
- How *close* / *convenient* to the train station is the office?
- We are going to open the new design *lab* / *studio* next month.

3 Complete the extract from a memo to office staff with the words in the box.

access car park close to facilities headquarters links rents studio

MEMO

Our company has grown and our office space is too small now.

¹ _____ have gone up in this area, so we are looking for new offices outside the city centre where we can have better ² _____, including a gym and canteen. We need to find somewhere ³ _____ an underground station, with good transport ⁴ _____ to the airport. We also need a ⁵ _____ for at least ten cars and a ⁶ _____ for our designers. This office will be our ⁷ _____, where we have our main offices, so it needs to be convenient for everyone. Finally, we need easy ⁸ _____ to shops and restaurants.

Grammar *enough and too***1 Match the sentences (1–6) with sentences (a–f) that have the same or a similar meaning.**

- | | |
|---------------------------|--------------------------|
| 1 It's too slow. | a It isn't warm enough. |
| 2 It isn't too difficult. | b It isn't long enough. |
| 3 It's too far. | c It isn't fast enough. |
| 4 It's too short. | d It's quiet enough. |
| 5 It isn't too noisy. | e It isn't close enough. |
| 6 It's too cold. | f It's easy enough. |

2 Choose the correct option.

- | | |
|--|--|
| 1 ___ to fly first class. | 5 We ___ to run the business efficiently. |
| a I'm not rich enough | a haven't got too many staff |
| b I haven't got money enough | b haven't got enough staff |
| 2 Jo ___ to do any more work after the meeting so she went home. | 6 There ___ for us to solve in one meeting. |
| a was tired enough | a are too many problems |
| b was too tired | b is too much problem |
| 3 ___ to be on the board of directors. | 7 The meeting ___ to discuss everything on the agenda. |
| a He's too young | a wasn't too much long |
| b He is enough young | b wasn't long enough |
| 4 There ___ here for one person to do. | 8 ___ with her analysis, so she has to write the report again. |
| a is too much work | a People enough disagreed |
| b are too many work | b Too many people disagreed |

3 Complete the dialogue with one word in each gap.

- A:** What do you think of this office space?
- B:** It's nice but I don't think it's big ¹ _____ for our company.
- A:** Do you really think it's ² _____ small?
- B:** Yes, and I'm not sure about the area either.
- A:** Why is that?
- B:** There are too ³ _____ families living here, too ⁴ _____ traffic and ⁵ _____ enough parking spaces.
- A:** But it's such a nice part of town.
- B:** Yes, but it's ⁶ _____ noisy and it's ⁷ _____ close enough to the underground station.
- A:** That's true. It is ⁸ _____ far to walk. We need to find somewhere with better transport links.

Listening 1 2.01 Listen to a radio programme and choose the correct option.

- 1 The radio programme is mainly about
 - a cooking.
 - b restaurants.
 - c property.
- 2 Steve Harris helps people find the right place
 - a for their businesses.
 - b to live.
 - c to have a meal.
- 3 Steve says that in an area with low footfall, there are
 - a many people.
 - b few people.
 - c many amenities.
- 4 According to the interviewer, an area with high footfall has
 - a no other restaurants.
 - b lots of parking.
 - c lots of people walking there.
- 5 Steve explains that an expensive restaurant will do well in a part of town
 - a with cheap restaurants.
 - b with no other restaurants.
 - c with some expensive restaurants.
- 6 Another important consideration when choosing a location is
 - a transport links.
 - b traffic.
 - c size.

2 Listen again and decide if the statements are *true* (T) or *false* (F).

- 1 Steve Harris helps restaurant owners find city locations. _____
- 2 Most restaurants are still open after their first year. _____
- 3 It's easy to open a successful restaurant. _____
- 4 It's difficult to find the right area for your restaurant. _____
- 5 It's a good idea to choose an area with lots of competition. _____
- 6 You need to consider the amount of parking available. _____

3 Complete the interviewer's notes with the words and phrases in the box. There are two extra words. Then listen again and check your answers.

business location competition first high low price number rent second

Interview with Steve Harris - specialist in ¹ _____

- fewer than half of new restaurants succeed during their ² _____ year
- footfall = ³ _____ of people walking past shop, restaurant or other business
- new restaurant near other popular shops means ⁴ _____ footfall
- choose area with right kind of restaurants: right kind of food, ⁵ _____ and customers
- make sure there isn't too much ⁶ _____ or you won't get enough customers!
- other things to think about: transport links, parking and ⁷ _____

Functional language **Checking and clarifying**

1 Put the words in the correct order to make questions.

- 1 immediately / you need someone / saying is / what you're / so / ?

- 2 that / just confirm / can you / please / for us, / ?

- 3 you're looking / can I / with an MBA / just check / for someone / ?

- 4 the benefits, / you be / yes, you mentioned / more specific / but could / ?

- 5 someone / you need / is that right / with experience, / ?

- 6 the right person / do you mean / what / by / ?

- 7 someone older / when you / do you mean / say experienced, / ?

- 8 one person / does that mean / more than / you need / ?

2 Match the questions in Exercise 1 (1-8) with the answers (a-h).

- a What I mean is, someone who will be good at this job. _____
- b Yes, of course. My appointment is at 2.30 p.m. _____
- c Yes, exactly, we are going to need two or three people. _____
- d Yes, what I mean is there's a canteen and a free gym. _____
- e Yes, that's right. We need someone right now. _____
- f Not necessarily older, but we want someone who has worked in this business. _____
- g Correct. We need someone who's been to Business School. _____
- h No, not necessarily, this could be their first job. _____

Opening a meeting, referring to the agenda and stating purpose

3 Complete the questions and sentences with the words in the box.

aim everyone go back like look moving reason see volunteer want

- 1 The reason I _____ to have this meeting is to agree on a sales target.
- 2 Let's _____ at the last item on the agenda.
- 3 I'd _____ to start at 9.30, please, so we can finish before lunch.
- 4 The main _____ today is to find a solution to the packaging problem.
- 5 Does _____ have a copy of the minutes from the last meeting?
- 6 Nice to _____ everyone.
- 7 One _____ for the meeting is to discuss the new marketing campaign.
- 8 Could I have a _____ to do some research on warehouses for rent?
- 9 So, _____ on to item 6: let's talk about the sales figures for the year.
- 10 Can we just _____ to item 4 on the agenda, please?

Writing Short communications

1 Write the abbreviations for the phrases.

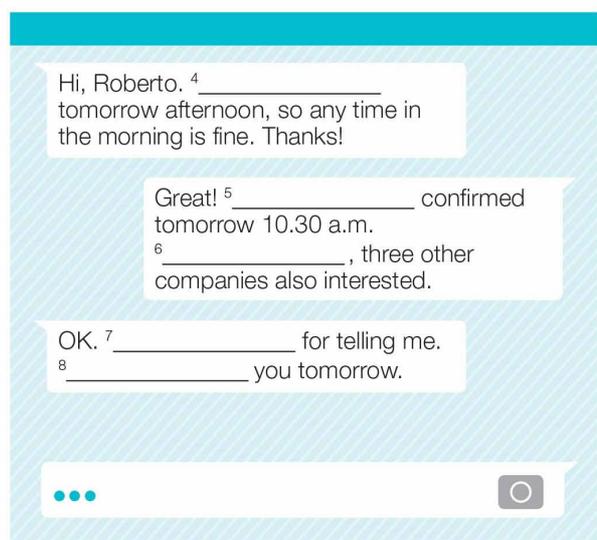
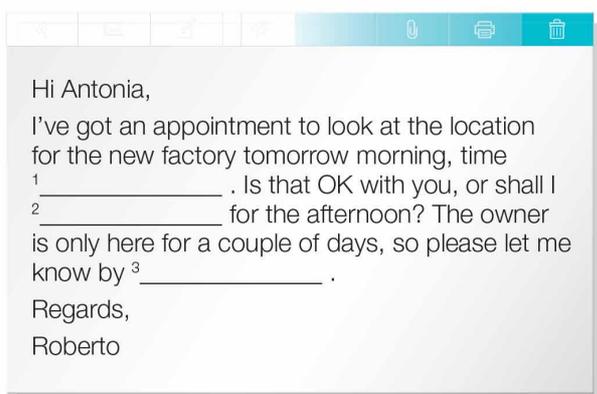
- | | | | |
|-----------------------|------------|-----------------------------|-------|
| 1 working from home | <u>WFH</u> | 5 by the way | _____ |
| 2 close of business | _____ | 6 end of day | _____ |
| 3 as soon as possible | _____ | 7 for your information | _____ |
| 4 to be confirmed | _____ | 8 estimated time of arrival | _____ |

2 Choose the option that would be most appropriate for an informal text message.

- | | |
|-------------------------------------|------------------------------|
| 1 Not in office today. ____ . | 4 ____ outside restaurant. |
| a WFH | a We're meeting |
| b ETA | b Meeting |
| c TBC | c I'll meet |
| 2 On my way. ____ . | 5 Everybody coming to ____ . |
| a I will arrive in ten minutes | a the conference |
| b I will be with you in ten minutes | b a conference |
| c With you in 10 | c conference |
| 3 Need to speak to you. Call ____ . | 6 Need report by ____ . |
| a BTW | a EOD |
| b ETA | b the end of the day |
| c ASAP | c FYI |

3 Complete the email and text messages with the words in the box.

appointment EOD FYI rearrange see TBC thanks WFH



4 Write an informal email to a work colleague. Follow these steps.

- Greet him/her.
- Say your report is almost ready.
- To finish it, you need last month's sales figures. Ask him/her to send you the sales figures for last month.
- Tell him/her you will finish it by the end of the day and send it to him/her.
- Remind him/her that you are working from home tomorrow.
- End your email.

Vocabulary Shops and the shopping experience

1 Match 1-8 with a-h to complete the sentences.

- | | |
|------------------------------------|---|
| 1 There are three new clothes | a centre near the office. |
| 2 There isn't a department | b customers after 11 p.m. |
| 3 They are building a new shopping | c the bill because she didn't have any money. |
| 4 Waterstones is a chain of | d a profit in the first year of a new business. |
| 5 Lisa didn't pay | e shops on the High Street. |
| 6 Vicente charged us | f €50 for his services. |
| 7 The restaurant doesn't serve | g store in the centre of town. |
| 8 It's difficult to make | h bookshops in the UK and Europe. |

2 Complete the questions with the words in the box.

bakery branches butcher's charge pharmacy profit serve VAT

- Is _____ included in the bill?
- I buy all my meat at the _____ next to the office.
- Do they sell brown bread at the _____ round the corner?
- How many _____ does your bank have in the city?
- Do they _____ extra for using a credit card instead of cash?
- Does Valeria's business make a good _____?
- How many customers did you _____ today?
- Can you buy me some cough medicine when you go to the _____, please?

3 Choose the correct option in italics.

- Many online retailers don't *charge* / *spend* for delivery – it's free.
- The owners *made* / *spent* a lot of mistakes when they first opened the restaurant.
- We *order* / *serve* more customers at weekends than on weekdays.
- I prefer to *buy* / *shop* for clothes online.
- I'm in a hurry, so I'm not going to *order* / *spend* any more to eat.
- The biggest *branch* / *chain* of the fashion retailer Zara is in Madrid.
- Did you have to *pay* / *serve* for your new work phone?
- It *costs* / *pays* a lot of money to travel first class on the train.



Grammar Past Simple

1 Complete the dialogue with the correct Past Simple form of the verbs in brackets.

A: Hi! That's a lovely jacket. Is it new?

B: Yes, I ¹ _____ (buy) it yesterday because I need a smart jacket for my presentation next week. I ² _____ (go) to that new shop on the High Street.

A: Did you? ³ _____ (there / be) a lot of people there?

B: Yes, ⁴ _____ (there / be). It ⁵ _____ (be) really busy.

A: ⁶ _____ (you / see) anybody you know there?

B: Actually, I ⁷ _____ (see) Ludwik, the new Sales Director. He was looking for a new tie.

A: Ah, for his presentation tomorrow! And ⁸ _____ (you / buy) anything else?

B: No, I ⁹ _____ (decide) to go home after I ¹⁰ _____ (pay) for the jacket. It was really expensive!

2 Write sentences in the Past Simple. Do not change the order of the words.

1 they / meet / the Manager last week / but / they / not meet / the Finance Director

2 I / not think / the report / be / very interesting

3 Rafael / ring / when / you / be / out

4 Nami / write / a report / on our sales in Asia last year

5 Sarah / hear / the news / when / she / be / at work

6 Hans / try on / lots of suits / but / he / not buy / any of them

Past Continuous

3 What were they doing at 3 o'clock yesterday afternoon? Complete the paragraph with the correct Past Continuous form of the verbs in the box.

answer check have order talk (x2) try on write

Carola ¹ _____ a report. Marco and Frances ² _____ a meeting with the Marketing Manager. Pedro ³ _____ questions about the new marketing plans. Sue ⁴ _____ more paper for the office printer. Bill ⁵ _____ to his boss about the latest sales figures. Matteo ⁶ _____ clothes in the shopping mall. Harry and Rita ⁷ _____ on the phone. Svetlana ⁸ _____ the sales figures for the month.

4 Match the questions (1-6) with the answers (a-f).

- | | |
|-------------------------------------|--|
| 1 Did you buy anything? | a I didn't go. I was working until late. |
| 2 What were they doing all morning? | b Sorry! I wasn't listening. |
| 3 Did you hear what I said? | c No, we were just looking at suits. |
| 4 Do they know each other? | d No, it wasn't. It was snowing! |
| 5 Did you enjoy the party? | e They were updating the software. |
| 6 Was it raining in London? | f I think so. They were chatting like old friends. |

Reading

Retail wonders in Lisbon

You may not think of Lisbon as a top shopping destination, but think again. There are so many interesting and unusual shops in Lisbon it's difficult to choose which to write about in my blog.

Bookshops, old and new

Let's start with bookshops. Lisbon is full of bookshops. The Portuguese love reading! The oldest in the world, Livraria Bertrand, is here. It opened in 1732, was destroyed in the earthquake in 1755, moved to another building, and has now been in the same place in downtown Lisbon since 1773. The Bertrand has had many different owners over the centuries and today it is a chain with over fifty bookshops in Portugal and Spain. Less traditional and much newer is Livraria Ler Devagar, which translates as 'The Read Slowly Bookshop'. It opened in 1999 and people say it's one of the most beautiful bookshops in the world. It's full of books from floor to ceiling, and there are two cafés where you can sit and relax, meet friends or just read a book. It also puts on cultural events, including exhibitions, concerts and plays. It's much more than just a place to buy books.

Independent pop-ups

If bookshops aren't for you, try something quite different. Go to Embaixada ('Embassy' in English), where you can find original Portuguese design. It first opened in 2013 and is like a small shopping mall or department store in a beautiful, nineteenth-century palace. Each room in the palace has an independent pop-up boutique with different Portuguese brands and designs, including fashion, jewellery, cosmetics and interior design. There is also a café and a restaurant with a garden terrace.

From the new to the very old

If you love open-air markets, go to Feira da Ladra. This is a flea market like Portobello Market in London or Marché aux Puces de St-Ouen in Paris. Open twice a week, on Tuesdays and Saturdays, it is the place to go to find second-hand clothes and antiques, coins, stamps and almost anything else you can think of. Over 800 years old, it's one of the oldest flea markets in Europe.

1 Read the blog post and tick the correct column.

		Livraria Bertrand	Livraria Ler Devagar	Embaixada	Feira da Ladra
1	It opened in 2013.				
2	It opened in 1999.				
3	It's more than 800 years old.				
4	It is part of a chain.				
5	You can find Portuguese brands here.				
6	You can buy used clothes here.				

2 Read the blog post again and choose the correct option in italics.

- The author didn't find it *easy* / *difficult* to choose which shops to write about.
- Livraria Bertrand is *in the centre of* / *near* Lisbon.
- Livraria Bertrand *is* / *isn't* in its original building.
- There are *few* / *many* bookshops called Bertrand in Spain and Portugal.
- The pop-up shops in Embaixada *are* / *aren't* part of a chain.
- The *newest* / *oldest* store described in the blog post is Embaixada.
- Feira da Ladra is open *two* / *three* days a week.
- There *is a huge* / *isn't much* variety of goods to buy in Feira da Ladra.

3 How does the author of the blog post feel about Lisbon?

- She thinks it's a strange place.
- She doesn't think it's a good shopping destination.
- She's very positive about it.

Functional language Solving problems

1A The words in bold are in the wrong sentences. Replace each with a word in bold from another sentence.

- 1 Why don't **me** ask Julie to make some calls? _____ *we* _____
- 2 Someone **we** help with calls would really speed things up. _____
- 3 Let **make** see if I can get IT to give you some support. _____
- 4 Having some help from IT would **about** a big difference. _____
- 5 I'll see **can** Tariq can increase the budget. _____
- 6 An extra ten or fifteen percent **if** be a big help. _____
- 7 What **to** we give you an extension? _____
- 8 What else **would** we do to help you get it done on time? _____
- 9 How **if** getting someone to check the sales figures again? _____

B 3.01 Listen to four conversations and check your answers to Exercise 1A.

Signposting a presentation

2 Read the sentences in the table and choose the correct option in italics.

a	b	c	d
I'd like to start ¹ <i>off / on</i> by talking about our budget.	Let's move ⁴ <i>off / on</i> to the results of our survey.	So, just to ⁷ <i>add / sum</i> up, here is Arne with the main points.	That ⁹ <i>brings / takes</i> me to the end of the presentation.
Let's jump right ² <i>in / on</i> with this list.	I'll ⁵ <i>give / hand</i> you over to Kim to show you the figures.	So, to recap ⁸ <i>on / with</i> the main points so far, here are the issues to consider.	Let's wrap it ¹⁰ <i>up / over</i> there.
So, let's ³ <i>be / get</i> started.	Let's look ⁶ <i>at / on</i> the graph in more detail.		

3 Write the headings in the box in the correct column in the table in Exercise 2.

Continue
Repeat
Start
Stop

4 Complete the sentences using the words and phrases in the box.

Finally
First of all
Secondly
Then

- 1 _____, I'd like to begin by presenting the results of the survey.
- 2 _____, I'll go on to talk about where we need to make improvements to the product.
- 3 _____ we'll split into groups to discuss solutions.
- 4 _____, I'll provide a timetable of important dates and targets we need to meet before we launch the product.

Writing An online review form

1A Put the words in the correct order to make statements from an online hotel review form.

1 is reasonable, / very convenient / is a car park. / the location is / and there / The price

2 stay at / once or twice a month. / We usually / the Hotel Atlantico

3 Yes. / is easy to / always park / get to, / The Hotel Atlantico / and the rooms / are comfortable. / you can

4 and sales conference. / had a marketing / Our company

5 is a bit / and some of / Room service / the rooms / slow sometimes / are quite dark.

6 ten days ago. / last stayed / at the hotel / We

B Match the questions from an online hotel review form (a-f) with the answers from Exercise 1A (1-6).

- a How often do you stay here? _____
- b When did you last stay here? _____
- c What was the purpose of your last visit? _____
- d What do you like about the hotel? _____
- e Is there anything you aren't happy with? _____
- f Would you recommend us? _____

2 What type of information do the answers in Exercise 1A (1-6) include? Read them again and match the answers with the headings (1-4).

- 1 Background: ____, ____, ____
- 2 Good points: ____
- 3 Bad points: ____
- 4 Recommendation: ____

3 Complete the online restaurant review form below. Use these notes.

- Daisy's restaurant – once a month
- dinner – a week ago
- dinner with boss and Sales Manager to discuss new sales strategy
- food: excellent; atmosphere: great
- service: sometimes slow later in evening; some tables too small
- would recommend Daisy's for lunch or early dinner



DAISY'S RESTAURANT

REVIEW FORM

We value your feedback. Please leave your comments here.

1 How often do you eat here?

2 When did you last eat here?

3 What was the purpose of your last visit?

4 What do you like about our restaurant?

5 Is there anything you aren't happy with?

6 Would you recommend us?

Vocabulary Describing jobs and contracts**1 Choose the word which CANNOT be used with the word in bold.**

- 1 temporary / fixed / permanent **worker**
- 2 **working** day / shift / life
- 3 retired / full-time / part-time **contract**
- 4 **permanent** worker / intern / employee
- 5 flexible / patterns / fixed **schedule**

2 Add the missing letters to complete the words in the sentences.

- 1 F ___ x ___ e work patterns are great for students.
- 2 My w ___ ing day is from ten to six.
- 3 There isn't much variety in my working l _ f _.
- 4 There are 300 em _ l _ y _ _ s in the factory.
- 5 The supermarket is one of the best em _ l _ y _ _ s in town.
- 6 During the university holidays she worked as an i _ _ e _ _ n in a bank.

3 Choose the correct option in italics.

- 1 Emil did four ten-hour *contracts* / *shifts* last week.
- 2 There are more *staff* / *worker* in the restaurant in the summer months when the tourists come.
- 3 Tina has always had a job. She's never been *full-time* / *unemployed*.
- 4 Jorge is *permanent* / *retired* now - he's 67 years old.
- 5 Pierre has always worked here. He's had the same *intern* / *employer* for twenty years.
- 6 We don't need full-time *employees* / *schedules* at the moment, but we could use some part-time workers.
- 7 Veronica loves being *self-employed* / *employed* because she likes not having a boss.
- 8 Kenzo needs a *permanent* / *temporary* job for a few months until he goes to university.

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Grammar Present Perfect Simple

1 Complete the sentences with the correct Present Perfect Simple form of the verbs in the box.

enjoy not find have give learn not receive teach work

- 1 What lessons _____ (you) in your new job?
- 2 My colleagues _____ me a lot about the business.
- 3 We _____ any information about the job. We don't know anything about it.
- 4 _____ (your boss / ever) you too much work?
- 5 Tony _____ in three different banks.
- 6 Yuki _____ it easy to get a good job. She's still unemployed.
- 7 We _____ our job here very much. It's been great!
- 8 _____ (Gabi) time to read the report?

2 Complete the questions with the correct Present Perfect Simple form of the verbs in brackets and *ever*.

- 1 _____ (you / break) your laptop?
- 2 _____ (you / drive) a bus?
- 3 _____ (they / meet) the Chairman?
- 4 _____ (Nadia / give) a presentation?
- 5 _____ (you / win) a contract?
- 6 _____ (Ji-Sung / write) a sales report?

3 Complete the short answers. Then match the answers with the questions in Exercise 2.

- a No, they _____. They are going to meet her next week. _____
- b Yes, he _____. He wrote one last month. _____
- c Yes, I _____. I had to buy a new one last week. _____
- d No, I _____. I hope I'll win one soon. _____
- e No, I _____. I haven't got a driving licence. _____
- f Yes, she _____. She's given lots of presentations. _____

4 Choose the correct option in *italics*.

- 1 Diana *has* / *hasn't* never had a bonus.
- 2 Moritz *has broke* / *broken* his work phone.
- 3 Fabian *has ever* / *never* sold a car.
- 4 Carlos *has buy* / *bought* many books about business.
- 5 Have they ever *flew* / *flown* business class?
- 6 Has Chang *ever written* / *never wrote* a financial report?
- 7 I *haven't* / *never have* read her book about marketing. It's too long.
- 8 Have you *met* / *met ever* all the employees in the office?

Listening 1 4.01 Listen to an interview with a student and tick the jobs she does.

- 1 working as a chef
- 2 taking food orders
- 3 serving food in restaurants
- 4 pouring drinks at events
- 5 delivering fast food
- 6 delivering parcels
- 7 working as a hotel receptionist
- 8 working in a pharmacy
- 9 working as a domestic cleaner
- 10 promoting holiday events

2 Listen again and decide if the statements are *true* (T) or *false* (F).

- 1 Amy doesn't have to pay rent. _____
- 2 The flexibility of the gig economy is good for Amy. _____
- 3 Amy doesn't like working for the catering company. _____
- 4 The interviewer doesn't think being a bike courier is safe. _____
- 5 Amy often delivers food to office staff. _____
- 6 After she finishes university, Amy wants a job that offers training and a pension. _____

3 Listen again and complete the sentences with one word.

- 1 Amy is studying _____ at the moment.
- 2 She wants to work in the _____ industry when she graduates from university.
- 3 She needs to earn money to pay _____ and buy food and clothes.
- 4 When she has _____, she works less or stops working for a while.
- 5 She says that some of her _____ are also working in the catering and hospitality industry.
- 6 She has done a lot of cycling and has never had an _____.
- 7 As a courier, she often delivers parcels or _____.
- 8 She is happy to carry on working in the _____ economy while she is a student.

4 Choose the sentence which best describes Amy.

- a She's hard-working and wants an interesting and secure job in the future.
- b She's relaxed about work and would like to continue working for different companies.
- c She's happy to work in a dangerous environment.

Functional language Facilitating a decision-making meeting

1 Match 1–10 with a–j to complete the sentences and questions.

- | | |
|------------------------------|---------------------------------------|
| 1 We don't have to | a input, everybody. |
| 2 What are your | b you think. |
| 3 We haven't heard much | c into anything. |
| 4 Can we go away | d take an immediate decision on this. |
| 5 I'd like to know what | e a point. |
| 6 Does anyone have anything | f else they'd like to add? |
| 7 I'd like to get your input | g thoughts on this? |
| 8 Thanks for your | h before we make a final decision. |
| 9 You may have | i and think about it? |
| 10 Let's not rush | j from you John. What do you think? |

2 Which sentences or questions in Exercise 1 ask for input from colleagues?

Rescheduling appointments on the phone

3 4.02 Complete the dialogue between Pavel and Laila with the phrases in the box. Then listen and check.

check my schedule do you mind if I'm calling about it forward out for me
short notice so flexible to confirm to postpone it which is better

- P:** Pavel Orlov speaking.
- L:** Pavel, hi. It's Laila.
- P:** Hi, Laila. What can I do for you?
- L:** Well, ¹_____ our meeting on Tuesday next week.
- P:** You mean, the 12th? Do you want ²_____ ?
- L:** No, no. It's just that I've got a bit of a problem. You see, there's a training session at our head office on Tuesday and I really have to be there.
- P:** That's OK. Don't worry.
- L:** I know it's a bit ³_____ .
- P:** No, that's fine.
- L:** So ⁴_____ we fix another time to meet?
- P:** Fine. Let me just ⁵_____ ... I'm free on Friday the 15th. How does the morning suit you?
- L:** Oh sorry, Pavel. I'm busy all day on Friday. How about Thursday?
- P:** No, sorry, Thursday's ⁶_____ , I'm afraid. All-day meeting ...
- L:** OK ... Um, can we bring ⁷_____ , maybe? How about Monday the 11th?
- P:** Yeah, Monday's good.
- L:** Great. ⁸_____ for you: morning or afternoon?
- P:** Morning's fine.
- L:** Right. So just ⁹_____ : the meeting will be on Monday the 11th.
- P:** Yes, Monday morning. 9.30?
- L:** Perfect. Thanks for being ¹⁰_____ , Pavel. I appreciate it.
- P:** No problem. See you then.

Writing Confirming arrangements

1 Read the email below and answer the questions.

- 1 When is the meeting? _____
- 2 What is the meeting about? _____
- 3 Where is the meeting? _____
- 4 How long is the meeting? _____
- 5 What does Kurt invite Ms Duarte to do? _____

Dear Ms Duarte,

This is to confirm our meeting on Thursday 21st March at 4.30 p.m. to talk about our plans for the new interns arriving next month. The meeting will take place in our offices in Berlin.

The meeting will last until 6 p.m. and I would like to invite you to stay for dinner. Feel free to call me if you have any questions.

I look forward to meeting you on Thursday.

Kind regards,
Kurt Mayer

2 Complete Ms Duarte's reply with the words in the box.

able at best email far forward in unable

Dear Mr Mayer,

Thank you for your ¹_____. I am delighted to confirm that I am ²_____ to attend the meeting on Thursday 21st March ³_____ 4.30 p.m. Could you tell me how ⁴_____ your office is from my hotel?

Unfortunately, I am ⁵_____ to stay for dinner as I am flying to Lisbon ⁶_____ the evening and need to leave at 6.30 p.m. for a flight at 9 p.m.

I look ⁷_____ to our meeting on Friday!

All the ⁸_____ ,

Leonor Duarte

3 Write an email to your colleague Takashi confirming a meeting and inviting him to do something after the meeting. Include the information below in your email.

• *Subject – marketing plans*

• *Time and date of meeting – 2.30 p.m. on Wednesday 3rd October*

• *Place – conference centre*

• *What time the meeting ends / How long it is – 4.30 p.m. / two hours*

• *Invitation – tea or coffee*

Vocabulary Money

1 Match 1–7 with a–g to make collocations.

- | | |
|-------------|------------------|
| 1 financial | a economy |
| 2 withdraw | b by credit card |
| 3 mobile | c system |
| 4 tax | d register |
| 5 cashless | e cash |
| 6 cash | f revenue |
| 7 payment | g wallet |

2 Complete the dialogues with the words in the box.

cash dispenser cashless economy cash flow financial system mobile wallets
penny petty cash short of cash

- 1 **A:** So people never use coins in a _____. Is that right?
B: Correct. They don't use coins or paper money.
- 2 **A:** Do you have any small change for the ticket machine?
B: No, I don't have a _____ in my wallet!
- 3 **A:** Do you have to pay cash in this market?
B: No, they accept money via _____ but you need to have the app on your phone.
- 4 **A:** Do you know where I can get some cash?
B: Yes, there's a _____ in the shopping centre.
- 5 **A:** Shall I get some coffee and snacks for the meeting?
B: OK, you can take some money from the _____.
- 6 **A:** Can you lend me €10?
B: Sorry, I'm a bit _____ just now.
- 7 **A:** There isn't any money in the business account!
B: I know, we've got a bit of a problem with _____ at the moment.
- 8 **A:** Is the _____ in their country similar to ours?
B: No, it's different. Their government has more control.

3 Choose the correct option in italics.

- 1 *Dispenser* / *Payment* for goods under €10 has to be made in cash.
- 2 Pay in the local *currency* / *revenue* when you are abroad.
- 3 It's important for the government to increase tax *flow* / *revenues* for the whole country.
- 4 The cash *crunch* / *short* meant that there wasn't enough paper money or coins in the economy.
- 5 Please come this way to pay at the cash *register* / *withdraw*.
- 6 We have to pay cash *on delivery* / *system*. We can't pay later.
- 7 I'm not going to *flow* / *withdraw* any cash until I'm paid.
- 8 When I was a student, I didn't have a bank account so they paid me cash *currency* / *in hand*.



Grammar First conditional

1 Choose the correct option in italics.

- 1 You won't pay interest if you *pay off* / *will pay off* your credit card straightaway.
- 2 If you eat out all the time, you *spend* / *will spend* a lot on food and entertainment.
- 3 If you *don't* / *won't* want to borrow the money from the bank, I'll lend it to you.
- 4 You'll save money if you *walk* / *will walk* or cycle instead of using public transport.
- 5 If the banks *stop* / *will stop* lending money, they won't get any interest.
- 6 It will be cheaper to borrow money if interest rates *go down* / *will go down*.
- 7 If you work in a team, you *do* / *will do* the job more quickly.
- 8 She won't lend you any money if she *doesn't* / *won't* get the job.

2 Complete the sentences with the correct form of the verbs in the box.

ask be lend need (x2) pay save sell

- 1 If we _____ cash, we'll get some from the cash dispenser across the road.
- 2 The government will get more tax if everyone _____ for everything with cards.
- 3 You'll have to accept debit or credit card payments if you _____ goods online.
- 4 If you haven't got any money, we _____ you some.
- 5 I _____ a lot of money every week if I take coffee to work instead of buying it in a café.
- 6 If they need to borrow a lot of money for the business, they _____ for financial advice before they make a decision.
- 7 If there _____ a lot of inflation, prices will go up.
- 8 You _____ dollars if you trade with the USA.

3 Write first conditional sentences. Do not change the order of the words.

- 1 I / pay / cash / if / they / not accept / credit cards

- 2 if / we / need / a bigger office / we / move

- 3 I / borrow / from the bank / if / I / need / more money to pay employees' salaries

- 4 they / save / a lot of money / if / they / not employ / many people

- 5 if / we / not get / a loan / we / not buy / the office space

- 6 if / he / raise / his prices / we / not shop / there / anymore

Credit card or cash?

Which is better for your pocket?

- 1 Recently, I went on holiday abroad. I thought about getting some local currency but decided to withdraw cash at the airport when I arrived. You can often find a cash dispenser in the baggage area. But I forgot, and it was only when I got on the bus that I remembered. 'No problem,' said the driver. 'You can use your card.'
- 2 Incredibly, I was away for a whole week and I never used cash once. I paid for everything, from a cup of coffee to the hotel bill, using my card. It was convenient and easy, and it was secure. I had no cash on me – only cards. If I lose my card or if somebody steals it, I ring the bank and cancel it immediately. If I lose cash, then it is lost and I never see it again.
- 3 'But,' you ask, 'isn't it easy to spend more when you are using a card? With cash you always know how much you have.' That's true, but it's easy to check your bank balance and make sure that you haven't spent more than you can afford. You can go online or even check at a cash dispenser.
- 4 So what other advantages are there to using credit cards instead of cash? Well, we've discussed security and that is a really big advantage. Not only if you get robbed, but also if you buy something that is broken or faulty. If you pay by credit card, the credit card company can help you get your money back. If you pay cash, it's you against the seller and you will have to fight very hard to get your money back.
- 5 Then there are all the credit card rewards that you get every time you use your card. For example, you can earn points on some store cards every time you buy something, so eventually you get a small discount in that store; or there are travel rewards that mean you can get free flights on a future holiday.
- 6 Finally, using a credit card means that you begin to have a credit history, which you'll need if you want to get a mortgage or borrow money to buy a car. The secret is to pay your credit card bill immediately – this avoids interest charges or getting into debt on your credit card. Then you'll have all the benefits and none of the disadvantages of using a credit card.

1 Read the article and tick the correct column in the table.

		Cash	Credit card
1	less secure		
2	you have to pay interest		
3	easier to see how much you've got		
4	harder to get your money back on faulty goods		
5	you get rewards		
6	you create a credit history		

2 Read the text again. Which paragraph (1–6) mentions the following?

- a what you need to do in order to be able to borrow in the future _____
- b an advantage of using only cash _____
- c buying a bus ticket with a credit or debit card _____
- d an advantage of using a credit card when you buy something that isn't perfect _____
- e why credit and debit cards are safer than carrying cash _____
- f a disadvantage of using credit and debit cards _____
- g not remembering to get any cash at the airport _____
- h a disadvantage of paying for things in cash _____
- i ways that you can save money if you use credit cards _____

3 Decide if these sentences are *true* (T) or *false* (F).

- 1 The author of the article thinks it's better to use credit cards than cash. _____
- 2 She doesn't think you need to pay your credit card bill in full every month. _____
- 3 It makes no difference if you pay for things with cash or a credit card. _____

Functional language **Agreeing on team roles in meetings**

1 Put the words in the correct order to make sentences and questions.

1 everyone / OK / is that / with / ?

2 the presenter / I'd like / to be / you

3 do it / I'd like / Kamal to / don't mind, / if you

4 you like / how would / the project plan / to develop / with Camilla / ?

5 with Martin / how / you feel / swapping / about / would / ?

6 the team meetings / could / I was / you / thinking / chair

7 happy / that's fine by me / if you're both / the presentation, / to give / then

8 perhaps / and she can create the PowerPoint / could swap / you and Marta / for us

2 Match the sentences and questions in Exercise 1 (1–8) with these responses (a–h).

- | | | |
|---|--|-------|
| a | No, I don't mind. He'll do a good job. | _____ |
| b | That would be great. I'm not as good as Marta at creating PowerPoint slides. | _____ |
| c | Fine. I don't mind swapping with him. | _____ |
| d | No, not really. We're not all that happy with this plan. | _____ |
| e | Great! I don't mind presenting on my own, but I'd prefer to do it with someone else. | _____ |
| f | Sorry, but I'd rather not. I'm not very good at presenting. | _____ |
| g | Really? I'm not as experienced as Oscar at chairing meetings. | _____ |
| h | Great. We're good at working together. | _____ |

Quoting figures in presentations

3 Match 1–8 with a–h to complete the sentences.

- | | | | |
|---|---|---|--|
| 1 | Have a look at these figures, which | a | getting things right for the Chinese market. |
| 2 | As you can see, sales are up | b | a lot more marketing in Europe and in the USA. |
| 3 | To put that in context, that's almost | c | show how much we've sold this year. |
| 4 | To give you an idea of how much that is, it comes | d | to over 500 items sold every week. |
| 5 | Perhaps the most surprising thing is that over | e | our sales in other markets. |
| 6 | The key takeaway here is that we are | f | by 25 percent. |
| 7 | In summary, what we need is to increase | g | 30 percent of our products are going to China. |
| 8 | This clearly means that we need to be doing | h | twice as much as we forecast. |



Writing Letter about a price increase

1 Match 1–8 with a–h to make sentences from an email about a price increase.

- | | |
|---|--|
| 1 As you know, we have not raised | a if we do not raise prices. |
| 2 Unfortunately, because of rising costs, | b please do not hesitate to contact us. |
| 3 The quality of our products will suffer | c so that our prices still remain competitive. |
| 4 We are sure you will agree | d our prices for two years. |
| 5 We are keeping the rise small | e to supplying you in the future. |
| 6 We enclose a new price list | f we now need to increase our prices by 3 percent from 15th January. |
| 7 If you have any questions, | g with this letter. |
| 8 We thank you for your business and look forward | h that quality is very important. |

2 Complete the email with the words in the box.

agree avoid hesitate increase price raised rise suffer supplying unfortunately

SUPPLE AND SONS
LEATHER

Unit 12 Bowler Industrial Estate,
Cardiff, CF83 3HX

The Purchasing Manager
Clare's Shoes
Unit 6 Gardner Industrial Park
Glasgow G53 4HR

17th March 20

Dear Sir/Madam,

As you know, we have not ¹ _____ our prices for at least five years. ² _____, because of rising costs, we now need to ³ _____ our prices by 3.5 percent from 1st June.

We have tried to ⁴ _____ any increase but the quality of our leather will ⁵ _____ if we do not raise prices. We are sure you will ⁶ _____ that quality is very important so we need to continue to produce the best materials. We are keeping the ⁷ _____ small so that our prices still remain competitive.

Enclosed with this letter is a new ⁸ _____ list. If you have any questions, please do not ⁹ _____ to contact us.

We appreciate your business and hope that you will understand our situation. We look forward to ¹⁰ _____ you in the future.

Yours faithfully,

Giovanna Batta

Giovanna Batta

3 You are a wool supplier for clothing companies. Write a letter to your customers explaining that your prices have to increase. Use the notes below.

- Reason for writing (paragraph 1): price increase 6% from 10th October
- Explanation (paragraph 2): increase in wool prices worldwide – quality will suffer
- Enclosures (paragraph 3): new price list
- Positive conclusion (paragraph 4): thank you, appreciate your business; look forward to supplying you in future

Vocabulary Teamwork

1 Choose the correct option in italics.

- 1 I *agree* / *trust* my colleagues to do their jobs well. I give them responsibility.
- 2 Kamal is a very *experienced* / *reliable* member of the team. He always meets deadlines.
- 3 We need *experienced* / *reliable* people to do this job. We don't have time to train anybody.
- 4 Renata is very good at *dealing with* / *cooperating with* complaints. She usually finds a solution for the customer.
- 5 You really need to *cooperate with* / *manage* others if you want to work in a team.
- 6 The team are very good at conflict *argument* / *management*. Any issues are dealt with quickly.
- 7 We have finally reached an *agreement* / *argument*. The contracts are ready.
- 8 I don't think the team has enough *respect* / *agreement* for their boss. They often ignore him.

2 Complete the sentences so they have the same meaning as the sentence above.

- 1 We are in complete agreement.
We _____ with each other completely.
- 2 Tom and José are usually very good at communication.
Tom and José usually _____ very well.
- 3 The management of the team was very good.
They _____ the team very well.
- 4 There wasn't any trust between them.
They _____ each other at all.
- 5 The team had an argument during the meeting.
The team _____ during the meeting.
- 6 Is there cooperation between the directors?
Do the directors _____ with each other?

3 Complete the sentences with the words in the box.

agreement argue conflict cooperation disagree experienced reliable respect

- 1 If you want to stop the argument with him, don't _____ with everything he says.
- 2 If you want to have everybody's _____, you need to deal with difficult issues quickly and fairly.
- 3 If they want to make progress as a team, they need to improve _____.
- 4 If you _____ all the time, it will be difficult to reach an agreement.
- 5 Our boss needs to be good at _____ management because her group often don't agree with each other.
- 6 If he wants to get a better job, he needs to be more _____ and do what he says he's going to do.
- 7 If everyone reaches a(n) _____ on what we should do about pricing, we can make a decision and end the meeting.
- 8 If you want a(n) _____ manager, you should choose somebody who has done the job before.

Grammar Pronouns with *some-* and *every-*

1 Choose the correct option in italics.

- 1 Why are the sales team so angry? Is it *someone* / *something* I said?
- 2 *Someone* / *Everyone* has taken my laptop by mistake.
- 3 I looked *everywhere* / *somewhere* for my glasses but I didn't find them.
- 4 *Somewhere* / *Someone* told me the news about your new job. Congratulations!
- 5 Is *something* / *somewhere* wrong with this report?
- 6 Is *somewhere* / *somebody* meeting us at the airport?
- 7 I saw *everything* / *everyone* that happened in the office.
- 8 *Everybody* / *Everywhere* at the conference had a great time.

2 The words in bold are in the wrong sentences. Replace each with a word in bold from another sentence.

- 1 Do you know ~~everywhere~~ who can do this job? someone
- 2 Tina has got **somebody** very important to say. _____
- 3 Greg is **something** else this afternoon – he's not in the office. _____
- 4 Is **somewhere** going to help me or do I have to write the report by myself? _____
- 5 **Something** in the office starts work at 9 a.m. because we want all the staff to come in at the same time. _____
- 6 I want to go **everybody** abroad to get some work experience. _____
- 7 Is there **someone** I can do to help with this problem? _____
- 8 We want to sell our new products **somewhere**, not just here. _____

3 Complete the sentences with pronouns starting with *some-* or *every-*.

- 1 Is _____ ready on the laptop for this presentation?
- 2 _____ has arrived for the conference. We're all here.
- 3 I've been _____ to find raw materials for our products. I've visited every continent!
- 4 We need to find _____ to do this job. We can't do it ourselves.
- 5 Did you see _____ at our headquarters or only a few people?
- 6 People don't want our products anymore. They want _____ different.
- 7 _____ they said about my job was a lie.
- 8 I want to work _____ smaller and closer to home.

Listening 1 6.01 Listen to a meeting to discuss team-building ideas for new employees joining a company. Answer the questions.

- 1 What's happening to the business? _____
- 2 What needs to happen as quickly as possible? _____
- 3 What suggestions does the manager need? _____
- 4 Why aren't they going out to lunch? _____
- 5 What could scare the new employees? _____
- 6 Who would be in each group of four or five employees? _____

2 Listen again and choose the correct option.

- 1 How many new employees are joining the sales team?
 a five b ten c fifteen
- 2 How many new people will be employed in marketing?
 a one b two c three
- 3 How many employees are joining the research and development team?
 a two b three c five
- 4 In the team-building activity, how many things do the employees in each group have to find in common?
 a one b three c five
- 5 How long will each team have to complete the team-building activity?
 a an hour b forty minutes c thirty minutes
- 6 What prize could they win?
 a lunch out b dinner c chocolates

3 Decide if these sentences are true (T) or false (F). Listen again and check your answers.

- 1 There will be more new people in the sales department than in the office. _____
- 2 There won't be any new people in the production department. _____
- 3 The company may hire more staff in the near future. _____
- 4 The manager also asks participants to say which departments they think need more staff. _____
- 5 The manager suggests holding the team-building activity at the weekend. _____
- 6 The team-building activity isn't going to be competitive. _____

Functional language

Encouraging and motivating

1 Choose the correct option in italics.

- 1 I know exactly *how* / *why* you feel!
- 2 Look on the *bright* / *happy* side.
- 3 That's too *bad* / *worse*!
- 4 I'm sorry it didn't work *in* / *out* for you.
- 5 I *hope* / *wish* you're not too disappointed.
- 6 It sounds *as* / *like* you put a lot of work into it.
- 7 I know *how* / *what* important it was to you.
- 8 If it makes you *be* / *feel* any better, I applied for fifty jobs before I got an interview.
- 9 Put it *ahead* / *behind* you and move on.
- 10 The question to ask yourself is: what can I *learn* / *teach* from this?

2 Which two expressions from Exercise 1 show that the person responding has had a similar experience?

Supporting, building on and questioning ideas

3 Complete the words in the sentences.

- 1 While we're on the s ___ j ___ t of graduate recruitment, w ___ don't we offer more formal training?
- 2 There is the p ___ b ___ e ___ of attracting more women into our profession. What can we do a ___ t that?
- 3 I'm just w ___ e ___ i ___ g about the budget for more paid internships. How can we m ___ n ___ g ___ that?
- 4 And doing that m ___ n ___ we can a ___ o offer more jobs with six months of training in our headquarters in Japan.

4 Match a-d with i-iv to complete the sentences.

- | | |
|---|--|
| a Perhaps we could go into schools and encourage more girls | i about increasing the budget for internships. |
| b You know, that might not be such a bad idea. Offering | ii formal training means we would get more graduates applying. |
| c I really like that idea. If we do that, perhaps we can | iii also offer Japanese language lessons. |
| d Of course there is the problem of cost. We'll need to talk to the board | iv to apply to study engineering at university. |

5  6.02 Match the sentences in Exercise 3 (1-4) with the responses in Exercise 4 (a-d). Then listen and check.

Vocabulary Research and development

1 Write letters in the spaces to complete the words.

- 1 Before consumers can purchase the finished p ___ d ___ t, it needs to be tested.
- 2 There were so many design ch ___ l ___ g ___ s that it took a long time to finish.
- 3 A group of d ___ s ___ g ___ s created and developed new product ideas.
- 4 I'm not sure what the f ___ n ___ t ___ n of this product is. What is it used for?
- 5 The product testers have sent us their f ___ d ___ k on our products.
- 6 Designers need to find s ___ t ___ ns to the problems identified in testing.
- 7 They still need to make some i ___ p ___ v ___ m ___ s to the final design before they launch the product.
- 8 Before I make a final drawing, I'm going to make a rough s ___ t ___ h of the design.

2 Match 1-6 with a-f to make phrases about research and development.

- | | |
|--------------------------|----------------------------------|
| 1 deal with | a for testing |
| 2 give | b to the function of a product |
| 3 make improvements | c problems and design challenges |
| 4 make the product | d product |
| 5 produce a final design | e feedback on a prototype |
| 6 purchase a finished | f commercially available |

3 Complete the sentences with the phrases in Exercise 2.

- 1 We asked a group of testers to _____ of the product we want to launch.
- 2 Customers can _____ when it becomes commercially available.
- 3 Our designers are going to _____ we already manufacture.
- 4 The designers _____ after the first design.
- 5 The company are going to _____ when they've finished final improvements to the design.
- 6 They will _____ when they have found solutions to the problems with the last designs.



Grammar *can, have to, need to*

1 Match the sentences that go together.

- | | |
|--|--|
| 1 I've got a car. | a I have to park in the car park. |
| 2 My car has broken down. | b I can't drive you to the conference. |
| 3 There isn't a parking space on the street. | c I don't need to drive. |
| 4 It's close enough to walk to the office. | d I can drive you to the airport. |

2 Cross out the incorrect option(s) in each sentence. There may be two incorrect options.

- 1 You *have to / can't / need to* get to the office before 9 a.m. Work starts at 9 o'clock.
- 2 You need a degree to work here. You *can / can't / have to* apply without one.
- 3 We *need to / can't / don't need to* employ another manager. There are too many in this department.
- 4 Neta *can / can't / has to* go to the conference in the USA. She hasn't got a visa.
- 5 I *can / have to / don't need to* come in to work early tomorrow if you need more help.
- 6 Joe *doesn't have to / can't / needs to* start work at 8, but he always arrives before 8.
- 7 We *can / need to / don't have to* buy a new photocopying machine if this one is broken.
- 8 Don't send a letter of application. You *need to / can / can't* apply for the job online.

3 Complete the dialogues with *can/can't, need to / have to, do/don't*.

- 1 A: I don't have my credit card. _____ you pay in cash in the new store?
B: Yes, you _____.
- 2 A: _____ employees work flexible working hours at your company?
B: No, they _____. Everyone has to start at 9 and finish at 5.
- 3 A: _____ I _____ wear a suit at the conference?
B: No, you _____. Casual clothes are fine.
- 4 A: _____ Hannah _____ work with other departments?
B: No, she _____. She works alone.
- 5 A: _____ we _____ work next weekend?
B: Yes, we _____. Sorry!
- 6 A: _____ Sue check in to the hotel before tomorrow's meeting if she needs to?
B: No, she _____. Check-in is from midday.

4 Rewrite the sentences. Use the correct form of *can/can't, have to / need to or don't have to / don't need to*.

- 1 It isn't necessary for Rita to finish the report today.
Rita doesn't _____
- 2 It's necessary for Tom and Henry to bring their passports.

- 3 It isn't possible for Bella to travel during the sales conference.

- 4 It isn't necessary for Carlos to interview all the candidates.

- 5 It's possible for Valerie to help you with your presentation.

- 6 It isn't possible for Liz and Brian to go to the meeting.

Listening 1 ▶ 7.01 Listen to the conversation between Marina and Karl about a TV programme on robots and tick the subjects they talk about.

Robot(s) ...

- | | |
|-------------------------------|--------------------------|
| 1 design | <input type="checkbox"/> |
| 2 engineering | <input type="checkbox"/> |
| 3 in the hospitality industry | <input type="checkbox"/> |
| 4 testing | <input type="checkbox"/> |
| 5 waiters | <input type="checkbox"/> |
| 6 in hospitals | <input type="checkbox"/> |
| 7 in care homes | <input type="checkbox"/> |
| 8 pets | <input type="checkbox"/> |
| 9 doctors | <input type="checkbox"/> |
| 10 experiments | <input type="checkbox"/> |

2 Listen again and choose the correct option in italics.

- 1 The programme Marina watched included interviews with *restaurant owners / scientists*.
- 2 Marina says that robots *can / can't* talk to customers in restaurants.
- 3 Marina says that some restaurant customers find robots *annoying / amusing*.
- 4 Karl says that using robots will save *money / time*.
- 5 According to Marina, a robot *can / can't* help older people remember things.
- 6 The programme Karl watched was about robots in *hospitals / care homes*.
- 7 Karl says that robot pets *are / aren't* popular with old people.
- 8 Marina hopes that using robots will leave more time for *human communication / humans to do heavy work*.

3 Listen again and complete the sentences with one or two words in each gap.

- 1 The programme Marina watched was about robots in the _____ industry, in hospitals and care homes.
- 2 Some restaurants in _____, _____ and _____ are already using robot waiters.
- 3 Some robot waiters look like _____.
- 4 Robots in Japanese hospitals are used for transporting _____, _____ and equipment.
- 5 Robots in care homes are becoming _____.
- 6 In one TV programme, the care home residents had a _____.

4 Who is more positive about robots: Marina or Karl?

Functional language Explaining a procedure clearly and effectively

1 Complete the instructions with the words in the box.

begin by done last once step steps that then you

How to ... *scan photos*

<p>1 To _____, you'll need a USB cable for your computer if your scanner isn't wireless.</p>	<p>6 Once you've _____ that, preview the scan on your computer screen.</p>
<p>2 You start _____ connecting the scanner to your computer wirelessly or by using the USB cable.</p>	<p>7 Then _____ select the scan area in the scanner software.</p>
<p>3 _____, you turn the scanner on.</p>	<p>8 _____ you've selected the scan area, set other options such as colour or grayscale.</p>
<p>4 After _____, place the photo or document you want to scan into the scanner.</p>	<p>9 When you've completed all the _____, scan the image by clicking on the scan button on your computer.</p>
<p>5 The next _____ is to press the 'Scan' button on the scanner.</p>	<p>10 The _____ step is to save the scanned image on your computer.</p>

Signalling and dealing with technical problems

2 Choose the correct option in italics.

- 1 If you can just *check* / *checking* that your webcam is on, please?
- 2 I'm afraid we can't *hear* / *hearing* you very well.
- 3 Can you *switch* / *switching* off your webcam? We'll just use audio.
- 4 Could you *be* / *move* closer to the microphone?
- 5 I can hear a lot of background *noise* / *noises*.
- 6 Your screen is *black* / *blank*. Have you switched on your webcam?
- 7 There's a *bit* / *little* of an echo.
- 8 Would you mind *use* / *using* your headphones?
- 9 You keep *cut* / *cutting* out. The connection is bad.
- 10 Can you move your mobile phone away *of* / *from* your computer?

3 7.02 Match the sentences and questions in Exercise 2 (1–10) with these responses (a–j). Then listen and check.

- | | |
|--|-----|
| a Sorry, I'm on a train. It's quite noisy. I'll use the mute button. | ___ |
| b Sorry, no, I haven't. I had to switch it off because my internet connection was very slow. | ___ |
| c Sure. I'll switch it on now. Can you see me? | ___ |
| d I'll check my volume settings. Is that better? | ___ |
| e Good idea. The webcam was really slowing down my internet connection. | ___ |
| f Yes, of course. I was a bit too far back. Can you hear me now? | ___ |
| g Sure. Was there a lot of background noise? Is this better? | ___ |
| h Yes, the connection's terrible. I'll hang up and call you back. | ___ |
| i Sure. I'll just put it in my bag. | ___ |
| j Oh. Sorry, that must be because my mobile phone's right next to my computer. I'll switch it off. | ___ |



Writing Preparing slides

- 1 7.03 Listen to three extracts from presentations (1–3) and match them with these slides (A–C).

A _____

Price increase

Reasons

- materials expense
- ¹ _____ expense
- salaries

B _____

Staff increase

Reasons

- increased ² _____
- production

Need 8 new members of staff:

- 5 in ³ _____
- 3 in office: ⁴ _____, sales, admin

C _____

Packaging

NO

- ⁵ _____
- non-recyclable materials
- glass

YES

recycled ⁶ _____

- 2 Listen again and complete the slides in Exercise 1. Use one word in each gap.

- 3 Choose the most appropriate option in *italics* to complete the slides.

Staff problems

- ¹*long-term / a long-term* sickness
- no ²*training offered by the company / training*
- ³*late / to be late* arriving for work
- dissatisfaction
- ⁴*the atmosphere is bad / bad atmosphere*

Staff training

- ⁵*new / the new* IT system
- ⁶*new product design / the new design of our products*
- sales techniques
- ⁷*new / our new* accounts system

Sales conference

Why?

- ⁸*in order to improve / improve* new product sales
- ⁹*improve / improving* sales of old stock

When?
September

Where?
¹⁰*HQ / at our headquarters*

Who?

- sales and marketing team
- design team

- 4 Read the extract from a presentation and prepare a slide to go with it.

The company needs to launch new products in order to continue to make a profit in the market. Customers are beginning to buy other pasta sauces with new and different ingredients. We need to do some research to make sure we give customers what they want. We want to find out if customers still like our traditional sauces. We should focus on new ingredients and new healthier options.



Vocabulary The environment

1 Match 1–6 with a–f to complete the sentences.

- | | |
|-------------------------------------|--|
| 1 There are lots of caves | a for bigger waves. |
| 2 They put a fence along the cliffs | b into the ocean. |
| 3 The government have created | c to stop people climbing down. |
| 4 The river flows | d that grow in the desert. |
| 5 Cacti are the only plants | e in the mountains. |
| 6 The surfers are waiting | f a national park to protect wildlife. |

2 Complete the sentences with the words in the box.

damage damaging destroyed destruction impact polluting pollution
protect

- How much _____ did the earthquake do to the buildings?
- What _____ has the new motorway had on local traffic?
- The air _____ in the city has become much worse.
- The amount of construction in the last ten years has _____ areas of the countryside.
- Plastics are _____ our oceans and could lead to the extinction of fish.
- Are they doing enough to prevent the complete _____ of our environment?
- The terrible weather is _____ a lot of roads in our area.
- What can we do to _____ our wildlife?

3 Complete the pairs of sentences with the correct form of the word in capitals.

PROTECT

- The local community is _____ the forest from destruction.
- There is a new law for the _____ of bees and other insects that are essential to our survival.

CONSERVE

- Animal _____ is an important part of our environmental policy.
- They _____ water by collecting and storing rainwater.

REDUCE

- It is very difficult to _____ noise pollution in the city.
- The city has achieved a _____ in air pollution by creating cycle lanes.

RECYCLE

- The company _____ plastics, cardboard, glass and paper. They don't throw anything away.
- _____ is a very important environmental issue for the government.

Grammar *should* and *could* for advice and suggestions

1 Put the words in the correct order to give advice or make suggestions.

1 should / work / I / you / to / think / walk
_____2 drive / every / your / you / shouldn't / car / day
_____3 use / people / public / should / more / transport
_____4 hire a car / you / when you need / could / somewhere / to drive
_____5 could / instead of driving / he / share rides / on his own
_____6 the / you / park / shouldn't / on / pavement
_____7 buy / they / electric / could / an / car
_____8 should / the government / introduce / cycle lanes / more

2 Match the questions (1-8) with the answers (a-h).

- | | |
|--|---|
| 1 Do you think we should walk there? | a You could, but I like this one better. |
| 2 What should we bring? | b You could leave it in the car park behind the office. |
| 3 Should I offer to do the research? | c He could go now, but the traffic will be terrible. |
| 4 Where should we leave our car? | d Yes, I do. Or you could take the bus. |
| 5 Do you think he should apply for that job? | e No, I don't. He hasn't got the qualifications for it. |
| 6 Should they listen to her? | f Yes, you should. That would be very helpful. |
| 7 Should I buy this laptop? | g Yes, they should. She knows what she's talking about. |
| 8 What time should he go into the city? | h You could bring your notes from the last meeting. |

3 Complete the dialogue with *could*, *should* or *shouldn't*.

A: I'm really worried. I don't know what to do.

B: What's the problem?

A: I don't know if I ¹_____ stay at university or get a job.B: You ²_____ do both. You ³_____ get a part-time job and continue with your studies.

A: But I haven't got any money.

B: Maybe you ⁴_____ borrow some for a couple of months.A: I don't think students ⁵_____ borrow money ...B: I agree, but you ⁶_____ work in the holidays and save your salary.

A: That's true.

B: You really ⁷_____ give up your studies now. You've only got another year.A: Yes, you're right. ⁸_____ I look for a job right now?

B: Good idea!

Reading

Green and pleasant Curitiba

Curitiba is a city of over 1.8 million inhabitants in the south of Brazil, and like many cities in South America, it grew very fast. It was founded in 1693, but by the 1960s there was a huge environmental problem. There were too many people, too many vehicles on the roads and not enough public transport.

There were many other cities with similar problems, but Curitiba managed to find a solution without destroying the old city, without building all over green spaces or creating more and wider roads for cars. On the contrary, the Mayor of Curitiba at the time, Jaime Lerner, did the exact opposite. Lerner is an architect and when he became Mayor, he decided they should close a part of the city centre to cars. Shop owners were very worried about this plan because they thought nobody would come to their shops if they couldn't drive there, but Lerner did it anyway, very quickly and secretly, in just three days. Luckily (and not surprisingly), everybody loved the new pedestrian area and now it is like a huge outdoor mall, full of people shopping and enjoying the city. There are hundreds of shops and restaurants, and there are benches everywhere for people to sit and watch the world go by.

Next, Lerner created a transport system that was cheap and easy to complete. Instead of an expensive underground system that would take many years to finish, he created express bus lanes in the middle of the city's main avenues. Very big buses go in both directions every few minutes, taking people to work and back, quickly and cheaply. Eighty percent of travellers use the buses, which means that there is much less pollution and Curitiba is easier to get around than any other city in Brazil.

Other environmental innovations include having parks that absorb water during the rainy season and so prevent flooding. These also provide around fifty square metres of green space per person in the city. There is also a unique system of recycling and rubbish collection. The poorest in the city can collect rubbish and bring it to neighbourhood centres where they can exchange it for bus tickets and food. This has helped make Curitiba a clean and pleasant city, and the greenest in South America.

1 Read the article and choose the correct answer.

- 1 What caused the environmental problems in Curitiba?
 - a population increase
 - b the weather
 - c bad government
- 2 What did the mayor of Curitiba do in secret in the city centre?
 - a close shops
 - b make a pedestrian area
 - c build an underground system
- 3 What is the main transport system in Curitiba?
 - a the underground
 - b cars
 - c buses
- 4 What environmental problem do parks in Curitiba help to stop?
 - a rubbish
 - b floods
 - c traffic

2 Read the article again and choose the correct option in italics.

- 1 Curitiba's problems in the 1960s were *common* / *not common*.
- 2 Many other cities solved their problems by *destroying* / *investing in* the original city.
- 3 Jaime Lerner was a *shop owner* / *an architect*.
- 4 Lerner carried out his plan secretly because *shop owners* / *the city council* didn't agree with it.
- 5 The pedestrian shopping area in Curitiba is *popular* / *unpopular* today.
- 6 The bus system *has* / *hasn't* been very successful.
- 7 Collecting rubbish in Curitiba can help poor people pay for *transport* / *accommodation*.
- 8 There are *fewer* / *more* environmental problems in Curitiba than in other Brazilian cities.

3 Which sentence best describes the author's attitude towards Curitiba?

- a He thinks Curitiba should have a smaller population and be less polluted.
- b He thinks Curitiba is a great example of good environmental decision-making.
- c He thinks there is still a lot to do to make Curitiba green.

Functional language Giving and receiving feedback

1 Choose the correct option in italics.

- 1 We'll start with the *positive / negative* feedback, then we'll move on to areas for improvement.
- 2 We're pleased *for / with* your progress.
- 3 You're great *in / with* admin.
- 4 There are a couple of *areas / places* for improvement.
- 5 We think you could *improve / increase* your time management skills.
- 6 I have to point *in / out* some areas for development.
- 7 You *have / make* good communication skills.
- 8 The reason we're concerned is, it could have a negative *impact / reason* on relations with clients.
- 9 Would that be a *fair / right* assessment?
- 10 How did you feel it *go / went*?

2 Which sentences in Exercise 1 give positive feedback?

3 Complete the sentences responding to feedback with the words in the box.

agree appreciate good hear helpful idea problem try

- 1 I'm glad to _____ that.
- 2 Your feedback is very _____.
- 3 I mostly _____ with your assessment.
- 4 I _____ your comments.
- 5 I'd like to _____ and do that in the future.
- 6 I accept that this is a _____ for me sometimes.
- 7 That's _____ to know.
- 8 That's an interesting _____, but I think it will be quite difficult.

Managing a Q&A session

4 Put the words in the correct order to make sentences and questions.

- 1 there / are / any / questions / more / ?

- 2 have / sorry, / don't / answer / I / the

- 3 new / Hans / so / the / where / offices / asked / are, right / ?

- 4 asking / sorry, / where / are. / they / is that right / you're / ?

- 5 what / I'm / you / sorry, / sure / I'm / mean / not

- 6 a / thanks / question, / good / it's

- 7 question / answer / that / does / your / ?

- 8 not / that / I'm / about / sure

Writing An intranet update

1 Complete the intranet update with phrases a-g.

- a This will reduce
- b We are therefore holding
- c We asked
- d As you know
- e We also plan to
- f Firstly, we are going to
- g Secondly, we are going to

Proposal for more eco-friendly offices

¹ ____, we are trying to make our offices more eco-friendly. ² ____ our staff for suggestions and they have given us many good ideas. We have also asked environmental experts for some tips and we are now ready to propose a number of changes.

³ ____ ask all our staff to turn their computers off at the end of the day. ⁴ ____ the amount of energy we use. ⁵ ____ introduce separate drinking water taps so that staff stop bringing plastic water bottles to work. We are going to ask everybody to use their own glasses and mugs and not to bring coffee and tea into the office in paper cups. ⁶ ____ install solar panels for heating and solar powered air conditioning to reduce energy consumption.

⁷ ____ a meeting next Friday to discuss the changes and answer any questions you have.

2 Match the problems (1-4) with the possible solutions (a-d).

Problems

- 1 electricity bill too high
- 2 offices too cold in summer, too hot in winter
- 3 not enough parking spaces
- 4 food waste

Possible solutions

- a suggest car sharing and working from home
- b canteen staff to do research to find out how many people want meals every week
- c turn heating and air conditioning down
- d turn lights and computers off

3 Imagine your company wants to become more eco-friendly and has identified the workplace problems in Exercise 2. You have asked all your staff for suggestions and possible solutions. Write an intranet update. Explain the problems and solutions and suggest a time for a meeting.

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Pronunciation

Unit 1

1.2 The letter 'r'

1 P1.01 Can you hear sentence A or B? Listen and tick (✓) the sentences you hear.

- 1 a We need a big venue.
- b We need a bigger venue.
- 2 a Business lunches are hard, and weddings are hard.
- b Business lunches are hard, and weddings are harder.
- 3 a We need to choose a cheap venue.
- b We need to choose a cheaper venue.
- 4 a Is a phone call easy for you?
- b Is a phone call easier for you?

2 Practise reading the sentences in Exercise 1.

3 P1.02 Listen to two versions of the sentences. Are there more 'r's pronounced in sentence A or B?

- 1 A 2 _____ 3 _____ 4 _____ 5 _____

4 Listen again and circle the 'r's which are pronounced. Practice saying the sentences.

- 1 a An informal meal is easier than a formal meal.
- b An informal meal is easier than a formal meal.
- 2 a For you, are any of the skills more important - or less important?
- b For you, are any of the skills more important - or less important?
- 3 a Was the circus event more difficult than your usual events?
- b Was the circus event more difficult than your usual events?
- 4 a The Metropole Hotel has a bigger dining rom.
- b The Metropole Hotel has a bigger dining rom.
- 5 a Today's weather is worse than yesterday's weather.
- b Today's weather is worse than yesterday's weather.

1.3 Showing interest in small talk

1 P1.03 Listen to two versions of each question. In which question does the speaker show more interest; A or B?

- 1 Where do you come from? _____ B
- 2 How are you today? _____
- 3 Which do you prefer, London or Dublin? _____
- 4 What do you know about the project? _____
- 5 How was your journey? _____
- 6 When did you arrive? _____
- 7 What do you think about the weather? _____

2 P1.04 Listen to the more interested versions again and underline the main stress in each sentence.

3 Listen again and repeat the more interested versions.

Unit 2

2.1 Syllables and stress

1 Write the words in the correct place in the table.

advice arrive based close companies design important interesting location
near nice people product quiet salaries services skilled space

1 syllable	2 syllables	3 syllables
based		

2  P2.01 Listen and check. Then listen again and practise saying the words.

3 Underline the stressed syllable in these words.

- | | | |
|------------------|--------------|----------------|
| 1 <u>product</u> | 7 arrive | 13 people |
| 2 important | 8 cities | 14 quiet |
| 3 funding | 9 intern | 15 salaries |
| 4 design | 10 distances | 16 companies |
| 5 services | 11 vehicles | 17 interesting |
| 6 advice | 12 location | 18 hospital |

4  P2.02 Listen and check. Then listen again and practise saying the words.

2.2 Stress in noun phrases

1 Underline the noun phrases in these sentences.

- 1 Do you know what a nature walk is?
- 2 There are family rooms at the hotel.
- 3 Two new conservation projects are starting.
- 4 I don't think the air conditioning is working.
- 5 What facilities are there in the conference rooms?
- 6 Is the town centre very far from here?
- 7 The hotel offers great dining experiences.
- 8 What dessert options are there?

2  P2.03 Listen and circle the stressed word in the noun phrases.

3 Listen again. Circle the stressed syllable in each noun phrase.

4 Listen again and repeat the sentences.

Unit 3

3.2 Past Simple

1 Write the Past Simple verbs in the correct group.

advised agreed arrived believed came caught cried heard learnt paid
played received saw served thought

/aɪ/ as in *price*: advised _____

/eɪ/ as in *face*: _____

/i:/ as in *feel*: _____

/ɜ:/ as in *stir*: _____

/ɔ:/ as in *north*: _____

2 P3.01 Listen and check. Then listen again and practise saying the verbs.

3 Look at the verbs in Exercise 1. What different spellings can you see?

/aɪ/ i _____ /ɜ:/ _____

/eɪ/ _____ /ɔ:/ _____

/i:/ _____

4 P3.02 Listen to the sentences and write the verbs you hear.

- | | |
|---|--|
| 1 We <u>saw</u> some nice conference venues. | 6 We _____ at work early today. |
| 2 I _____ about the conference from a colleague. | 7 I _____ the whole day in meetings. |
| 3 We often _____ lunch together. | 8 I really _____ the new canteen. |
| 4 I _____ to help him. | 9 They usually _____ the full amount. |
| 5 Where's the order I _____ ? | 10 We _____ the order last week. |

5 Listen again and practise saying the sentences.

3.3 Stress in short sentences

1 P3.03 Listen and complete the sentences.

- 1 I can't believe it.
- 2 Are you _____ any _____ ?
- 3 We can _____ the _____ .
- 4 What if I _____ you an _____ ?
- 5 Who's going to _____ with _____ ?
- 6 I've _____ _____ up my _____ .
- 7 _____ see what _____ _____ do.
- 8 _____ _____ give _____ an assistant.
- 9 _____ _____ talk _____ _____ a moment?
- 10 _____ _____ help _____ _____ some _____ the figures.
- 11 Perhaps _____ _____ plan _____ schedule.
- 12 _____ _____ give me _____ little _____ time?

2 What is the difference between the missing words in sentences 1-6 and the missing words in sentences 7-12?

3 Listen again and practise saying the sentences with the same stress as in the recording.

Unit 4

4.1 Vowel sounds: British English and American English

1  P4.01 Listen and decide whether the words are spoken by British English or American English speakers. Tick the correct flag.



- | | |
|---|--------------|
| 1 project <input checked="" type="checkbox"/> | 6 top |
| 2 contract | 7 possible |
| 3 aspects | 8 conference |
| 4 economy | 9 happier |
| 5 standard | 10 operator |



2  P4.02 Listen and repeat the two ways of pronouncing the words. The first version is British, the second is American. Which do you find easier?

3  P4.03 Listen and decide whether the sentences are spoken by British English or American English speakers. Tick the correct flag.



- | | |
|--|--|
| 1 He likes having free time to work on his own projects. <input checked="" type="checkbox"/> | |
| 2 Today's global economy needs flexible work patterns. | |
| 3 The standard working day is Monday to Friday, nine to five. | |
| 4 This is just extra money on top of my pension. | |
| 5 It isn't always possible to take breaks. | |
| 6 Disadvantages for a temporary worker include lack of job security. | |
| 7 I'm a much happier employee. | |

4.2 Present Perfect Simple

1  P4.04 Listen and underline the sentence you hear.

- | | |
|------------------------|-------------------------------|
| 1 She sold a few cars. | <u>She's sold a few cars.</u> |
| 2 We won a prize. | We've won a prize. |
| 3 The lesson started. | The lesson's started. |
| 4 I heard about you. | I've heard about you. |
| 5 I finished it. | I've finished it. |

2  P4.05 Listen and practise saying both sentences in each pair.

3  P4.06 Listen and complete the sentences.

- 1 She's worked in three different countries.
- 2 A: Look - _____ you _____ this? It's the new phone _____ yesterday.
B: Show me later - the lesson _____.
- 3 _____ you _____? The company _____ two more branches.
- 4 _____ never _____ the presenter, but _____ read some of her books.
- 5 A: _____ this book _____ you?
B: Yes, _____.
- 6 _____ written twenty emails today, and _____ twice that amount!

Unit 5

5.2 Intonation in conditionals

1  P5.01 Listen and underline the main stressed word in each clause.

- 1 If you leave your credit card at home, you won't spend so much.
- 2 If you buy your tickets online, you'll save money.
- 3 If I pay off my credit card, I won't have any debt.
- 4 If you want to have a bigger place to live, you'll need to start earning more.
- 5 If you walk to work, you'll save a lot on bus fares.
- 6 If people drive less and walk more, they'll feel fitter.
- 7 If she buys a bigger house, her living costs will increase.
- 8 If he doesn't prepare for the interview, he won't get the job.
- 9 If they don't start saving now, they won't be able to go on holiday this year.
- 10 If interest rates go down, it'll be good news for us.

2 Practise saying the sentences with the correct stress and intonation pattern.

5.4 Numbers and figures

1 How are these numbers and figures pronounced?

- | | |
|-------------------|----------------------------------|
| 1 33% | 7 from 1990 to 2006 |
| 2 98.4 | 8 179.46 |
| 3 69.68% | 9 1911 |
| 4 22.6% | 10 16.37 (= time) |
| 5 16–21 year olds | 11 086 227 0409 (= phone number) |
| 6 0.3% | 12 room 603 |

2  P5.02 Listen and check. Then practise saying the numbers and figures in Exercise 1.

3  P5.03 Listen and write the numbers and figures you hear.

- 1 This chart shows the results of a survey from _____ to _____.
- 2 Roughly _____ of our customers prefer face-to-face communication.
- 3 We leave at _____ and arrive at _____.
- 4 The children were born in _____, _____ and _____.
- 5 Around _____ of the people in the survey were _____-year-olds.
- 6 Almost _____ of the audience were new employees.
- 7 This chart shows a growth of _____ since _____.
- 8 _____ of _____-year-olds have signed up for the online service.
- 9 Between _____ and _____ there was an increase of over _____.
- 10 The result is _____, or in other words just over two thirds.
- 11 Rooms _____ to _____, 302 to _____ and 401 to _____ are booked for the conference.
- 12 You can call me on _____.

4 Practise saying the numbers and figures in Exercise 3.

Unit 6

6.1 Vowel sounds: /ɪ/, /i:/, /aɪ/ and /ɪə/

1 Circle the word with a different vowel sound from the others in each group.

- 1 clean dealing **really** team
- 2 client hire listen reliable
- 3 clear here metres zero
- 4 advice city guide night
- 5 competition finding practice skill

2  P6.01 Listen and check. Then listen again and practise saying the groups of words.

3  P6.02 Listen and complete the words.

- | | | | |
|---------------|------------------|----------------|-----------|
| 1 /br'li:z/ | bel <u>ie</u> ve | 7 /haɪ/ | h__ |
| 2 /klaɪm/ | cl__mb | 8 /'rɪələɪz/ | r__lise |
| 3 /klɪə/ | cl__r | 9 /bɪzi/ | b__sy |
| 4 /rɪ'laɪəbl/ | rel__able | 10 /hɪə/ | h__e |
| 5 /spi:k/ | sp__k | 11 /kəm'plɪ:t/ | compl__te |
| 6 /baɪk/ | b__ke | 12 /mi:tɪŋ/ | m__ting |

6.2 Linking between words

1  P6.03 Listen and practise linking the parts of a phrase.

- | | |
|------------------------------------|-------------------------|
| 1 competition <u>is</u> always | 9 years <u>ago</u> |
| 2 winning <u>isn't</u> | 10 part <u>of</u> any |
| 3 most <u>important</u> | 11 sort <u>of</u> |
| 4 work <u>is</u> | 12 signed <u>up</u> |
| 5 more <u>important</u> | 13 more <u>events</u> |
| 6 companies <u>organise</u> events | 14 think <u>about</u> |
| 7 their <u>employees</u> | 15 lot <u>of</u> |
| 8 started <u>about</u> | 16 similar <u>ideas</u> |

2  P6.04 Listen and practise the phrases in sentences.

- 1 Competitionisalways good.
- 2 Winningisn't the mostimportant thing.
- 3 Hard workis moreimportant than natural talent.
- 4 Some companiesorganiseevents for theiremployees.
- 5 Paul Smith startedabout ten yearsago.
- 6 It wasn't partofany plan.
- 7 He signedup for moreevents at work.
- 8 He began to thinkabout how to inspire people.
- 9 A lotof companies have similarideas for products.

Unit 7

7.2 *can* and *can't*1  P7.01 Listen and complete the sentences.

- 1 A robot is a machine that can move and do some of the work of a person.
- 2 The receptionist _____ you all the information you need.
- 3 I _____ the information I'm looking for.
- 4 If you _____ your reservation number, you _____ at reception.
- 5 **A:** Do you know if I _____ a ticket here?
B: Of course _____.
- 6 **A:** We _____ after midnight, _____?
B: We can. _____ check in any time at all.
- 7 **A:** _____ breakfast here?
B: You _____, but _____ go to a café round the corner.
- 8 **A:** _____ stay in our room until the afternoon, _____?
B: I think _____, if we pay a late check-out fee.

2 Listen again and mark 'W' where you hear the weak form of *can* and 'S' where you hear the strong form.

3 Practise saying the sentences in Exercise 1 with the correct weak and strong forms.

7.3 Phrasing and pausing when giving instructions

1  P7.02 Listen to three versions of a set of instructions. Which one do you think is clearest and most effective; 1, 2 or 3?2  P7.03 Listen again to the clearest version and mark the pauses (/).

This coffee machine /is really easy to use. / Firstly you switch it on here, then you put your water in here and your coffee beans in here. When you've done that you just press this button and wait for your coffee. When it's ready you'll see a green light here, and you can add milk or sugar by pressing these two buttons here. Don't forget to switch the machine off when you've finished.

3 Practise giving the instructions. Make sure you pause in the same places.

Unit 8

8.1 Vowel sounds: /ɜ:/, /ʊ/, /u:/ and /əʊ/

1  P8.01 Listen to these vowel sounds. Repeat the sounds and the words.

- 1 /ɜ:/ turn work learn
- 2 /ʊ/ foot put good
- 3 /u:/ group who blue
- 4 /əʊ/ no open grow

2 Underline the example of each sound in the sentences.

- 1 /ɜ:/ How do you conserve water?
- 2 /ɜ:/ Human activity has negative effects on the land, air and water on Earth.
- 3 /ʊ/ The designers did everything they could to make the hotel special.
- 4 /ʊ/ There's been a big increase in bookings at the hotel.
- 5 /u:/ Construction plans include a small surf resort.
- 6 /u:/ The foundation is looking for solutions to these problems.
- 7 /u:/ What are some of the causes of pollution?
- 8 /əʊ/ The foundation is an organisation created by local people.
- 9 /əʊ/ Plastic affects oceans and marine life.
- 10 /əʊ/ Do you use clean towels every day in your hotel?

3  P8.02 Listen and check.

4 Listen again and practise saying the sentences.

8.2 *should* and *could*

1  P8.03 Listen and underline the word you hear.

- 1 You *should* / *shouldn't* read this book about travel.
- 2 We *should* / *shouldn't* use driverless cars.
- 3 We *should* / *shouldn't* encourage people to use trains and buses.
- 4 You *should* / *shouldn't* believe everything you read in those books.

2  P8.04 Listen and mark 'W' where you hear the weak form of *could* or *should*, and 'S' where you hear the strong form.

- 1 We could try and reduce congestion in the city.
- 2 We should reduce traffic on the roads.
- 3 We could use electric cars, but they don't really solve the problem.
- 4 Do you recycle plastic? I think you should.
- 5 Could you travel to work without your car?
- 6 Well, yes, I probably could.
- 7 I think I should buy a bike.

3 Listen again and practise saying the sentences in Exercises 1 and 2.



Answer key

Unit 1

Vocabulary

1 1 c 2 f 3 e 4 h 5 b
6 g 7 a 8 d

2 1 abroad
2 long-haul
3 landing
4 departure
5 take-off
6 arrival
7 local
8 short-haul

3 1 stay
2 holiday
3 budget
4 rented
5 hostel
6 breakfast
7 coach
8 luxury

Grammar

1 1 hard, the hardest
2 better, the best
3 smaller, the smallest
4 bigger, the biggest
5 more expensive, the most expensive
6 easier, the easiest
7 more fun, the most fun
8 cheaper, the cheapest
9 worse, the worst
10 more formal, the most formal

2 1 d 2 b 3 h 4 f 5 a
6 g 7 e 8 c

3 1 smaller than
2 the biggest
3 better than
4 easier than
5 the most organised
6 more fun / the most fun
7 the best
8 the most important

4 1 c 2 e 3 h 4 a 5 g
6 d 7 b 8 f

Reading

1 b

2 1 Dave
2 Melissa
3 Barnaby
4 Melissa
5 Dave
6 Melissa
7 Dave, Barnaby
8 Barnaby

3 1 F - 'Companies like these have their own in-house planners who organise all their work events.'

2 F - 'you could do a shorter course', 'You could also volunteer or get an internship with an events management company.'

3 T

4 T

5 F - 'You can work for an events management company or for a large corporation', 'Or you can work independently, as a freelance planner.'

6 F - 'Most internships are unpaid or very low paid'

Functional language

1 1 long
2 doing
3 about
4 know
5 come
6 live
7 about
8 prefer
9 you

2 1 c 2 e 3 i 4 g 5 a
6 h 7 f 8 b 9 d

3A 1 d 2 i 3 f 4 h 5 b
6 j 7 c 8 g 9 a 10 e

B 1 E 2 E 3 S 4 S 5 E
6 E 7 S 8 E 9 E 10 S

Writing

1 1 d 2 j 3 h 4 f 5 b
6 i 7 a 8 g 9 e 10 c

2 1 ask
2 for
3 We need to
4 needs
5 would
6 confirm
7 let
8 forward

3 Model answer

To: The Manager, Stille Hotel

From: Matteo Hasler

Subject: Venue facilities for a conference dinner

Dear Sir/Madam,

I am writing to enquire about possible venues for a conference dinner in one of your hotels.

We are looking for a venue for

200 guests to celebrate our company's 10th anniversary.

We would like to start with drinks and canapés in the

garden. Dinner needs to be

inside at round tables of ten

to twelve people. We would

like a three-course meal with vegetarian and vegan options. We would also like to book a band and we need to have enough space for dancing.

Please can you confirm that there is a microphone and good sound system for speeches?

And finally, could you let me know what your best price is per person?

I look forward to hearing from you.

Kind regards,

Matteo Hasler, Events Manager

Unit 2

Vocabulary

1 1 c 2 e 3 h 4 g 5 a
6 f 7 d 8 b

2 1 locate
2 convenient
3 access
4 facilities
5 links
6 Rents
7 close
8 studio

3 1 Rents
2 facilities
3 close to
4 links
5 car park
6 studio
7 headquarters
8 access

Grammar

1 1 c 2 f 3 e 4 b 5 d
6 a

2 1 a 2 b 3 a 4 a 5 b
6 a 7 b 8 b

3 1 enough
2 too
3 many
4 much
5 not
6 too
7 not
8 too

Listening

1 1 b 2 a 3 b 4 c 5 c 6 a

2 1 T

2 F - 'We know that over fifty percent of new restaurants fail in their first year.'

3 F - 'It's a very difficult business to get right.'

4 T

- 5 F - 'Too many similar restaurants in the area means too much competition and it might be difficult to get enough people to come to your restaurant.'

6 T

- 3 1 business location
2 first
3 number
4 high
5 price
6 competition
7 rent

Functional language

- 1 1 So what you're saying is you need someone immediately?
2 Can you just confirm that for us, please?
3 Can I just check you're looking for someone with an MBA?
4 Yes, you mentioned the benefits, but could you be more specific?
5 You need someone with experience, is that right?
6 What do you mean by the right person?
7 When you say experienced, do you mean someone older?
8 Does that mean you need more than one person?

- 2 1 e 2 b 3 g 4 d 5 h
6 a 7 f 8 c

- 3 1 want
2 look
3 like
4 aim
5 everyone
6 see
7 reason
8 volunteer
9 moving
10 go back

Writing

- 1 1 WFH
2 COB
3 ASAP
4 TBC
5 BTW
6 EOD
7 FYI
8 ETA
2 1 a 2 c 3 c 4 b 5 c
6 a

- 3 1 TBC
2 rearrange
3 EOD
4 WFH
5 Appointment
6 FYI
7 Thanks
8 See

- 4 **Model answer**
(Words in brackets are optional)
Hi Lee,
(The) Report is almost ready. (I) Need the sales figures for last month to finish it - can you send (them) please? (I) Will finish (it/(the) report) by EOD and send (it) to you.
BTW, (you) remember I'm WFH tomorrow (, don't you)?
See you next week!
Paulo

Unit 3

Vocabulary

- 1 1 e 2 g 3 a 4 h 5 c
6 f 7 b 8 d

- 2 1 VAT
2 butcher's
3 bakery
4 branches
5 charge
6 profit
7 serve
8 pharmacy

- 3 1 charge
2 made
3 serve
4 shop
5 order
6 branch
7 pay
8 costs

Grammar

- 1 1 bought
2 went
3 Were there
4 there were
5 was
6 Did you see
7 saw
8 did you buy
9 decided
10 paid
2 1 They met the Manager last week but they didn't meet the Finance Director.
2 I didn't think the report was very interesting.
3 Rafael rang when you were out.
4 Nami wrote a report on our sales in Asia last year.

- 5 Sarah heard the news when she was at work.
6 Hans tried on lots of suits but he didn't buy any of them.

- 3 1 was writing
2 were having
3 was answering
4 was ordering
5 was talking
6 was trying on
7 were talking
8 was checking

- 4 1 c 2 e 3 b 4 f 5 a 6 d

Reading

- 1 1 Embaixada
2 Livraria Ler Devagar
3 Feira da Ladra
4 Livraria Bertrand
5 Embaixada
6 Feira da Ladra

- 2 1 easy
2 in the centre of
3 isn't
4 many
5 aren't
6 newest
7 two
8 is a huge

- 3 c

Functional language

1A/B

- 1 Why don't **we** ask Julie to make some calls?
2 Someone **to** help with calls would really speed things up.
3 Let **me** see if I can get IT to give you some support.
4 Having some help from IT would **make** a big difference.
5 I'll see **if** Tariq can increase the budget.
6 An extra ten or fifteen percent **would** be a big help.
7 What **if** we give you an extension?
8 What else **can** we do to help you get it done on time?
9 How **about** getting someone to check the sales figures again?

- 2 1 off
2 in
3 get
4 on
5 hand
6 at
7 sum
8 on
9 brings
10 up

- 3** a Start
b Continue
c Repeat
d Stop
- 4** 1 First of all
2 Secondly
3 Then
4 Finally

Writing

- 1A** 1 The price is reasonable, the location is very convenient and there is a car park.
2 We usually stay at the Hotel Atlantico once or twice a month.
3 Yes. The Hotel Atlantico is easy to get to, you can always park and the rooms are comfortable.
4 Our company had a marketing and sales conference.
5 Room service is a bit slow sometimes and some of the rooms are quite dark.
6 We last stayed at the hotel ten days ago.

- B** a 2 b 6 c 4 d 1 e 5
f 3

- 2** 1 2, 4, 6
2 1
3 5
4 3

- 3** 1 We go to Daisy's restaurant once a month.
2 We had dinner there a week ago.
3 I had dinner with my boss and the Sales Manager to discuss our new sales strategy.
4 The food is excellent and the atmosphere is great.
5 The service is sometimes slow later in the evening and some of the tables are too small.
6 Yes, I'd recommend Daisy's for lunch or an early dinner.

Unit 4

Vocabulary

- 1** 1 fixed
2 shift
3 retired
4 intern
5 staff
- 2** 1 Flexible
2 working
3 life
4 employees
5 employers
6 intern

- 3** 1 shifts
2 staff
3 unemployed
4 retired
5 employer
6 employees
7 self-employed
8 temporary

Grammar

- 1** 1 have you learnt/learned
2 have taught
3 haven't received
4 Has your boss ever given
5 has worked
6 hasn't found
7 have enjoyed
8 Has Gabi had

- 2** 1 Have you ever broken
2 Have you ever driven
3 Have they ever met
4 Has Nadia ever given
5 Have you ever won
6 Has Ji-Sung ever written

- 3** 1 c have
2 e haven't
3 a haven't
4 f has
5 d haven't
6 b has

- 4** 1 has
2 broken
3 never
4 bought
5 flown
6 ever written
7 haven't
8 met

Listening

- 1** 2, 3, 4, 6
- 2** 1 F - ('I have a lot of expenses - rent, food, clothes, books')
2 T
3 F - ('It's good. ... I've never had a problem, really. And I've enjoyed it.')
4 T
5 F - ('I don't deliver meals or pizza or anything like that.')
6 T

- 3** 1 physics
2 oil
3 rent
4 exams
5 friends
6 accident
7 documents
8 gig

- 4** a

Functional language

- 1** 1 d
2 g
3 j
4 i
5 b
6 f
7 h
8 a
9 e
10 c
- 2** 2, 3, 4, 5, 6, 7
- 3** 1 I'm calling about
2 to postpone it
3 short notice
4 do you mind if
5 check my schedule
6 out for me
7 it forward
8 Which is better
9 to confirm
10 so flexible

Writing

- 1** 1 on Thursday 21st March at 4.30 p.m.
2 plans for the new interns arriving next month
3 in the offices in Berlin
4 an hour and a half, from 4.30 until 6 p.m.
5 stay for dinner
- 2** 1 email
2 able
3 at
4 far
5 unable
6 in
7 forward
8 best

3 Model answer

Dear Takashi,
This is to confirm our meeting on Wednesday 3rd October at 2.30 p.m. to present our new marketing plans. The meeting will take place in the conference centre. The meeting will last until 4.30 p.m. and I would like to invite you to tea or coffee afterwards. Feel free to call me if you have any questions. I look forward to seeing you on Wednesday.
Kind regards,
Patricia

Unit 5

Vocabulary

1 1 c 2 e 3 g 4 f 5 a
6 d 7 b

2 1 cashless economy
2 penny
3 mobile wallets
4 cash dispenser
5 petty cash
6 short of cash
7 cash flow
8 financial system

3 1 Payment
2 currency
3 revenues
4 crunch
5 register
6 on delivery
7 withdraw
8 in hand

Grammar

1 1 pay off
2 will spend
3 don't
4 walk
5 stop
6 go down
7 will do
8 doesn't

2 1 need
2 pays
3 sell
4 will lend
5 will save
6 will ask
7 is
8 will need

3 1 I'll pay cash if they don't accept credit cards.
2 If we need a bigger office, we'll move.
3 I'll borrow from the bank if I need more money to pay employees' salaries.
4 They'll save a lot of money if they don't employ many people.
5 If we don't get a loan, we won't buy the office space.
6 If he raises his prices, we won't shop there anymore.

Reading

1 1 cash
2 credit card
3 cash
4 cash
5 credit card
6 credit card

2 a 6 b 3 c 1 d 4 e 2
f 3 g 1 h 4 i 5

3 1 T
2 F
3 F

Functional language

1 1 Is that OK with everyone? (Is everyone OK with that?)
2 I'd like you to be the presenter.
3 If you don't mind, I'd like Kamal to do it.
4 How would you like to develop the project plan with Camilla?
5 How would you feel about swapping with Martin?
6 I was thinking you could chair the team meetings.
7 If you're both happy to give the presentation, then that's fine by me.
8 Perhaps you and Marta could swap and she can create the PowerPoint for us.

2 1 d 2 f 3 a 4 h 5 c
6 g 7 e 8 b

3 1 c 2 f 3 h 4 d 5 g
6 a 7 e 8 b

Writing

1 1 d 2 f 3 a 4 h 5 c
6 g 7 b 8 e

2 1 raised
2 Unfortunately
3 increase
4 avoid
5 suffer
6 agree
7 rise
8 price
9 hesitate
10 supplying

3 **Model answer**
Dear Sir/Madam,
As you know, we have not increased our prices for three years. Unfortunately, because of the increase in wool prices worldwide, we now need to increase our prices by 6 percent from 10th October. We have tried to avoid any increase but the quality of our wool will suffer if we do not raise prices. We are sure you will agree that quality is very important so we need to continue to provide the best wool for your clothing business. We are keeping the increase small so that our prices still remain competitive. Enclosed with this letter is a new price list. If you have any questions, please do not

hesitate to contact us. We thank you for your business and look forward to supplying you in the future.
Yours faithfully,
Marzena Woźniak

Unit 6

Vocabulary

1 1 trust
2 reliable
3 experienced
4 dealing with
5 cooperate with
6 management
7 agreement
8 respect

2 1 agree
2 communicate
3 managed
4 didn't trust
5 argued
6 cooperate

3 1 disagree
2 respect
3 cooperation
4 argue
5 conflict
6 reliable
7 agreement
8 experienced

Grammar

1 1 something
2 Someone
3 everywhere
4 Someone
5 something
6 somebody
7 everything
8 Everybody

2 1 someone/somebody
2 something
3 somewhere
4 somebody/someone
5 Everybody
6 somewhere
7 something
8 everywhere

3 1 everything
2 Everybody/Everyone
3 everywhere
4 somebody/someone
5 everyone/everybody
6 something
7 Everything
8 somewhere

Listening

1 1 It's expanding / getting bigger.
2 They need to make new members of staff feel they are part of the company.

- 3 ways of making everyone feel part of the team, ways of getting everyone to work together
 4 They are too busy.
 5 a challenge / a team-building activity
 6 one or two new employees with two or three employees who already work there

2 1 b 2 b 3 a 4 b 5 c 6 c

- 3 1 T
 2 F - ('We're also planning to employ more staff in the office: two more people in marketing, one more in production ...')
 3 T
 4 F - (She only asks them to 'suggest ways of making everyone feel part of the team' and 'ways of getting everyone to work together'.)
 5 F - ('We could do it after our usual update on a Friday.')

Functional language

- 1 1 how
 2 bright
 3 bad
 4 out
 5 hope
 6 like
 7 how
 8 feel
 9 behind
 10 learn
 2 1 and 8
 3 1 subject, why
 2 problem, about
 3 wondering, manage
 4 means, also
 4 a iv b ii c iii d i
 5 1 b 2 a 3 d 4 c

Writing

- 1 1 to
 2 for
 3 in
 4 would
 5 by
 6 I'd like
 7 Could
 8 mind
 9 think
 10 for

- 2 1 if
 2 think
 3 like
 4 Can/Could/Would
 5 mind

3 Model answer

Hello team,
 I'm writing to let you know that we've decided to look for a new cotton supplier for our cotton shirts. Unfortunately, the quality of the cotton that our current supplier is sending us isn't good enough. This means we'll need to find another supplier in six months' time. Lisa, would you mind making a list of cotton suppliers in China, India and Brazil and choose six to visit next month? Then, can you make appointments to visit them? If possible, I'd like Enrique and Julio to visit the factories and write a report comparing prices, quality and how quickly they can deliver. Could Julio take photos of the factories and products too, please? After that, we'll have a meeting to decide which supplier to choose. Finally, we'll need to inform our present supplier of our decision to stop using their cotton. Enrique, would you do that? I'd be grateful if I could have a list of suppliers on my desk by the end of next week. Is that possible?
 Thank you for your hard work, team!
 Best,

Unit 7

Vocabulary

- 1 1 product
 2 challenges
 3 designers
 4 function
 5 feedback
 6 solutions
 7 improvements
 8 sketch
 2 1 c 2 e 3 b 4 f 5 a 6 d
 3 1 give feedback on a prototype
 2 purchase a finished product
 3 make improvements to the function of a product
 4 deal with problems and design challenges
 5 make the product commercially available
 6 produce a final design for testing

Grammar

1 1 d 2 b 3 a 4 c

- 2 1 can't
 2 can, have to
 3 need to
 4 can, has to
 5 have to, don't need to
 6 can't, needs to
 7 don't have to
 8 can't

- 3 1A Can 1B can
 2B Can/Do 2B can't/don't
 3A Do, have to / need to
 3B don't
 4A Does, have to / need to
 4B doesn't
 5A Do, have to / need to
 5B do
 6A Can 6B can't

- 4 1 Rita doesn't have to / need to finish the report today.
 2 Tom and Henry have to / need to bring their passports.
 3 Bella can't travel during the sales conference.
 4 Carlos doesn't have to / need to interview all the candidates.
 5 Valerie can help you with your presentation.
 6 Liz and Brian can't go to the meeting.

Listening

- 1 3, 5, 6, 7, 8
 2 1 scientists
 2 can't
 3 amusing
 4 money
 5 can
 6 care homes
 7 are
 8 human communication
 3 1 hospitality
 2 China, India, Australia (in any order)
 3 toys
 4 food, medicine(s) (in any order)
 5 common
 6 robot dog
 4 Marina is a bit more positive.

Functional language

- 1 1 begin
 2 by
 3 Then
 4 that
 5 step
 6 done
 7 you
 8 Once
 9 steps
 10 last

- 2** 1 check
2 hear
3 switch
4 move
5 noise
6 blank
7 bit
8 using
9 cutting
10 from
- 3** 1 c 2 d 3 e 4 f 5 a
6 b 7 j 8 g 9 h 10 i

Writing

- 1** 1 C 2 A 3 B
- 2** 1 transport
2 sales
3 factory
4 marketing
5 plastics
6 cardboard
- 3** 1 long-term
2 training
3 late
4 bad atmosphere
5 new
6 new product design
7 new
8 improve
9 improve
10 HQ
- 4 Model answer**
New product research
Why?
• continue to make profit
• customers buying other products
What?
• what customers want
• customer opinions of traditional sauces
• new ingredients
• healthier options

Unit 8

Vocabulary

- 1** 1 e 2 c 3 f 4 b 5 d 6 a
- 2** 1 damage
2 impact
3 pollution
4 destroyed
5 polluting
6 destruction
7 damaging
8 protect
- 3** 1 protecting
2 protection
3 conservation
4 conserve
5 reduce
6 reduction
7 recycles
8 Recycling

Grammar

- 1** 1 I think you should walk to work.
2 You shouldn't drive your car every day.
3 People should use public transport more.
4 You could hire a car when you need to drive somewhere. / When you need to drive somewhere you could hire a car.
5 He could share rides instead of driving on his own. / Instead of driving on his own he could share rides.
6 You shouldn't park on the pavement.
7 They could buy an electric car.
8 The government should introduce more cycle lanes.
- 2** 1 d 2 h 3 f 4 b 5 e
6 g 7 a 8 c
- 3** 1 should
2 could/should
3 could/should
4 could/should
5 should
6 could
7 shouldn't
8 Should

Reading

- 1** 1 a 2 b 3 c 4 b
- 2** 1 common
2 destroying
3 an architect
4 shop owners
5 popular
6 has
7 transport
8 fewer
- 3** b

Functional language

- 1** 1 positive
2 with
3 with
4 areas
5 improve
6 out
7 have
8 impact
9 fair
10 went
- 2** 2, 3, 7

- 3** 1 hear
2 helpful
3 agree
4 appreciate
5 try
6 problem
7 good
8 idea
- 4** 1 Are there any more questions?
2 Sorry, I don't have the answer.
3 So Hans asked where the new offices are, right?
4 Sorry, you're asking where they are. Is that right?
5 I'm sorry, I'm not sure what you mean.
6 It's a good question, thanks.
7 Does that answer your question?
8 I'm not sure about that.

Writing

- 1** 1 d 2 c 3 f 4 a 5 g
6 e 7 b

- 2** 1 d 2 c 3 a 4 b

3 Model answer

Update on proposed solutions

As you know, the company would like to become more 'eco-friendly' and has identified a number of issues in our offices that are not helpful to the environment. We invited all staff to make suggestions and we can now share some simple ideas that can help a little. Firstly, we would like everybody to turn off their lights and computers at the end of the day to reduce our electricity bill. Secondly, we plan to turn the heating and air conditioning down because our offices are too cold in summer and too hot in winter. In addition, we are going to encourage car sharing or working from home to increase the amount of car parking available for staff. Finally, to reduce food waste, we are going to ask canteen staff to do research to find out how many people want meals every week. We are holding a meeting next Thursday to discuss the changes in more detail and answer any questions you have.

Pronunciation

Unit 1

1.2

1 1 b 2 a 3 b 4 b

3 1 a 2 b 3 b 4 a 5 a

4 1 a An informal meal is easier than a formal meal.

b An informal meal is easier than a formal meal.

2 a For you, are any of the skills more important – or less important?

b For you, are any of the skills more important – or less important?

3 a Was the circus event more difficult than your usual events?

b Was the circus event more difficult than your usual events?

4 a The Metropole Hotel has a bigger dining room.

b The Metropole Hotel has a bigger dining room.

5 a Today's weather is worse than yesterday's weather.

b Today's weather is worse than yesterday's weather.

1.3

1 1 b 2 b 3 a 4 a 5 a
6 b 7 a

2 1 b Where do you come from?

2 b How are you today?

3 a Which do you prefer, London or Dublin?

4 a What do you know about the project?

5 a How was your journey?

6 b When did you arrive?

7 a What do you think about the weather?

Unit 2

2.1

1/2

1 syllable	2 syllables	3 syllables
based	advice	companies
close	arrive	important
near	design	interesting
nice	people	location
skilled	product	salaries
space	quiet	services

3/4

1 product 2 important

3 funding 4 design

5 services 6 advice

7 arrive 8 cities

9 intern 10 distances

11 vehicles 12 location

13 people 14 quiet

15 salaries 16 companies

17 interesting 18 hospital

2.2

1 1 Do you know what a nature walk is?

2 There are family rooms at the hotel.

3 Two new conservation projects are starting.

4 I don't think the air conditioning is working.

5 What facilities are there in the conference rooms?

6 Is the town centre very far from here?

7 The hotel offers great dining experiences.

8 What dessert options are there?

2 1 nature 2 family

3 conservation 4 air

5 conference 6 centre

7 dining 8 dessert

3 1 nature walk

2 family rooms

3 conservation projects

4 air conditioning

5 conference rooms

6 town centre

7 dining experiences

8 dessert options

Unit 3

3.2

1/2

/aɪ/ as in price: advised
arrived cried

/eɪ/ as in face: came played
paid

/i:/ as in feel: agreed

believed

received

/ɜ:/ as in stir: heard learnt

served

/ɔ:/ as in north: caught saw

thought

3 /aɪ/ i ie

/eɪ/ a ai ay

/i:/ ee ei ie

/ɜ:/ ea e

/ɔ:/ au aw ou

4 1 saw 2 heard

3 had 4 agreed

5 sent 6 arrived

7 spent 8 liked

9 paid 10 received

3.3

1 1 I can't believe it.

2 Are you making any progress?

3 We can postpone the deadline.

4 What if I give you an extension?

5 Who's going to deal with accounts?

6 I've definitely made up my mind.

7 I'll see what I can do.

8 I could give you an assistant.

9 Can I talk to you for a moment?

10 I could help you with some of the figures.

11 Perhaps we should plan the schedule.

12 Can you give me a little more time?

2 In sentences 1–6 the missing words are the stressed words, mainly content words. In sentences 7–12 the missing words are unstressed words, mainly grammatical words.

Unit 4

4.1

1 1 BrE 2 AmE 3 AmE

4 BrE 5 BrE 6 BrE

7 AmE 8 BrE 9 AmE

10 AmE 11 BrE 12 BrE

3 1 BrE 2 BrE 3 AmE

4 BrE 5 BrE 6 AmE

7 BrE 8 AmE

4.2

1 1 She's sold a few cars.

2 We've won a prize.

3 The lesson started.

4 I've heard about you.

5 I've finished it.

3 1 She's worked

2 have you seen, I bought, 's started.

3 Have you heard, 's sold

4 I've (never) met, I have read

5 Has (this book) helped, it has

6 I've, received

Unit 5

5.2

1 1 home, spend

2 online, money

3 credit, debt

4 live, earning

5 walk, bus

6 walk, fitter

7 house, living

8 interview, job

9 now, holiday

10 down, us

5.4

1/2

- 1 thirty-three percent
- 2 ninety-eight point four
- 3 sixty-nine point six eight percent
- 4 twenty-two point six percent
- 5 sixteen- to twenty-one-year-olds
- 6 oh point three percent / nought point three percent / zero point three percent
- 7 from nineteen ninety to two thousand and six
- 8 a hundred and seventy-nine point four six
- 9 nineteen eleven
- 10 sixteen thirty-seven
- 11 oh eight six, two two seven, oh four oh nine
- 12 room six oh three

3

- 1 1991; 1993
- 2 55%
- 3 12.25; 14.40
- 4 1998; 2000; 2006
- 5 80%; 20-30
- 6 25%
- 7 8.34%; 2011
- 8 75%; over-60
- 9 2001; 2018; 50%
- 10 67.03%
- 11 201; 210; 302; 320; 401; 418
- 12 092 336 2060

Unit 6

6.1

1/2

- 1 really 2 listen 3 metres
- 4 city 5 finding

3

- 1 believe 2 climb
- 3 clear 4 reliable
- 5 speak 6 bike
- 7 high/hj 8 realise
- 9 busy 10 here
- 11 complete 12 meeting

Unit 7

7.2

1

- 1 can move
- 2 can give you
- 3 I can't find
- 4 can't remember, can ask
- 5 can buy, you can
- 6 can't check in, can we, We can
- 7 Can I have, can't, you can
- 8 We can't, can we, we can

2

- 1 A robot is a machine that can (**W**) move and do some of the work of a person.
- 2 The receptionist can (**W**) give you all the information you need.
- 3 I can't find the information I'm looking for. (no weak or strong form of 'can')
- 4 If you can't remember your reservation number, you can (**W**) ask at reception.
- 5 **A:** Do you know if I can (**W**) buy a ticket here?
B: Of course you can (**S**).
- 6 **A:** We can't check in after midnight, can (**S**) we?
B: We can (**S**). We can (**W**) check in any time at all.
- 7 **A:** Can (**W**) I have breakfast here?
B: You can't, but you can (**W**) go to a café round the corner.
- 8 **A:** We can't stay in our room until the afternoon, can (**S**) we?
B: I think we can (**S**), if we pay a late check-out fee.

7.3

1

Version 3 is clearest and most effective.

2

This coffee machine - is really easy to use. - Firstly - you switch it on here, - then you put your water in here - and your coffee beans in here. - When you've done that - you just press this button - and wait for your coffee. - When it's ready - you'll see a green light here, - and you can add milk or sugar - by pressing these two buttons here. - Don't forget - to switch the machine off - when you've finished.

Unit 8

8.1

2/3

- 1 conserve 2 Earth
- 3 could 4 bookings
- 5 include 6 solutions
- 7 pollution 8 local
- 9 oceans 10 hotel

8.2

1

- 1 should 2 shouldn't
- 3 should 4 shouldn't

2

- 1 We could (**W**) try and reduce congestion.
- 2 We should (**W**) reduce traffic on the roads.
- 3 We could (**S**) use electric cars, but they don't really solve the problem.
- 4 Do you recycle plastic? I think you should (**S**).
- 5 Could (**W**) you travel to work without your car?
- 6 Well, yes, I probably could (**S**).
- 7 I think I should (**W**) probably buy a bike.