

SERENDIPITY



English for Business
Intermediate Level

About this programme

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Contents

Unit 1	Getting to Know You	page 3
Unit 2	Giving Opinions	page 5
Unit 3	Products and Services	page 8
Unit 4	Have a Good Trip!	page 12
Unit 5	Rules and Regulations	page 17
Unit 6	Not Another Meeting?	page 22
Unit 7	Never Enough Time	page 26
Unit 8	Working with Others	page 30
Unit 9	Presenting Your Ideas	page 34
Unit 10	Writing and Reports	page 37
Unit 11	Saving the Planet	page 42
Unit 12	Analysing Information	page 45
Unit 13	Advice	page 50
Unit 14	Idiomatic Language	page 54
Unit 15	Company Structure and Operations	page 56
Unit 16	Comparing and Contrasting	page 60
Unit 17	Communicating in the Office	page 63
Unit 18	Health and Safety	page 68
Unit 19	Conversation Functions	page 71
Unit 20	Cause and Effect	page 76

Getting to Know You

-Unit 1-

Warm-up Activity

Which of the following statements apply to you?

- I work in a busy office.
- I lead a team of people.
- I have tight deadlines.
- I work long hours.
- I really enjoy my job.
- I need to manage my time carefully.
- I need to work independently.
- I deal with clients.
- I have a monthly sales target.
- I attend lots of meetings.

Vocabulary

Which words go in these blanks:

- 1 I am responsible ____ checking the inventory.
- 2 I liaise ____ the regional manager.
- 3 I report ____ Mr Greene.
- 4 Sarah deals ____ the urgent enquiries.
- 5 I need to prepare ____ tomorrow's meeting.
- 6 Jack usually ____ the minutes of our meetings.
- 7 Frank is in charge ____ our new recruits.
- 8 I rely ____ my PA to schedule my appointments.
- 9 Ahmad takes care ____ any maintenance issues.
- 10 Rose comes up ____ artwork for our website.



Listening



Listen carefully as five people give brief descriptions of their work.

First listening:

What does each person do?

Person 1: _____
Person 2: _____
Person 3: _____
Person 4: _____
Person 5: _____

Second Listening:

- 1 Which person needs to keep up-to-date?
- 2 Which person sometimes needs to write reports?
- 3 Which person requires mathematical skills?
- 4 Which person leads a team?
- 5 Which person approves applications?

The Big Picture

- 1 Which verb tense is used throughout the job descriptions and why?
- 2 In the third job description, what does the word 'fussy' mean?
- 3 The last speaker said: "To do this job, you need to be good with numbers."

Let's practise this sentence structure:

To do my job, you need to be _____.

To join the army, you _____.

To stay motivated, _____.



Discussing your job

Discuss these questions with the others in your group:

- 1 Do you enjoy your job? Why or why not?
- 2 What is the hardest part of your job? What is the easiest part?
- 3 What are your working hours like?
- 4 Do you socialise with your coworkers?
- 5 How long have you had this job?
- 6 How did you find this job?
- 7 Do you work as part of a team?
- 8 Where do you have lunch on a working day?
- 9 How long is your commute?
- 10 Is your job stressful?
- 11 What particular skills do you need for your job?
- 12 What are your long-term career plans?

Giving Opinions

-Unit 2-

Warm-up Activity

Which of the following opinions do you share?

- **I think** fast food should be banned. It's so bad for our health.
- **I believe** that we should have a four-day work week.
- **In my opinion**, life was less stressful in the past than it is now.
- Giving a presentation is easy!
- Companies should block access to sites like YouTube and Facebook during working hours.
- **I feel** that most people these days are too self-absorbed.
- **If you ask me**, every large company should have a Corporate Social Responsibility program.
- English is a very easy language to learn.

Accuracy

See if you can correct the common errors in the following sentences:

- 1 In my opinion, I think cats make better pets than dogs.
- 2 I'm think that we should choose the red one.
- 3 You should to apologise to him about it.
- 4 According George, UFOs really do exist.
- 5 I'm not think it's a good idea to postpone the meeting.
- 6 I'm agree that we need to hire more staff.
- 7 In my opinion that an expensive sports car is a waste of money.
- 8 I think that give some of the profits to charity is a great idea!



Reading: I Blogged about It

Read these four blogposts and answer the questions that follow:

The Sad State of Today's Movies

Does it ever seem to you like the latest movies are getting worse and worse? Well, it does to me. I can't recall the last time I went to the cinema and watched a movie with a decent storyline. It's all special effects and no plot! And not only that, but the acting is getting worse too. Today's celebrity superstars are big on looks, but sorely lacking in talent. I've pretty much just given up on films altogether; I'd rather just read a novel.

Diversity Broadens Your Horizons

I come from a small village way out in the countryside. Growing up, I never had the chance to meet people of different races or backgrounds. Well, all that changed when I went to university. I made friends from Thailand, Peru, Russia and many other places. It was really interesting to hear other points of view. After university, I joined a multinational corporation as a petroleum engineer and I travelled to the Middle East. I noticed that not everybody could adapt well to living in a foreign land, but I loved it. I really believe that exposure to foreign places and foreign ideas is great for a person's self-development.

Office Politics

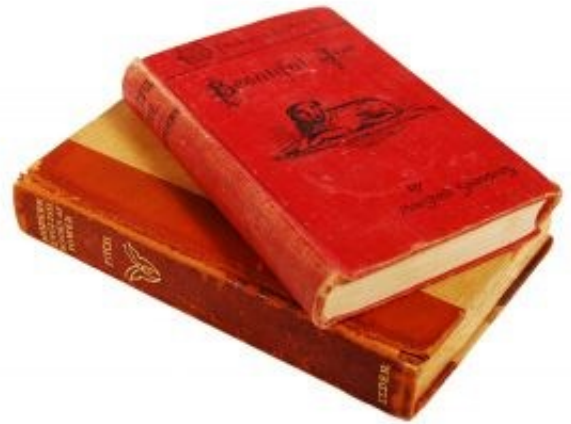
When I started my current job, I was really looking forward to working in a dynamic environment. It didn't take long for my illusions to be shattered! There is one group of people who 'support' the current manager and another group who are openly plotting to get rid of him as soon as possible. It's a classic case of office politics. If I become too friendly with either group, I'll be seen as having 'joined the team'. So I just keep my head down and do my work the best I can. But the environment in the office is incredibly tense. It's so frustrating. Why can't people leave the politics to the government?

Learning to Speak Up

I've just finished the last session of 'Speak Up' - a series of workshops that helps you to become a more confident public speaker. I have to say that I think this workshop should be compulsory for everyone in our company. We were given training on how to project our voices, how to use positive body language and how to use rhetorical devices to deliver a confident and persuasive speech. I used to be terrified at the thought of speaking in public, but no longer. In fact, I can't wait for a chance to give a presentation and try out my new skills.

Activity 1:

- 1 Identify any words or phrases you are not familiar with and find the meanings.
- 2 Summarise the opinion given in each blog post.
- 3 Do you agree with each of the opinions? Why or why not?



The Big Picture

- 1 The first blogger said, "I've pretty much just given up on films altogether".

What are some things you have given up on?

- 2 "Growing up, I never had the chance to meet people of different races or backgrounds."

Growing up, in this sentence, is a shortened version of 'When I was growing up...'

Complete the sentence so that it is true for you:

Growing up, _____.

- 3 "When I started my current job, I was really looking forward to working in a dynamic environment."

Complete the sentence so that it is true for you:

When I started my current job, _____.

- 4 The fourth blogger wrote, "I **used to** be terrified at the thought of speaking in public, but no longer."

The phrase **used to** indicates something that is no longer true.

Complete the sentence so that it is true for you:

I used to _____, but now _____.

Discussing opinions

Discuss these questions with the others in your group:

- 1 What is your opinion of zero tolerance policies?
- 2 How useful is English? What is your opinion?
- 3 What is your opinion of vegetarian food?
- 4 Give your thoughts on hosting the Olympic Games in your city.
- 5 What do you think of luxury branded goods? Are they worth the money?
- 6 Share your thoughts on your country's efforts in recycling.

Products and Services

-Unit 3-

Warm-up Activity

Discuss the following questions and tasks:

- Describe the last major thing that you bought.
- What is your **prized possession**?
- Give an example of a purchase you made that did not meet your expectations.
- Are you loyal to particular brands? Why or why not?
- Does your company offer a product or service? Describe it.
- When you **make a purchase**, do you **place more emphasis** on price or quality?

Vocabulary

See if you know the following words that could be used to describe products or services:

1 The word **rugged** might be used to describe _____.

- A | a drink
- B | a jeep
- C | lipstick

2 The word **user-friendly** might be used to describe _____.

- A | a piece of software
- B | a restaurant
- C | a lamp

3 The word **sleek** might be used to describe _____.

- A | a car
- B | a pie
- C | a holiday destination

4 The word **trendy** might be used to describe _____.

- A | a bank loan
- B | a dictionary
- C | a cafe

5 The word **nutritious** might be used to describe _____.

- A | a snack
- B | a football team
- C | a tv show



- 6 The word **authentic** might be used to describe _____.
 A | an alarm clock B | a pen C | an Italian pasta sauce
- 7 The word **eco-friendly** might be used to describe _____.
 A | a tennis racket B | a light bulb C | a book
- 8 The word **efficient** might be used to describe _____.
 A | a bouquet of flowers B | a pen C | an industrial machine
- 9 The word **portable** might be used to describe _____.
 A | a tablet computer B | wallpaper C | an insurance policy
- 10 The word **personalised** might be used to describe _____.
 A | speakers B | a box of biscuits C | a fitness program
- 11 The word **low-carb** might be used to describe _____.
 A | a power tool B | a snack C | a diary
- 12 The word **refreshing** might be used to describe _____.
 A | a cake B | a beverage C | a song
- 13 The word **informative** might be used to describe _____.
 A | a seminar B | a club membership C | a sauce
- 14 The word **thrilling** might be used to describe _____.
 A | a picture frame B | a spa C | a rollercoaster
- 15 The word **innovative** might be used to describe _____.
 A | an antique B | a computer game C | a tie
- 16 The word **secure** might be used to describe _____.
 A | a sofa B | a pancake C | an online payment system
- 17 The word **luxurious** might be used to describe _____.
 A | a vitamin pill B | bubble bath C | hairspray
- 18 The word **lighthearted** might be used to describe _____.
 A | a shoe B | a song C | a brand of coffee
- 19 The word **tender** might be used to describe _____.
 A | a chicken snack B | a computer C | an airline
- 20 The word **crisp** might be used to describe _____.
 A | lettuce B | soap C | toothpaste

Extra task:

The words we looked at are typically positive words used to promote a product. Can you think of some negative words that you might use to describe a product that you don't like?

Writing

Imagine that you work for a **catering company** and you have received the following email:

Dear Sunshine Catering,

I found out about you through your website and I am interested in hiring you to cater an upcoming event. However, I would like to find out a bit more about you first.

Would you be so kind as to let me know the following?

- Are you able to provide a sushi menu? (Our clients are Japanese and we would like both Western and Japanese food to be available.)
- Do you have any Japanese-speaking staff?
- Several of our employees are Muslim; would you be able to provide 'halal' dishes for them?

What would your fees be like for a lunch event for 80 people?

We are thinking of holding the event on June 5, so I would also appreciate if you could confirm your availability for that date.

Best regards,

Janice Lawton
Administration Manager
Klik Publishing

Your task is to plan and write out a reply to this email. Here are some tips to help you:

- begin by thanking the client for their enquiry
- use positive language in the email; this is a potential customer!
- answer all the queries raised. You can use bullet points to do this.
- end by emphasising that you would really value the client's business

* You can see a model response at

<http://roadtogrammar.com/units/business1/writingsample1.html>





Discussing customer service

Discuss these questions with the others in your group:

- 1 How would you define good customer service?
- 2 Some people say, 'The customer is always right.' Do you agree?
- 3 What are some companies that offer good customer service, in your opinion?
- 4 What are some companies that offer poor customer service, in your opinion?
- 5 Do you feel that the level of customer service is improving in your country, or **worsening**?
- 6 Have you dealt with a call centre before? What was your experience like?
- 7 Have you ever had to deal with customers yourself?
- 8 Have you ever made a complaint to a company or in a shop or restaurant? How was it handled?

Have a Good Trip!

-Unit 4-

Warm-up Activity

How much do you know about other countries and cultures? How many of these questions can you answer correctly?

- 1 In which South American country do people speak Portuguese?
- 2 How many states are there in the United States of America?
- 3 Name one country, apart from Germany, where people speak German.
- 4 Which country produces Samsung products?
- 5 Name three countries in the Middle East.
- 6 What currency is used in Russia?
- 7 How do you say 'Goodbye' in Japanese?
- 8 What is the capital of Egypt?
- 9 Name a country in Africa that begins with Z.
- 10 In which country is Timbuktu?

Listening



You will hear an excerpt of a radio show where two people discuss low cost airlines and how they make money.

First listening

Answer TRUE or FALSE:

- 1 _____ Budget airlines **vary** the prices for seats on a flight.
- 2 _____ The price which is advertised is the final price the customer pays.
- 3 _____ Budget airlines often only have one type of aircraft.
- 4 _____ Budget airlines often have lengthy stopovers.
- 5 _____ Employees working for budget airlines need to be **versatile**.



Second listening

- 1 Does the program paint a positive or negative picture of budget airlines?
- 2 What are some of the extra charges that you may face when using a budget airline?
- 3 What are some ways that budget airlines **cut costs**?

Language to take note of:

*...it's **really irritating** when you see one price advertised but you end up paying a different one. They must have a few more **tricks up their sleeves**. They also save a lot by making their staff **multitask**. I'm beginning **to get a clear picture** of how these airlines charge so little.*

Let's practise the sentence structure from the first example:

- 1 It's really irritating when...
- 2 It's really amazing when...
- 3 It's really funny when...
- 4 It's really unbelievable when...



Grammar - The -ED Ending

There are some things that you need to know about the -ed ending in English:

- 1 Most commonly, -ED signifies the past tense

He **walked** home last night.

- 2 However, not all verbs take the -ED ending in the past:

Give => gave

Take => took

These are called irregular verbs

- 3 The -ED ending is NOT ONLY used for the past tense. It is also used for:

i) certain adjectives that describe feelings:

I feel **annoyed**.

I felt **annoyed**.

I am **shocked**.

(The first and third examples are present tense)

ii) Perfect tenses where the past participle is spelled with –ed

She had **asked** about it. (past perfect)

She has **called** her boss. (present perfect)

She will have **finished** by Monday. (future perfect form)

iii) Passive voice where the past participle is spelled with –ed. Remember, sentences in passive voice can be in any tense.

I was **attacked** by a dog.

It is being **used** right now.

She will be **summoned** to court.

He may be **charged** with murder.

Everybody likes to be **pampered**.

Task:

Add the -ed ending where necessary in these sentences:

1. The movie we saw finish at 3:00.
2. I have always want to travel to Japan.
3. The journey was really fascinating.
4. Wong is interest in photography.
5. How do they manage to keep their prices so low and still make a profit?
6. Passengers are inspect as they pass through the scanner.
7. When ask to leave the plane, Jill flew into a rage.
8. I renew my passport before I bought the plane tickets.
9. She is crying because she is scare.
10. If you feel confuse, you can check it on the Internet.
11. Did you buy the car that you look at the other day?
12. She had insist that I carry her bags.
13. By the end of the summer, I will have live here for two years.
14. They never ask permission before they leave early.
15. Pilots only need to be train for one plane.
16. Priority will be award to those projects that are expect to bring in the most revenue.

Travel Roleplays

Let's practise conversational skills with these four roleplays. Follow the instructions and use your imagination to fill in details where necessary:

Situation 1

Person A:

It is now Tuesday and you need to book ten seats on a flight to Munich before this Friday. Your boss has told you to use the usual travel agent but 'push them really hard to get the best price possible'.

Person B:

You work for a travel agency specialising in business travel. There are five seats available on Wednesday's flight to Munich at \$500 per seat and there are five seats available on Thursday's flight to Munich at \$400 per seat. There are also three flights available on another flight on Thursday, but it leaves at four in the morning.

Recently your boss has been complaining that your department has been too generous in giving discounts to clients. He said, "No more than 5% on any flight. Period."

Situation 2

Person A:

You booked a last-minute ticket on a long-haul flight, but unfortunately, the only seat left was in the smoking section. You figured you would be able to put up with the smoke but the person sitting next to you has been chain-smoking the whole flight. You wonder if you could convince him to smoke at least a little bit less.

Person B:

You are scared of flying and you were disappointed when your boss insisted on sending you on a distant business trip. The only good news is that you managed to find a seat in the smoking section. When you get nervous, the only thing that seems to calm you down is smoking.

Situation 3

Person A

You booked a ticket on a flight to Paris and you specially requested a vegetarian meal. However, the meal that was served to you is 'Chicken Parmesan'. Complain to the flight attendant.

Person B

You are a flight attendant with FlyEasy Airlines. You have just realised that you have made a mistake with the meals. Only one person requested a vegetarian meal on this flight, but you served it to seat 27B instead of 37B... and the passenger at 27B has already started eating it.



Situation 4

Person A

You are flying to Tokyo and you need to change planes in Seoul. However, just as you are about to board the plane for the final leg of the trip, you realise that you have left the boarding pass in the seat pocket of the first plane. Explain your situation to the officer at the boarding gate.

Person B

You work for FlyEasy airlines at their ticket counter. Today, however, they have asked you to collect and check boarding passes from passengers as they board the plane. You have been told to be wary of any suspicious activity today as there have been reports recently of illegal immigrants trying to fly through Seoul to Japan.

Follow-up activity

Now go back and choose one of the roleplays and write it out as a dialogue.

Rules and Regulations

-Unit 5-

Warm-up Activity

What kind of rules and regulations does your company have? Tick the items that apply to you:

- ☐ I am allowed to arrive at work a little late.
- ☐ I am allowed to use the Internet at work.
- ☐ I need to produce a doctor's note if I call in sick.
- ☐ I have to follow a dress code.
- ☐ I can smoke in my office.
- ☐ If I take a day off, I need to fill in a form a week ahead.
- ☐ I need to 'clock in' and 'clock out'.
- ☐ I have to take my lunch break at a specified time.
- ☐ I have to write reports on what I have been doing.
- ☐ I am allowed to bring my children to work.

Using Modal Verbs to Express Obligation, Permission and Prohibition

SHOULD and MUST

We use SHOULD to point out a good choice or option:

You should get your wife some flowers for Valentine's Day.

We use MUST for a situation where you have no choice:

All visitors must sign in.



Although the two words seem similar, there are many situations where only one of them can be used:

Wrong: You should get a visa before you visit China.
Right: You must get a visa before you visit China.

Wrong: You must recycle that plastic.
Right: You should recycle that plastic.

HAD BETTER

We use HAD BETTER to give a warning:

You had better not touch my stuff!

Often we use OR ELSE to point out the consequences:

You had better not eat those mushrooms or else you'll get sick.

In spoken English, we use the contracted form:

You'd better not touch my stuff.

Although it is not technically correct, you will hear people drop the 'had' in HAD BETTER:

You better not touch my stuff.



SUPPOSED TO

SUPPOSED TO is a tricky phrase with several different meanings. In this context, it describes a rule which is frequently broken.

We are supposed to be at work by nine o' clock.

When someone says that we are supposed to be at work by nine o' clock, they are implying that people do come to work after that time.

Note that SUPPOSED TO is preceded by the BE verb:

Wrong: I supposed to finish this report today.
Right: I am supposed to finish this report today.

Task 1:

Which word or words best fit each sentence?

- 1 I'm not happy with your attitude. You'd _____ shape up or you'll be looking for another job.
- 2 I think what you _____ do is to ask Alex to help you with this project.
- 3 All new employees _____ undergo a training program.
- 4 What are you doing here? You're _____ be at the meeting.
- 5 Did you leave the lights on in the meeting room? You _____ go back in and turn them off.
- 6 The boss is in a foul mood. You _____ not disturb him at the moment.
- 7 We're _____ take our lunch break at twelve, but sometimes I take it at one.
- 8 We _____ try to have the meeting on Tuesday morning.
- 9 You _____ meet your sales targets to be eligible for the monthly bonus.
- 10 You'd _____ keep your receipts if you want to claim for them.

Task 2:

These sentences are structurally incorrect. Can you correct them?

- 1 We supposed to ask for leave one week in advance.
- 2 You should to get someone to cover for you when you're away.
- 3 Sean have better not be rude to the customers again.
- 4 The employees must to clock in as soon as they arrive.
- 5 You are suppose to keep your mobile phone on silent mode during the meeting.
- 6 You should getting one of the interns to help you with the photocopying.
- 7 It's getting late. I better go or I'll get into trouble.
- 8 The managers must have write a report every month.

Reading

Bad Bosses

Complaining about your boss is a time-honoured tradition amongst **disgruntled** employees. But how far are bosses allowed to go before their behaviour is considered illegal?

Recently, jobhunter.com asked visitors to its website to write in with stories about bad boss behaviour. Amongst the replies they received were the following **gems**:

Alexandra Newton reported how she once worked for a firm whose chief executive made promotion decisions based not on performance, but on astrological charts. He went through the motions of conducting **a performance review** for each employee, but secretly consulted a fortune teller before making his final decision. He was found out when he left a copy of an employee's astrological reading in the printer.

Robert Sunter always knew that his boss was **stingy**. For years, his raises had been **pathetic** and he was never given a bonus. He was surprised, therefore, to receive an expensive watch as a farewell present upon leaving the company. However, his wife, a bit more **savvy** in matters of consumerism, spotted straight away that the watch was a cheap **counterfeit** - the brand was misspelled as 'DKNW'.

In another case, a boss ordered each person in the department to contribute \$50 for his own birthday present. There were 25 people in the department and he collected enough to buy himself a high-end notebook computer.

It's fine to laugh at the **antics** of these bosses, but many employees really do suffer at the hands of their superiors. This can lead to health problems such as nervous breakdowns. It is for this reason that many countries are passing laws making 'workplace bullying' illegal.

So if you are being **tormented** by your boss it may be a good idea to check out what laws are on the books where you live. Even the threat of **litigation** is often enough to keep a bullying boss at bay.

Task

- 1 How many cases were covered in the article?
- 2 Where do these stories come from?
- 3 How would you have reacted if you had these bosses?
- 4 Do you feel that any of these three bosses acted illegally and should be prosecuted?

The Big Picture

- 1 "his wife, a bit more savvy in matters of consumerism, spotted straight away that the watch was a cheap counterfeit"

Notice the sentence structure here - we can drop the phrase 'who was' from 'his wife, who was a bit more savvy...'

- 2 'Complaining about your boss is a time-honoured tradition'

What are some other 'time-honoured traditions' at work?

- 3 Little stories such as the ones in the article are called 'anecdotes'. Do you have any workplace anecdotes to share?

- 4 'Keep a bullying boss at bay.'

Note the repetition of the b sound. Repeating a sound on purpose is called alliteration and is often used in news headlines or stories. Can you think of any other examples?

- 5 "For years, his raises had been **pathetic** and he was never given a bonus."

The first part of this sentence is in the Past Perfect Tense. What is the difference between 'have been pathetic' and 'had been pathetic'?

Setting the rules



In small groups, discuss the following:

Imagine that you work in the HR Department of a large corporation. Since your company invested in a super high speed connection last year, you have been facing a lot of complaints about employees ‘abusing’ the Internet while at work – spending time on social networks, chatting and playing games instead of working.

Come up with a comprehensive Internet Policy for your company, considering the following issues and any others you can think of:

- Whether or not to block various sites
- Policy on downloading of copyrighted materials such as mp3s
- What to do with employees caught viewing pornography at their desk
- Use of Internet on personal devices such as smartphones or tablets
- Installation and renewal of anti-virus software
- Playing music over the computer speakers while working



“Sometimes I can see my boss playing games on his phone during meetings. I think it’s disrespectful.”

Not Another Meeting?

-Unit 6-

Warm-up Activity

Tick the items that apply to you:

- ☐ I attend meetings at least once a week.
- ☐ I enjoy meetings.
- ☐ I talk a lot during meetings.
- ☐ I find it easy to convince people of my point of view.
- ☐ I sometimes turn up to meetings late.
- ☐ Meetings at my company are always minuted.
- ☐ Meetings at my company are always formal.
- ☐ Meetings at my company never last more than an hour.
- ☐ Meetings at my company usually involve more than ten people.
- ☐ I sometimes feel that the meetings I attend are unproductive.

Note-taking Activity



You will hear a speaker talking about ways to have more effective meetings. As you listen, take notes and then compare your notes to your partner's.

Seven keys to effective meetings:

- 1 _____

- 2 _____

- 3 _____

4 _____

5 _____

6 _____

7 _____

Follow-up task:

1 We heard: "State the objectives clearly at the beginning. **Otherwise**, people may wonder, 'What am I doing here?'" and "A meeting should never be just one person talking. **Otherwise**, an email would do the job just as well!"

Let's practice this sentence structure:

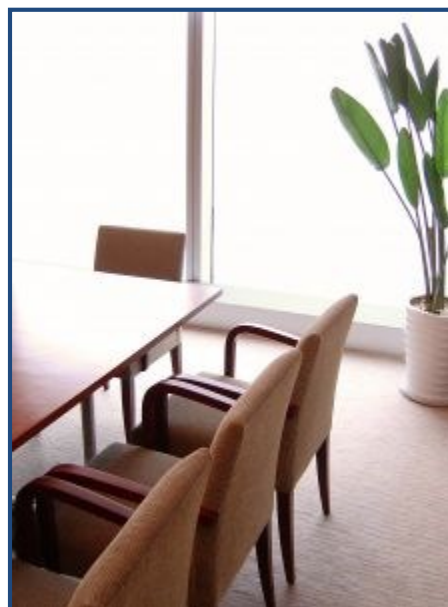
You should always take minutes. Otherwise, _____.
You should always set a time limit. Otherwise, _____.
The participants must be sensitive to others. Otherwise, _____.

2 "Criticise the idea and not the person." What does this mean? Give examples.

The Language of Meetings

There are many language functions that may come in useful during a meeting:

- 1 Giving opinions
- 2 Asking opinions
- 3 Interrupting politely
- 4 Redirecting a conversation
- 5 Agreeing with another participant
- 6 Disagreeing with another participant



For each language function, two examples are given. Add your own third example:

1 Giving opinions

"I feel we should adjust the pricing to be more competitive."

"In my opinion, we need to adjust the pricing in order to be more competitive."

2 Asking opinions

"Frank, what's your opinion on this?"

"What do you think about this, Valerie?"

3 Interrupting politely

"Sorry to interrupt, Joe, but..."

"If I could just interrupt, ..."

4 Redirecting a conversation

"Getting back to the point about..."

"We're getting off the topic here..."

5 Agreeing with another participant

"I strongly agree with Joe on this."

"I'm with Joe on this."

6 Disagreeing with another participant

"Sorry, Joe, but I disagree."

"I feel I have to disagree about..."

Practice Meetings

Let's practise having a meeting. Follow your trainer's instructions and sit in groups of five or six. During the meeting, try to give as much useful input as possible. Try to use the words and phrases we have learned in this unit.



Agenda

Item 1

Many of the employees have been asking whether it would be possible to work from home one, two or three days a week. They argue that they can do their job just as well on their home computers or company laptops and without the stress they face at work. Discuss whether this could be possible.

Item 2

Several incidents of workplace bullying have been reported in our company recently. Specifically, there have been reports of racism and also reports of bosses abusing their authority. These cases have been dealt with; however, we need to discuss ways to prevent these issues arising again in the future.



"In my company, we have so many meetings... we have meetings about meetings!"

Never Enough Time

-Unit 7-

Warm-up Activity

Answer these questions and share your responses with your group:

- 1 How long does it take you to get ready in the morning?
- 2 How long does it take you to drive to work?
- 3 How long does it take you to write an email?
- 4 How long have you worked for your present company?
- 5 How long have you had your haircut?
- 6 How long have you had the shoes you're wearing?
- 7 How long have you known your best friend?
- 8 How long do you plan to live where you are currently living?
- 9 How long do you plan to keep your current car?
- 10 How long would it take you to write a ten-page report?



Time Phrases

There are many phrases that we use in English to describe time. Test yourself with these questions and see how much you know. Then check your answers with your trainer.

1 _____ the summer, market activity is slow.

a | During

b | While at

c | While

2 He hasn't released an album _____.

a | for ten years ago

b | for ten years

c | since ten years ago

3 _____ the phone rang, she knew it would be bad news.

a | Then

b | As soon as

c | Soonest

Writing - Reorganising a Meeting

Imagine that you have just received this email:

Dear XX,

We really enjoyed your recent product demonstration.

Later, we discussed ways that we could put your product to use in our organisation. However, we found that we still have some unanswered questions that need addressed before we can proceed.

Would you mind sending your team round to handle a Q and A session this Friday at 3pm? This time, our General Manager will be sitting in.

Regards,

Joseph Steinbach
Raintree Engineering

Task:

Unfortunately, your team is not available this Friday. Reply to the email to set up an alternative date and time. Also enquire as to whether you will need to repeat the demonstration for the General Manager.

*Tip: Think about the tone and level of formality in the first email. Try to match that tone with your own email.

*Tip: Begin by acknowledging the first email.

The Big Picture

The message in the previous email could be delivered in various ways: by phone, by text message, by email, over a social network or even via fax or letter.

What are the strengths and weaknesses of each method? When is better to call? When is it better to text? When is it better to send an email?



Discussion



Are you good at organising and managing your time? Tick the boxes which apply to you and discuss your results:

- ☐ I always meet my deadlines.
- ☐ I have a lot of deadlines to meet.
- ☐ I find myself rushing near the end of a project.
- ☐ I find it difficult to manage my time.
- ☐ I plan out what I am going to do for the day and week ahead.
- ☐ People in my country have a relaxed attitude towards time.
- ☐ I believe that 'time is money'.
- ☐ I get angry or upset when people waste my time.
- ☐ I often find myself waiting on other people.
- ☐ I wish there were more hours in the day!

Working with Others

-Unit 8-

Warm-up Discussion

Discuss the following questions in detail with your group members:

- 1 Do you prefer working in a team or working by yourself?
- 2 Do you generally get along with others?
- 3 How many people do you work with?
- 4 What kind of behavior **gets on your nerves**?
- 5 Do you have anyone working under you? Do you reckon you make or would make a good boss?
- 6 What characteristics does a person need to be able to do your job?
- 7 Who is someone that you admire at work?
- 8 Do you socialise with people from your office?



Vocabulary

Which of the words below could be used to describe you or your co-workers?



attentive
independent
sociable
hardworking
communicative
indispensable
eager
frank

approachable
overworked
humble
proactive
up-to-date
underpaid
firm
loyal

Grammar - Adjective Clauses

Adjective clauses are sometimes called relative clauses. They work like this:

Let's say you want to describe a car. You can use an adjective:

This is a red car.

Or you can use an adjective clause:

This is a car **which is red**.

Both ways are grammatically correct. However, the first way sounds better because it is more concise. On the other hand, when you want to use a longer description, you would use an adjective clause:

This is the car **that I told you about**.

We use adjective clauses to answer the question 'which one' and to give extra information:

Example of an adjective clause describing 'which one':

This is the guy **who I told you about**.

Example of an adjective clause adding extra information:

Martin, **who lives in Eastford**, takes the train to work every day.

You will notice that the adjective clause may appear in the middle of the sentence or near the end. The adjective clause must appear directly after the thing that it describes:

Describing the subject:

People **who throw litter everywhere** should be ashamed of themselves.

Describing the object:

People prefer pets **that are easy to take care of**.

Incorrect:

Employees will be punished **who break this rule**.

Correct:

Employees **who break this rule** will be punished.

Task 1:

Complete these sentences and share the answers with your group:

- 1 I like people who _____.
- 2 I dislike people who _____.
- 3 I am jealous of people who _____.
- 4 I prefer a car that _____.
- 5 I like to work with people that _____.
- 6 I once met someone who _____.
- 7 I'd like to live somewhere that _____.
- 8 I love to eat food that _____.
- 9 I was born in a town that _____.
- 10 I have a friend who _____.

Task 2:

Correct the mistakes:



- 1 A phone is a necessity these days that can access the Internet.
- 2 They serve chicken which it is cooked in curry sauce.
- 3 I like cars who can go really fast.
- 4 The stew which I ate it gave me an upset tum.
- 5 I've misplaced the document that was working on.

Reading - Type A and Type B personalities

Back in the 1950s, psychologists came up with a way to classify people into two broad groups: those with Type A personality traits and those who have Type B personality traits.

Typically, a Type A person is what we might call a 'go-getter'. These are the employees who are ambitious and proactive. They are multi-taskers, but they may also be impatient and highly-strung. A person who is Type A may be a workaholic and take on more than they can handle.

A Type B person, on the other hand, is thought to be more relaxed about things. They work at a steadier pace to achieve the same goal. They are more creative but they dislike working to a tight schedule.

Problems occur when a Type A boss staffs his or her department exclusively with other Type A employees. This leads to a highly competitive environment where high pressure and tight deadlines are the order of the day. A Type A boss might view a Type B employee as 'lazy' - just because he goes home on time.

But issues can also arise when a Type B boss is in charge of all Type B employees. Scheduling could be a problem in particular - deadlines will be missed and clients may get upset. The department could be unfocused and lack a clear direction.

Perhaps this is why companies value diversity so much. A company that employs a diverse group of personalities has a more balanced outlook. Type A and Type B personalities can and should work together.



Task:

- 1 Do you see yourself as a Type A or Type B person? Justify your answer.
- 2 Would you like to work in a company full of Type As? How about a company full of Type Bs?
- 3 Have you ever worked in a 'high-pressure' environment? If so, what was it like?
- 4 Have you ever worked in a 'laid-back' environment? If so, what was it like?
- 5 The last paragraph mentions diversity. What is diversity and why do you think companies see it as a good thing?

The Big Picture

- 1 "a workaholic"

The word 'workaholic' is derived from the word 'alcoholic'. Are there any other types of 'holics' that you know?

- 2 Go through the reading text and see if you can find any examples of adjectives clauses. Underline them.

Preparing to Present

At the end of the next unit, you will be asked to present on one of the following topics. Take some time now to prepare and familiarise yourself with the topics. Discuss them with a partner if you wish.

- three ways to better manage your time
- three ways to get ahead at work
- three ways to improve your English

- three ways to spice up your life
- three ways to invest your money

Presenting Your Ideas

-Unit 9-

Warm-up Discussion

Discuss the following questions in detail with your group members:

- 1 Do you often give presentations at work?
- 2 Do you see yourself as a good presenter? Why or why not?
- 3 Give an example of a person who presents well. What do you like about the way they present?
- 4 What kind of body language can help you to deliver a good presentation?
- 5 What is the best way to prepare for a presentation?
- 6 What role should notes play in your presentation?
- 7 When presenting, should you speak faster or slower than conversational speech?
- 8 How can you deal with nerves before or during a presentation?

Sentence Stress

Examine the following sentence:

The man in the shop sells sweets to me.

Try saying it with the following words stressed:

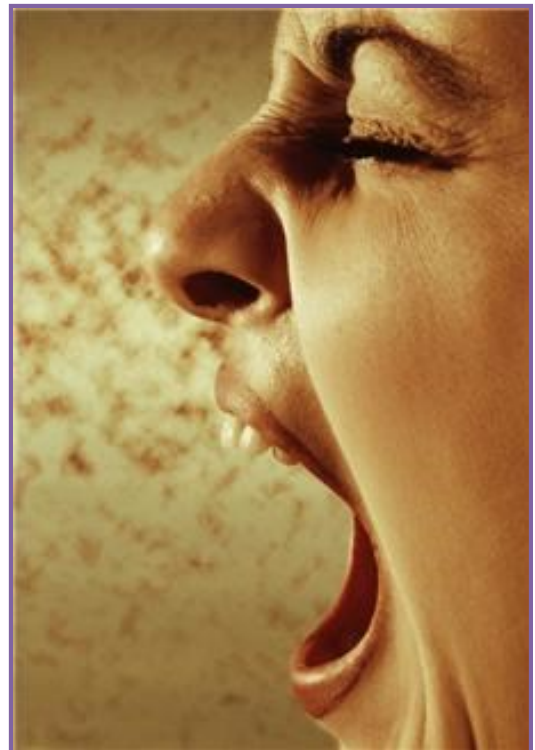
↓ ↓ ↓ ↓
The **man** in the **shop** **sells** **sweets** to me.

Now try saying it with these words stressed:

↓ ↓ ↓ ↓ ↓
The man **in the** shop sells sweets **to me**.

Which version sounded better?

We always add stress to the important words in a sentence. When giving a presentation, we amplify this stress to really get our message across. The ability to do this is one of the hallmarks of a good speaker.



Task:

In each of the following sentences, mark the words which are stressed and then practise reading the sentence aloud to your partner:

- 1 The sky is rather grey today.
- 2 A good dish takes time to cook.
- 3 He sailed forth in a great ship.
- 4 He's a diligent worker, but sometimes stubborn.
- 5 A good boss cares about all of his employees.
- 6 Deadlines will be missed and clients may get upset.
- 7 I like people who mind their own business.
- 8 We need to get the photocopier fixed as soon as possible.
- 9 Try to speak at the right pace.
- 10 Many of us have problems with productivity.



Listening - Tips on Productivity



Task:

Listen to the audio and write down the three productivity tips that you hear and the reason the speaker believes each one is helpful:

Tip 1: _____
Rationale: _____

Tip 2: _____
Rationale: _____

Tip 3: _____
Rationale: _____

The Big Picture

- 1 The speaker began by asking a series of questions. Why do you think she did this?
- 2 The talk is divided into five parts. How are these five parts structured?
- 3 "My first tip is this..."

This is a useful sentence starter or 'signpost'. What other sentence starters did you hear?

4 “Make a list of must-do items.”

This sentence is written as an imperative - a direct command. Why does the speaker do this?

5 How does the speaker end the talk and why does she choose this method?



Presentation Topics

Give a short (3-5 minute) presentation on one of the following topics:

- three ways to better manage your time
- three ways to get ahead at work
- three ways to improve your English
- three ways to spice up your life
- three ways to invest your money

Writing and Reports

-Unit 10-

Warm-up Activity

Tick the boxes which apply to you and share your responses with your group.

- ☐ I have to write a lot of reports.
- ☐ I am confident in my written English.
- ☐ I find it easier to write in English than to speak in English.
- ☐ I always proofread my work.
- ☐ I use the spelling and grammar checker on the computer to check my writing.
- ☐ I know how to format business documents properly.
- ☐ My biggest obstacles in writing are grammar and sentence structure.
- ☐ My writing is easy to read and understand.
- ☐ I try to be polite when I write.
- ☐ I use short sentences when I write, in order to avoid mistakes.

Grammar Drill - Passive Form of Modals

Passive modals are common in report writing. They are used to give recommendations.

A quick recap:

A modal verb is a 'helping' or 'auxiliary' verb such as **should**, **must**, **might** or **could**.

A passive sentence is where we construct the sentence beginning with the object instead of the subject of the action:

Active:	John threw the ball.
Passive:	The ball was thrown.



We use passive voice in formal reports where we avoid using 'I' or 'we':

Active: We should double the marketing budget.

Passive: The marketing budget **should be doubled**.

Note that a passive modal consists of three parts: the modal verb/phrase + BE + Past participle

Example: The results **must be confirmed**.

Task:

Change these sentences into passive voice:

- 1 I must finish this project before May.
- 2 You should take minutes at every meeting.
- 3 We could replace the logo with something more modern.
- 4 You can eat these biscuits.
- 5 We must report this to the authorities.
- 6 You should check these figures one more time.
- 7 Someone could easily steal these paintings.
- 8 People can edit the webpage.
- 9 You can cook the product in the microwave or in the oven.
- 10 We should arrange a meeting between the two parties.



Reading - A Sample Short Report

Read through the following short report and do the tasks that follow:

Report on Staff Turnover in Kingsley Helpdesk Operation

Submitted May 14, 2013

Introduction

This report is written at the request of the Chief Financial Officer in order to investigate the high turnover rate amongst employees in the Kingsley Helpdesk Operation. The information in the report is based on a week-long investigation into the matter by three members of the Human Resource Department. The three-member team interviewed staff, checked administration records and observed working conditions. Recommendations are made in this report on how to decrease the high rate of staff turnover at the centre.

Background

The Kingsley Helpdesk Centre has been in operation for four years. It employs 100 personnel whose work comprises mainly of handling telephone enquiries from the general public regarding our range of telecommunication services. Although situated in an area with high unemployment, the annual turnover has been between 50 and 55% every year since it opened. The average annual turnover for the helpdesk/call centre industry is 33%, already considered high compared to other industries

Findings

One of the first things that the team noticed was the lack of training of the personnel in handling a call. Each employee had their own system of dealing with an issue. Where a process needed to be explained, different employees would provide different steps. In many instances, the employees felt frustrated because they had not been trained how to handle an issue and were merely guessing at the solution.

When the staff survey was carried out, it was found that the most common complaint was about the working environment. Although a fifteen minute break every three hours was promised, in reality the long queue of callers on hold meant that a break was impossible, especially during peak hours. The lunch break was usually shortened for the same reason.

The employees work in teams of eight, supervised by a team leader. The team leaders were observed to criticise and correct the employees when they made mistakes, but never to praise the employees when they did well. Interviews with the team members confirmed this.

Finally, many employees complained that there was no chance of decent career progression. Team leaders are paid only very slightly more than the team members and have to work slightly longer hours. The centre is run by three managers, who were sent there from headquarters rather than being promoted from amongst the ranks.

Conclusions

The main issues that we found were as follows:

- 1 A lack of training leads to employee frustrations and disillusionment.
- 2 The hectic working environment, due to understaffing, means employees cannot socialise and do not enjoy their work.
- 3 Employees are reprimanded but never praised, leading to employee disillusionment.
- 4 Employees do not perceive that they are able to better themselves by remaining in this organisation.

Recommendations

To address these four main issues, we recommend the following steps be taken:

1 A team of three full time training officers should be hired by the centre. These officers should be tasked with organising a proper training session for all incoming staff. The staff must be trained on company procedures as well as basic and advanced customer service skills.

Ongoing workshops could also be held. In these workshops, the employees could share their experiences and help each other to address common issues.

In addition, whenever a new product or service is rolled out, all personnel need to be fully trained on how to answer customer enquiries regarding it.

= = = = =

Task

1 How would you describe the language used in the report?

2 The report found four major problems that need to be addressed. Summarise these four problems in your own words.

3 Underline all examples of the passive voice in the report. Underline twice if it is a passive form of a modal verb.

4 Is there a standard format for writing a report? Many reports have an Introduction, Findings, Conclusions and Recommendations, but this report has an extra section. Why?

5 Do you have any experiences with helpdesks or call centres, either as an employee or as a customer? Do your own experiences reflect what was discussed in the report? Share your experiences with your group.



Writing - Finishing a Short Report

The report in the following section was left unfinished. The findings led to four conclusions, but the recommendations section only addressed the first of these.

Idea-gathering:

In your group, discuss possible solutions to the three outstanding issues raised in the report.

Writing:

Complete the final section of the report using your own ideas and using your imagination where necessary.

Saving the Planet

-Unit 11-

Evaluating What You Know

How much do you know about the environment? Answer these questions to find out:

- 1 What does it mean when we say someone is 'green'?
- 2 What is organic food?
- 3 What is global warming?
- 4 What do we call a species that is in danger of becoming extinct?
- 5 What do we call it when we reuse items instead of throwing them away?
- 6 Cars produce a gas that is harmful to the environment. What is it called?
- 7 What does the phrase 'fossil fuel' mean?
- 8 What does the phrase 'carpooling' mean?

Have you ever...

A common variation of the Present Perfect Tense is the phrase 'Have you ever...'. Here, 'ever' means anytime in your life until now.

As usual, with the Present Perfect Tense, we need to use the past participle (the third form of the verb):

Wrong: Have you ever saw that movie?
Right: Have you ever seen that movie?

One interesting thing about using 'have you ever...?' is that in the answer, when we give details, we tend to switch over to the past tense:

Brian: **Have you seen** the latest James Bond movie?
Susan: Yes, I have. I **saw** it last week with Lucy.



Task 1

Finish each sentence with any word which makes sense and is grammatically correct:

- 1 Have you ever _____ organic food?
- 2 Have you ever _____ your own vegetables?
- 3 Have you ever _____ an electric car?
- 4 Have you ever _____ money to a charity that helps the environment?
- 5 Have you ever _____ a bus to work?
- 6 Have you ever _____ a bicycle to work?
- 7 Have you ever _____ your own bag to the supermarket?
- 8 Have you ever _____ to use less electricity per month?
- 9 Have you ever _____ second-hand clothes?
- 10 Have you ever _____ about ways that you can help the environment?

Listening: Green Cycle



Listen as a man explains a 'green' cycling scheme to a local council.

Vocabulary:

Listen for the following words and phrases:

clogged up
immense

fatal
sturdy

wear and tear
built to last

Task 1

Based on the listening, are the following statements TRUE or FALSE?

- 1 ____ The speaker is introducing a scheme for renting motorcycles.
- 2 ____ He claims that his product is fun.
- 3 ____ One of the selling points is safety.
- 4 ____ GreenCycles are available in more than one colour.
- 5 ____ The speaker claims that GreenCycle is a unique service.



The Big Picture:

- 1 How did the speaker structure his pitch?
 - a By talking about economic benefits, social benefits and advantages over the competition.
 - b By making an emotional and then a logical argument.
 - c By listing the key features and specifications of the product.

2 “But you have such a beautiful downtown area.”

We use ‘such’ to emphasise an adjective and a noun:

You have such beautiful hair.
You have such a fancy office!
I have such a boring job.

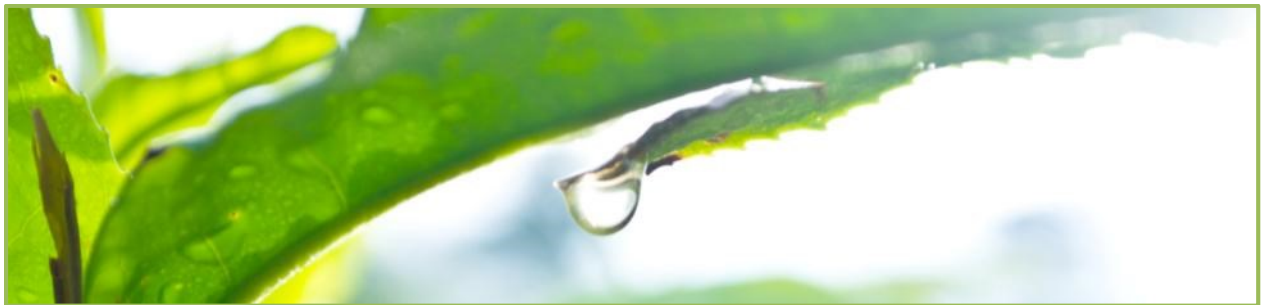
Occasionally, we use it simply with a noun:

That client is such an idiot!
This application form is such a pain!

Now you try. Write out five sentences with the word ‘such’:

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____

3 There is a trend for companies to use the words ‘green’ or ‘eco’ when naming a new product. Can you think of some examples?



Discussion: Environmental Issues

Discuss the following questions with your group:

- 1 Global warming is happening now. What will the effects be?
- 2 What are some ways that individuals can be ‘green’?
- 3 What are some alternative energy sources? Give examples if you can.
- 4 What are some endangered species? Do you know of any in your own country?
- 5 Would you be willing to pay more tax if the money contributed to a healthier environment?
- 6 What do you recycle, if anything?
- 7 Why isn’t solar power more popular?
- 8 Do you ever eat organic food? Why or why not?
- 9 What is the biggest environmental issue that your country faces?
- 10 Are you optimistic or pessimistic about the future of the Earth?

Analysing Information

-Unit 12-

Looking at context

Read the following 12 sentences. In which context would each one be used? Is it spoken or written English?

- 1 Secondly, I'd like to talk about how globalisation has impacted the local IT sector.
- 2 Recommendations will be given on how to improve the current system.
- 3 At only 9.99 per month, it's a steal!
- 4 I'm quite an ambitious person and I think you can see that by the promotions I received at my current company.
- 5 Let's say we confirm a larger order; would that allow you to bring the price down?
- 6 This is the Finance Department. You'll need to submit your claims here.
- 7 If you have further questions, please don't hesitate to call me at 011-2783 7234.
- 8 Want me to get you something while I'm out?
- 9 We plan to have it on the market by mid-November.
- 10 In other developments, the Finance Minister continues to refuse to resign
- 11 The next item on the agenda is the upcoming telecommunications conference.
- 12 I've been a loyal customer for many years now. However, recently, ...

Words Matter

1 Positive or negative?

Words in English can have positive or negative connotations.
Look at the underlined word in each sentence.
Is it positive or negative?



- | | |
|--|--|
| 1 This is a <u>difficult</u> task. | 7 Jerry is a really <u>unique</u> person. |
| 2 This is a <u>challenging</u> task. | 8 Jerry is a really <u>bizarre</u> person. |
| 3 There is an <u>aroma</u> in the air. | 9 This hotel looks pretty <u>cheap</u> . |
| 4 There is a <u>stench</u> in the air. | 10 The budget airlines can be really <u>cost-effective</u> . |
| 5 Sara is <u>outgoing</u> . | |
| 6 Sara is <u>loud</u> . | |

2 Emphatic words

Often we have a stronger way to say something:

bad	terrible
good	excellent
scary	terrifying
sad	tragic
push	shove

Make these sentences more expressive by changing the underlined words to something stronger:

- 1 Mary is a nice girl.
- 2 What a good book!
- 3 It's an old temple.
- 4 He said loudly, "Help me!"
- 5 This is an interesting programme.
- 6 The event was a success.
- 7 I'm hungry.
- 8 Our new office building is very big.
- 9 This little chip can hold 80 terabytes of data.
- 10 It's surprising that your CEO can speak five languages fluently.



3 The most powerful words in English?

Many websites publish a short selection of 'the most powerful words in English'. Here is a list of some of them.

- | | | |
|-----------------|-------------------|-----------------------|
| 1. You | 5. Results | 9. Love |
| 2. Money | 6. Easy | 10. Discover |
| 3. Save | 7. Health | 11. Proven |
| 4. New | 8. Safety | 12. Guaranteed |

Why do you think people believe these words are so powerful?

Reading: Spam and Scams

Ever since email was first brought into popular use, people have been attempting to use it to con others. Unsolicited email, or 'spam', still accounts for over 75% of all email messages sent. But who sends it and why? And what tricks do they use to try to fool us?

The '419 Scam' is a perfect example of a scam used to cheat people out of their cash. An email is sent explaining that a large amount of money needs to be transferred out of a certain country. Sometimes it is hinted that this money needs to be 'laundered'. The spam recipient is asked to hold the money in their account for a period of time in exchange for a percentage of it. However, the recipient must first pay an advance fee to cover the cost of transferring the money. Of course, there *is* no money and the advance fee is taken by the spammer.

Another example is 'phishing', pronounced the same as the word 'fishing'. The purpose of a phishing scam is to obtain details such as passwords to online bank accounts. Emails are sent out in bulk with a subject such as 'Your account details need to be updated.' The name of a common bank will be used, so that a large number of recipients will actually have an account with the bank in question. The recipients are asked to provide their details, including the current password and once the scammers have these details, they can siphon money from the account.

There are many other kinds of scams, such as emails that purport to sell various items. The items are usually embarrassing in nature - such as Viagra pills - and people are less likely to complain when they pay but never receive the items.

Who sends spam? A lot of spam comes from countries where regulations are lax and they target people in developed countries. There are crooks who 'harvest' lists of email addresses and sell them to spammers. Whatever you do, never reply to spam! If you do, the spammer knows that your email address is a valid address and it can be sold on to other spammers at a better price!

Spammers can potentially make thousands of dollars a day, although most spammers make much less than this. It is a constant cat-and-mouse game as email clients improve their spam filters and spammers find new tricks to get around them. But as long as there is money to be made, spammers will continue to fill up our inboxes... with spam.

An Example of Spam:

SUB: WE NEED YOUR HELP

Dear Customer,

We need your help resolving an issue with your account. To give us time to work together on this, we've temporarily limited what you can do with your account until the issue is resolved.

We understand it may be frustrating not to have full access to your PayPal account. We want to work with you to get your account back to normal as quickly as possible..

What's the problem?

Please take a moment to update your information/questions. You should also take a look at your account information and recent transactions. Make sure that your account information (address, phone number, etc.)

Case ID Number: PP-001-636-133-757

How you can help

It's usually pretty easy to take care of things like this. Most of the time, we just need a little more information about your account or latest transactions. Please click the button below:

UPDATE

To help us with this and to find out what you can and can't do with your account until the issue is resolved, Log In to your account and go to the Resolution Center.

Yours sincerely,
PayPal

Activity 1

- 1 Could you understand how the 419 and Phishing scams work? Have you ever received these types of emails?
- 2 What would you say about people who fall for these scams? Are they gullible? Naive?
- 3 If you lost money to one of these scams, do you think you could ever get it back? Why or why not?
- 4 Why should you never reply to spam?
- 5 Do people make big money from sending spam?

Activity 2

Examine the example of a spam email. Which scam is this an example of? If you received this, how would you know it was spam and not a valid email from PayPal?

The Big Picture

Examine this sentence from the text:

Whatever you do, never reply to spam.

We can use this sentence structure to add strong emphasis to a piece of advice. Here's another example:

Wherever you go, don't forget to bring a credit card.

Now you try:

- 1 Whatever you do, _____.
- 2 Wherever you go, _____.
- 3 Whatever you buy, _____.
- 4 Wherever you eat, _____.

Examine this sentence from the text:

...as long as there is money to be made, spammers will continue to fill up our inboxes



We use the phrase 'as long as' to connect the two independent clauses. It shows a strong relationship between two issues. Here's another example:

As long as our country has an open immigration policy, companies will continue to source cheap foreign labour.

Now you try:

- 1 As long as we keep polluting the planet, _____.
- 2 As long as we _____, we will continue to lose customers.
- 3 As long as the stock market is up, _____.
- 4 The CEO has the support of the employees as long as _____.

Discussion: Working with Information

Discuss the following questions with your group:

- 1 Do you find it difficult to stay focused on a task for a long time?
- 2 Do you find it easy to search for information on the Internet, or do you get overwhelmed by the sheer amount of it?
- 3 Do you find it easy to learn and use new words? What are your strategies for doing this?
- 4 What do you do when you come across a new term; do you ignore it or look it up?
- 5 Do you find it easy to guess the meaning of a new word?
- 6 How fast can you read?
- 7 How fast can you write?
- 8 Do you have any favourite phrases that you always use?
- 9 What is your favourite word in English and why?
- 10 What is your least favourite word in English and why?

Advice

-Unit 13-

Warm-up Activity

Tick the items that apply to you:

- ☐ I often ask people for their advice.
- ☐ People often ask me for advice.
- ☐ I'm quite stubborn.
- ☐ I'm easily influenced by what others tell me.
- ☐ I'm good at persuading others that I'm right.
- ☐ I'm a good listener.
- ☐ I'm good at keeping secrets.
- ☐ I have to advise people as part of my job.
- ☐ I like to think things over for quite a while before I come to a decision.
- ☐ I often change my mind.

The Language of Advice

Here are some ways that we can give advice:

1 Using **Should**, **Ought to**, **Must** and **Had Better**

*You ought to try asking your boss for a raise.
You should apologise to Sarah. I think you've upset her.
You'd better not drink that milk. It smells funny.
You mustn't mention this to anyone.*

2 Why don't you...

*Why don't you take your kids to the zoo this weekend?
Why don't we scrap this approach and start over?*

3 I advise you to...

As your lawyer, I advise you to reconsider what you're doing.



4 How about...?

*You're not sure where to go for your holiday?
How about Jamaica?*

5 I recommend/suggest that...

Note we use the word 'that' instead of 'to'

*I suggest that you don't show these pictures
to anyone.*

*I recommend that you read chapters three
and four before the test.*

6 Imperatives

An imperative is a direct instruction. An imperative sentence begins with the base verb.

*-I can't find my earrings.
-Try looking under the bed.*

7 What you should do is...

What you should do is to upgrade the software on your laptop.

8 If I were you...

Note that we follow this with a 'would' clause.

If I were you, I would ask for your money back.



Task 1

Correct the errors in these sentences:

- 1 Pete ought be more polite when dealing with customers.
- 2 You would better make sure you ask for a receipt.
- 3 You really must not to tease David like that.
- 4 You should to change your money to Euros before we leave the city.
- 5 Why not you surprise your secretary by taking her out to lunch?
- 6 I'm advise you to make a police report about this.
- 7 I recommend you to have surgery to remove the cyst.
- 8 Try soak the beans in water overnight. That should soften them.
- 9 What we should do to post the information on our site.
- 10 If I were you, I will invest my bonus in the stock market.

Task 2

Give an oral response to these prompts using some of the language we have learned. The first one is done as an example:

Example: What do you think I ought to do with my hair?

I reckon you ought to try wearing it in a ponytail.

- 1 I'm lonely. What should I do to make more friends?
- 2 My boss's birthday is coming up. What do you think I ought to get her?
- 3 What do you suggest I do with this leftover chicken?
- 4 I need a new mobile phone. Which one should I get?
- 5 Where would you recommend that I take the client for lunch?
- 6 I'm nervous about the upcoming presentation. Any suggestions?
- 7 The boss seems to be in a bad mood. Do you think I should see him now or wait?
- 8 I've got such a bad headache. Do you think I ought to see a doctor?
- 9 Any advice for me on how to spend my bonus?
- 10 Should I take my Master's Degree now or wait? What would you do if you were me?



Listening: Dear Office Guru

The Office Guru runs a website that gives advice to people with work-related problems. You will hear three letters to the Office Guru being read aloud. You will hear answers given to the first two.

Vocabulary list

cubicle	loudmouths	happy to oblige
yakking away	hindsight	prestigious
acting cold towards someone	a third party	talk the talk...walk the walk

Task 1

Answer TRUE or FALSE:

- 1 ____ The writer of the first letter works in a busy office.
- 2 ____ Many people have issues with noisy coworkers.
- 3 ____ It is good to approach a problem head-on.
- 4 ____ The writer of the second was unsuccessful at school.
- 5 ____ You need different skills to get ahead at school and at work.
- 6 ____ The writer of the third letter seems lazy.

Task 2

Come up with an answer for the problem in the third letter.

Write the answer out and prepare to present it to the class.



Role-play Activities

1 You work as the Assistant Manager in a small branch of an insurance firm. One day, you come across evidence that your manager has been taking the company's money, three instances of \$6000 are missing.

When you confront your manager about it, he insists that he has every intention of paying the money back. He only took it to pay for medicine for his sick baby. Without the medicine, his baby may die.

How would you resolve this situation? Roleplay the situation with a partner and use your imagination to fill in any further details you need.

2 An old school friend asked if you could help her to get a position with your company, which you did. She loves to complain about everything and over time her negative attitude has alienated her from everyone in the office except for you. Now nobody wants to have anything to do with you because they associate you with your friend.

You wish to talk this over with her and resolve the situation, but you know that she is terribly stubborn!

Roleplay the situation with a partner and use your imagination to fill in any further details you need.

Idiomatic Language

-Unit 14-

Start-up Activity

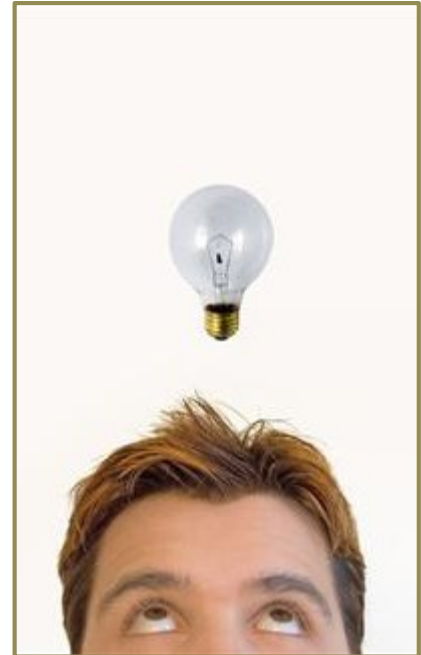
Do you know the meanings of the following words?

<i>idiom</i>	<i>metaphor</i>	<i>jargon</i>
<i>proverb</i>	<i>saying</i>	<i>literal</i>

What idioms or proverbs do you know in English? Can you write down three of them?

What idioms or proverbs do you know in your mother tongue? Write down three of them:

How would these translate into English? Do they make sense?



Multi-Word Verbs

One kind of idiomatic language in English is the use of multi-word verbs. These verbs can be made up of two words:

look after

take up

go over

beat up

...or three:

look up to

get rid of

get on with

cut down on

Multi-word verbs often have two or many more meanings. The meaning can be literal or figurative:

I looked up and saw the pale moon.

I looked up the name on Wikipedia.

Which of the following phrases do you know? Your trainer will help explain the ones you don't know:

<i>wear out</i>	<i>end up</i>	<i>get away with</i>	<i>get by</i>
<i>go over</i>	<i>count on</i>	<i>figure out</i>	<i>look into</i>
<i>put up with</i>	<i>pitch in</i>	<i>pick out</i>	<i>fit in</i>

When you are confident you know them, choose five of them and use them in sentences:

Idioms

Examine the following idioms. What do you think each one means? Try to guess from the context:



- 1 You can get a coffee there after midnight. In fact, it's open **24/7**.
- 2 We've done all we can for now. Let's **call it a day**.
- 3 The new Samsung phone has **generated a lot of buzz**; everyone's talking about it.
- 4 I don't think I can help you right now. I've got **a lot on my plate** at the moment.
- 5 This is a team effort, so everybody is expected to **pull their weight**.
- 6 If you think anyone would pay \$1000 for this, then you need a **reality check**!
- 7 Since we dropped the price, sales have gone **through the roof**.
- 8 If the boss sees this mistake, he's liable to **blow his top**.
- 9 The company doesn't seem to care if it has a bad reputation as long as the **bottom line** is solid.
- 10 If you're going to join our project team, we need to know what you can **bring to the table**.
- 11 Verbal confirmation is not enough. We need to get it **in black and white**.
- 12 It's costly to invest in a new stadium, but, **in the long run**, it'll be worth it for the club.

Idioms in Use

Choose three of the idioms from the previous section and create a situation to demonstrate its use. Be prepared to role-play the situations for the other groups.

Company Structure and Operations

-Unit 15-



Warm-up Activity

Describe the various departments in your company and what they do.

What do the following departments do?

- | | |
|--|---|
| <input type="checkbox"/> Human Resources | <input type="checkbox"/> Quality Assurance |
| <input type="checkbox"/> Marketing | <input type="checkbox"/> Customer Service |
| <input type="checkbox"/> Sales | <input type="checkbox"/> Logistics |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Research and Development |
| <input type="checkbox"/> Finance | <input type="checkbox"/> Accounting |
| <input type="checkbox"/> Purchasing | <input type="checkbox"/> Legal |
| <input type="checkbox"/> IT | <input type="checkbox"/> Production |
| <input type="checkbox"/> Administration | |

Which departments have you worked in during your career and which did you enjoy the most?

Sentence Structure: Gerunds and infinitives

We can begin a sentence with a gerund (verb + -ing). The gerund can act as a subject:

Losing weight is hard to do.

Or the gerund can act as a present participle, indicating two things going on at the same time. Note the use of the comma:

Walking in the forest, I listened to the sounds of the birds.

This second example is really a short form of this sentence:

While I was walking in the forest, I listened to the sounds of the birds.



Here is another example:

Driving through town, I noticed the new construction site.
(While I was driving through town, I noticed the new construction site.)

We can begin a sentence with an infinitive (to + verb). The infinitive can be the subject:

To err is human.

We can start a sentence with an infinitive clause if it shows purpose:

To make a tasty cake, you need a lot of butter.

We can also use 'in order to':

In order to make a tasty cake, you need a lot of butter.

Note the comma usage. The subject of the sentence is 'you'. Or in other words:

You need a lot of butter **to make** a tasty cake.

Error correction task:

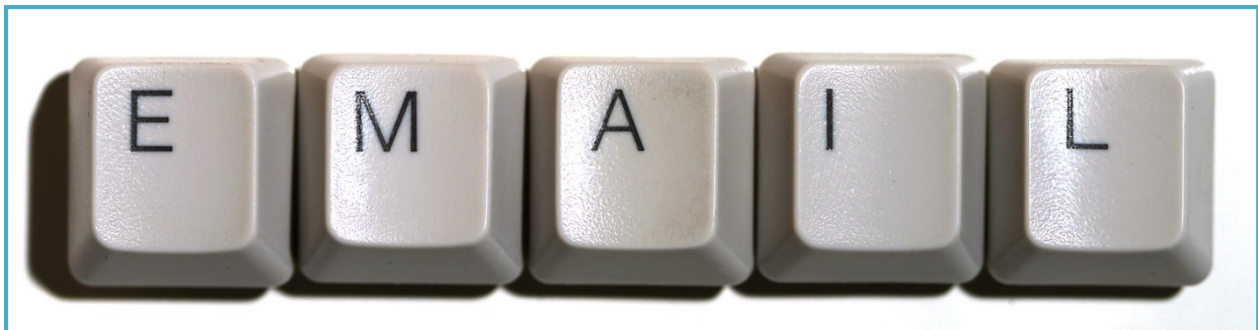
Which of the following sentences are correct? Cross out the ones that are not:

- 1 In order for get a new laptop, you need to contact the Purchasing Department.
- 2 Attending meetings is a major part of my job.
- 3 Checking these records, I noticed several accounting errors.
- 4 Researching new technology and coming up with new products.
- 5 Looking after new clients, I work in the Customer Service Department
- 6 Hiring good new recruits is a time-consuming process.
- 7 Marketing new products, that's what I do.
- 8 To get to the top of the corporate ladder is never an easy task.

Now try forming your own sentences using these prompts:

- 1 _____ is a major part of my job.
- 2 To give a good presentation, _____.
- 3 Feeling hungry, I _____.
- 4 Looking after a pet requires _____.
- 5 Working with a short-tempered boss _____.
- 6 In order to complete the project on time, _____.
- 7 To be fair _____.
- 8 In order to cut costs, _____.

Email Writing Practice



In each of the following email writing tasks, use a three paragraph structure:

- reason for writing
- details
- who to contact for further enquires

Task 1:

Imagine you work for the Finance Department. Your company has recently come up with a list of things you can and cannot claim for while on a business trip. Write an email to disseminate this information.

Task 2:

Imagine you work in the IT Department. You have spotted an upcoming seminar on systems security that you would like your whole team to attend. Email the Training Department to ask if this will be possible.

Task 3:

Imagine you work in Maintenance. Checking the electricity bills, you noticed that they have been quite high for the last few months. At the same time, you have noticed a tendency amongst the employees to leave the office lights on when they go. Write an email to be forwarded to everyone in the company to remind them politely to be more 'green'.



Discussion - Big and Small Companies

- 1 Would you rather work in a big company or a small company?
What are some of the advantages and disadvantages of each?
- 2 Would you work for the government? Why or why not?
- 3 Would you work for a multinational company? Why or why not?
- 4 Would you work for a company that produces a harmful product, such as tobacco or arms?
- 5 Would you work for a charitable organisation?
- 6 What are some of the benefits you receive in your current job?
- 7 Would you like to run a small or large company?
- 8 Would you ever set up a business with your family?

Comparing and Contrasting

-Unit 16-

Warm-up Activity

In each case, which do you prefer and why?

- | | |
|---------------------------------------|--------------------------------------|
| <input type="checkbox"/> coffee | <input type="checkbox"/> tea |
| <input type="checkbox"/> cats | <input type="checkbox"/> dogs |
| <input type="checkbox"/> male boss | <input type="checkbox"/> female boss |
| <input type="checkbox"/> comedy | <input type="checkbox"/> action |
| <input type="checkbox"/> laptop | <input type="checkbox"/> tablet |
| <input type="checkbox"/> tv | <input type="checkbox"/> internet |
| <input type="checkbox"/> countryside | <input type="checkbox"/> city |
| <input type="checkbox"/> staying in | <input type="checkbox"/> going out |
| <input type="checkbox"/> reading | <input type="checkbox"/> music |
| <input type="checkbox"/> healthy food | <input type="checkbox"/> junk food |



Listening



You will hear five short audio clips comparing and contrasting various things.

Before you listen, see if you know the following vocabulary:

<i>job security</i>	<i>cash flow issues</i>	<i>tedious</i>	<i>opera</i>
<i>a top breed</i>	<i>undoubtedly</i>	<i>telecommuting</i>	
<i>downside</i>	<i>slacking off</i>	<i>cuisine</i>	

Now, listen and mark the following statements TRUE or FALSE:

- | | |
|--|---|
| 1 _____ You'll have more job security working for a large company. | 6 _____ A laptop is a better work device than a tablet. |
| 2 _____ Smaller companies have more cash flow problems. | 7 _____ Working from home can be lonely. |
| 3 _____ Cats are friendly and loyal. | 8 _____ People who telecommute are more motivated. |
| 4 _____ Cats are better than dogs for children. | 9 _____ Most people prefer Japanese food to Italian food. |
| 5 _____ A tablet can do anything that a laptop can do. | 10 _____ The Colosseum is a place in Italy. |

The Big Picture

1 We heard: 'Large companies tend to have more rules whereas smaller companies tend to have fewer rules.'

Note how we use the word 'whereas' to contrast two statements. Now you try:

Cats _____ whereas dogs _____.

A car _____ whereas a motorbike _____.

I _____ whereas my friend _____.

2 We heard: "Both cats and dogs are good for children...Neither of them are very cheap..."

Note how we use 'both' and 'neither' to compare and contrast two things. Now you try:

Both America and China _____.

Neither of them _____.

Both Hip Hop and Jazz _____.

Neither of them _____.



Sentence connectors - error correction

See if you can find the structure errors in the following sentences:

1 The CEO's office is much more bigger than mine!

2 I didn't expect the presentation to be good nevertheless it was quite informative.

3 Neither England or Scotland has the death penalty.

4 It's not humid here as it is near the coast.

5 My car doesn't have a GPS receiver and my wife doesn't either.

6 Compare to the original, the sequel was pretty poor.

7 I don't work long hours, as oppose to Lina, who sometimes works all night.

8 Our products are built to last. On contrast, our competitors use cheaper materials and produce shoddy goods.

9 Both of my partners don't eat meat.

10 I'm not keen to sell this piece. In the other hand, if the offer is generous enough, I will certainly think about it.

Speaking and writing

Discuss these topics in detail with your group. Then, choose one and write a few paragraphs on it:



- 1 Is it better to be 'a big fish in a small pond' or 'a small fish in a big pond'?
- 2 Is it better to do something you love or to do something that will earn you more money?
- 3 If a coworker is upset about something that happened at home, is it better to get involved or to say nothing?
- 4 Is it better to take early retirement if you can afford it, or to keep working?
- 5 Is it better to work hard or to work smart?
- 6 Is it better to learn English or Chinese as a second language?
- 7 Is it better to be self-employed or to work for someone else?
- 8 Is it better to invest in the stock market or in real estate?

Communicating in the Office

-Unit 17-

Warm-up Activity

Tick the boxes which apply to you and share your responses with your group.

- ☐ In a conversation, I do most of the talking.
- ☐ In a conversation, I do most of the listening.
- ☐ Sometimes I cut people off or interrupt them when they're speaking.
- ☐ I feel that I'm a good listener.
- ☐ I know how to use non-verbal cues to encourage people to talk.
- ☐ I'm good at getting people to open up.
- ☐ I always face people when they're talking to me.
- ☐ I sometimes check my phone when someone is talking to me.
- ☐ I empathise with people.
- ☐ I don't have the patience to listen to long-winded people.

Tag Questions

Tag questions (also called question tags) are used at the end of a sentence to confirm information or sometimes just to encourage a speaker to continue:

You haven't renewed your passport yet, **have you?**

A: I used to live in Venice.

B: Venice is a lovely city, **isn't it?**

Note that the tag question is the negative of the main verb clause:

You haven't... **have you?**

It is...**isn't it?**

Peter can...**can't he?**

Jake left... didn't he?

...and so on.



Now you try! Add tag questions to the following sentences:

- 1 The economy is starting to improve, _____?
- 2 We're going to get our bonuses next month, _____?
- 3 That was such a boring talk, _____?
- 4 Tony skis every weekend, _____?
- 5 Jack is never going to change his mind, _____?
- 6 It's going to be hard to replace Sean when he leaves, _____?
- 7 These chairs aren't very comfy, _____?
- 8 You wouldn't happen to have ten Euros, _____?
- 9 Marie spends a lot of time on Facebook, _____?
- 10 This looks like a lovely spot to eat, _____?
- 11 It's pretty quiet in the office today, _____?
- 12 Joe didn't turn his computer off, _____?

Modes of Communication

Some experts have identified four modes of communication that we employ when dealing with others. Here is a short description of each:

Passive Communication

Passive communicators allow others to dominate a conversation or discussion. They avoid conflict in the simplest way possible - by giving in or agreeing readily to others' demands. A passive communicator is thought to be 'meek' or 'shy', but just because a person is shy doesn't mean they are necessarily passive.

Passive-Aggressive Communication

How can someone be passive and aggressive as the name would suggest? A passive-aggressive type avoids direct confrontation, just like a passive person, but they still try to bully people ... indirectly. A passive-aggressive person prefers to work behind the scenes, spreading rumours or going 'behind your back'. Passive-aggressives are masters of office politics.

Aggressive Communication

On the other end of the spectrum is the aggressive communicator. This person dominates a conversation, often getting their point of view accepted by simply being the loudest. Aggressive communicators shout and bully others into doing what they want.

Assertive Communication

Assertive communication is really what we should all strive for. An assertive communicator tackles problems directly, but without being confrontational, like the aggressive type. An assertive communicator enjoys working with others to find a best solution for all. An assertive communicator is thought to be 'confident', but you can be shy and still be an assertive communicator when the need arises.

Task 1:

Read the following scenarios and note what kind of communication the person uses:

Scenario 1

Steve has to work with Debbie to come up with ideas for a product launch. Steve has a lot of ideas to contribute, but Debbie just brushes each one aside. Disappointed, Steve agrees with Debbie's ideas.



Scenario 2

Jenny is a secretary in the small branch office of a big company. When her boss asks her to go out and buy cigarettes for him, she does it without complaint even though she feels she shouldn't be asked to do such a thing. However, when the area supervisor visits, she makes sure she drops it into the conversation and her boss gets in trouble for it.

Scenario 3

Brenda has a busy weekend planned. On Friday afternoon, when her boss suddenly asks her to take some work home, she gets upset and shouts at him.

Scenario 4

Martin has noticed that his secretary is particularly moody these days. Although he doesn't usually like to get involved in such matters, he makes a point to sit with her and ask her what has made her so upset.

Scenario 5

Rosia is irritated by her workmates' constant yakking and horsing around. She waits until everyone has gone home and prints out notices that say, 'Please think of others. You are here to work, NOT to make noise and fool around'. She puts them up all around the office.

Scenario 6

Sven's coworker has been asked to give a presentation. He asks Sven to give it for him, insisting that he has a sore throat, amongst other excuses. Sven agrees, even though he doesn't really want to do the presentation either.

Scenario 7

Ahmed works in a busy hotel. When he sees a guest looking flustered in the hotel lobby, he immediately stops what he's doing and goes over to offer help.

Scenario 8

Norman's office has hired some interns for the summer. When one of the interns asks Norman for help to unblock a paper jam in the photocopier, Norman replies, 'Can't you see I'm busy? Go and bother someone else.'

Task 2:

In groups, go over the scenarios again. How would a different personality type react in each case?

Dealing with difficult people

In groups, discuss how you would deal with the following 'difficult people'?

Scenario 1

You manage a small restaurant and every morning a difficult customer comes in. He's loud and obnoxious and always complains about the food. He irritates the other customers and they have asked you to do something about it.



Scenario 2

You manage a department of about ten people. Recently you have noticed that one employee in particular is acting suspiciously. As soon as you pass near his cubicle, he quickly minimises his internet window.

Scenario 3

You recently started work for a small daily newspaper. At the interview, you were promised that your working hours would be 8:30 to 5:00pm sharp. However, you need to work closely with the features editor and she comes in at 11am and leaves around 8 in the evening. In the morning, you have nothing to do and then she keeps you there until she leaves, around eight in the evening.

Scenario 4

Recently, Ralph, a coworker, borrowed a few thousand dollars from you. You were not keen to lend it, but he seemed desperate and nagged you for days about it. He promised to pay you back by the end of the month, but it's been three months and he trots out excuse after excuse. You're at the end of your tether and you need the money to get your car repaired.

Preparing to Deliver a Presentation



At the end of Unit 18, you will be required to deliver a presentation on a health and safety topic. Choose one of the following:

- 1 What to do if there is an emergency at work
- 2 Three ways to stay healthy
- 3 Three ways to reduce your stress
- 4 What to do if there is a fire
- 5 How to have a more balanced diet
- 6 Mental health issues in the office
- 7 The most dangerous jobs
- 8 What to do if a co-worker is injured

Your presentation should last between three to five minutes. This will be a chance to practise your pacing, rhythm and enunciation, and your trainer will give you feedback on these areas. You may need to do research on your topic. You may use notes as long as you do not read verbatim.

Health and Safety

-Unit 18-

Warm-up Activity

Tick the boxes which apply to you and share your responses with your group.

- ☐ I know the basics of first aid.
- ☐ I know what to do in case of a fire.
- ☐ I feel my work affects my health.
- ☐ I need to be fit in order to do my job.
- ☐ My company provides health and insurance benefits.
- ☐ I have had a medical check-up within the last year.
- ☐ I often take time off work due to sickness.
- ☐ I spend my workday sitting at a desk.
- ☐ I take breaks at regular intervals.
- ☐ I come in to work even when I don't feel so well.

Listening Activity



Let's listen to a news report about counterfeit medicine.

1 First, familiarise yourself with these words and phrases:

counterfeit pharmaceutical industry
deadly consequences
global fake drug racket
external sources
swamping markets
pay the price (figurative meaning)

2 Listen once and identify what the following numbers and figures refer to. They are in the order mentioned in the report.

tens of thousands

10%

25%



30 billion dollars _____
 50-90% _____
 250 _____
 10% _____
 3 million _____

3 Listen again and answer these questions:

Which country is featured in the report?

What are the top three medicines that are counterfeited?

What causes this problem to be particularly bad in the country mentioned?

Counterfeit drugs can cause immunity to the real medicine. How?

What solutions are suggested?



4 Discuss the following with your group:

Are fake drugs also a problem in your country?

Imagine you are the President of Mauritania. What will you do to tackle this problem?

Apart from fake drugs, what are some other ways that organised crime syndicates profit from people's misery?

Vocabulary Activity

Use the words and phrases in the box to complete the sentences:

pressure	contagious	bandages	swollen
Pilates	hurts	hazard	stretch
unhygienic	urine	injured	acupuncture

1 My jaw is _____. It's the size a melon!

2 I need to replace the _____ on my hand.

3 You can't store these chemicals here. It's a fire _____.

4 Is your back stiff from sitting at the computer all day? You need a good _____.

5 If your flu is _____, then you'd better stay home. We wouldn't want the whole office to catch it.

6 Have you ever tried any kind of alternative therapy, such as _____?

7 I had to provide a _____ sample for my medical check-up.



8 I shouldn't drink coffee; I have high blood _____.

9 One of the workers has _____ his hand on the machinery.

10 You look so stressed out! Why not join me for my _____ class after work.

11 This pantry is filthy! I'm sure it's _____.

12 My tooth _____! I'd better see a dentist.

Presentation Activity

Deliver the presentation which you prepared in Unit 17

Conversation Functions

-Unit 19-

Warm-up Activity

Read through the following eight conversation snippets and label each one with one of the descriptions that follow.



Snippet 1 _____

Jake: Do you think I have a chance of getting a raise soon?
Joe: Oh, sure. The way you messed up the Jones case, I'm sure they'll double it.

Snippet 2 _____

Sarah: Wow, Tom, you were really tough in those negotiations.
Tom: Well, y'know, that's why they call me the 'Tom-inator'.

Snippet 3 _____

Alison: Would you like to have a look round our new offices before we begin?
Enrico: No, let's get straight to business. I want to discuss the upcoming deadline.

Snippet 4 _____

Antonio: What did you think of our presentation?
Meredith: It was, er... interesting. But I think maybe you could provide more statistics the next time.

Snippet 5 _____

Ralph: Get me the Carson file and tell Julie to see me.
Adam: Sure.

Snippet 6 _____

Ed: Mr. Murakami, I'm so glad you could make it today.
Mr Murakami: It's my pleasure. I thought it best if we spoke face-to-face.

Snippet 7 _____

Wayne: Would it be okay if I got Julie to do the report?
Mario: Well, I suppose it's alright.

Snippet 8 _____

Sheila: Oh my God, what an awful meeting.
Mary: Your meeting didn't go well?

- a The first speaker was speaking to a subordinate.
- b The second speaker was paraphrasing.
- c The second speaker seemed to be no-nonsense.
- d The second speaker was very indirect.
- e The second speaker used sarcasm.
- f The first speaker was speaking to a superior.
- g The first speaker was speaking to a client.
- h The second speaker made a pun.

Speech Words

There are lots of words in English for describing speech. Make sure you know these ones and see how many more you can add to the list:

Whisper	Mumble
Mention	Reply
Enquire	Stutter
Shout	Yell



Question Forms Drill

Let's have a drill on question forms. See if you can fill in the blanks correctly. Get your trainer to help you with the ones you get wrong:

- 1 _____ you know what time it is?
- 2 _____ you ever given a speech?
- 3 _____ you take anything from my desk just now?

- 4 _____ the copier out of order again?
- 5 _____ these products usually made to order?
- 6 _____ Pete going to fly business class?
- 7 _____ that a smile I just saw on your face?
- 8 _____ you been using recycled paper?
- 9 _____ you open the window for me?
- 10 _____ you be upset if I left you out of the meeting?
- 11 _____ you playing games on your phone during the meeting this morning?
- 12 _____ the package arrived safely yet?

Making It More Polite

Examine the following two questions:

Where is Dave?

Do you know where Dave is?

The first question is very direct. In an informal conversation, it's fine, but if you are addressing the question to a stranger, you need to make it more polite, as in the second question.

There is a rule of thumb in English that the longer the statement, the more polite:

Open the door.

Please open the door.

Could you open the door?

Could you please open the door?

Would you mind opening the door for me?

Can you see? The longer the request, the more polite it is. Let's go back to our original example:

Do you know where Dave is?

Notice that this is actually two questions:

Do you know...? + Where is Dave? = *Do you know where Dave is?*

Note also that the subject and verb switch places in the second part of the question.
If it is a yes/no question, we use 'if' or 'whether':

Do you know? + Is Dave here = Do you know if Dave is here?

Do you know? + Is Dave here = Do you know whether Dave is here?

As well as 'Do you know', we can use:

May I ask whether this seat is taken?

Could you tell me where the sink is?

Would you know where I could buy some printer ink?

I'd like to ask whether you have met your KPIs.

Task

Now you try. Use embedded questions to make these sentences more polite:

- 1 Where is Ms Stevens?
- 2 What time is it?
- 3 Is there an ATM machine near here?
- 4 Do you like Vietnamese cuisine?
- 5 Do you think this offer is generous?
- 6 How do you make apple tarts?
- 7 What do you think of the new smartphone?
- 8 Where did you buy that jacket?
- 9 When is the business news on tv?
- 10 What is the best website to find exchange rates?



What would you say?

In each of these scenarios, write out exactly what you would say.

Scenario 1

You are attending a conference. As you take your seat, you notice that the person next to you seems friendly. What would you say to strike up a conversation with them?

Scenario 2

You are at a job interview. The interviewer asks, 'What makes you different from the other applicants?' How would you reply?

Scenario 3

The person working in the cubicle next to you has terrible body odour and you really can't stand it any longer. You have to tell him to do something about it. But how?

Scenario 4

One of your coworkers has a bad habit of asking really personal questions and you don't like it. One day he asks you how much you earn, but you don't want to tell him. What exactly would you say?

Scenario 5

You are the manager of a department of twenty people. Unfortunately, your company is downsizing and three of your employees have to be let go. It's your job to tell them. But how should you put it?

Scenario 6

You walk into the pantry and see your secretary using your milk, which you specifically labelled to stop people from using it. She stares at you. What do you say?

Scenario 7

You work in sales and you are suffering from a slump at the moment. Your boss calls you into her office and says that she is disappointed in you and concerned by your recent performance. What exactly do you reply?

Scenario 8

Your boss is leading a team of people working on a project which is due this Friday. It's now Thursday. You've been working until three o'clock every morning this week. You know your boss wants you to work late again tonight but you just can't take one more night of this. How do you tell him?

Now roleplay each of the scenarios.

Cause and Effect

-Unit 20-

Reading Snippets

Read through the following eight comments, each related to cause and effect, and discuss whether you agree or disagree.



1 I have worked with many people who have short tempers. I believe that the reason that people get angry is due to their insecurities. While they may seem fearful to those around them, the truth is that they themselves are the ones who fear the most.

2 When people eat fast food, they get obese. Fast food leads to all kinds of health problems. It should be banned.

3 Should we lower taxes or raise them? In order to stimulate the economy, we ought to lower taxes. This will encourage more people to invest and start up small businesses.

4 I think one of the major causes of a high crime rate is broken families. Kids that grow up either without a mother or without a father are more likely to commit crimes.

5 Technology should help us, but it doesn't. Thanks to technology, people work faster and at any time of the day or night. This basically causes our workload to increase, if you think about it.

6 I have a theory that people who grow up with pets are more loving. I think the act of caring for a pet as a child means that that person will grow up to be more compassionate.

7 If you have a lazy teenager at home, what you should do is to fix them up with a part-time job. A part-time job is a great way for teens to learn responsibility and earn their own money instead of scrounging off their parents.

8 The Internet has made people lazy. See how people walk around all day glued to their phones and tablets? The internet is going to cause us to become a nation of lazy people who watch silly cat videos all day.

Task 2

See if you can find useful language from the comments to add to your repertoire. For example, in the first comment, we can note the sentence structure:

While.... the truth is....

See if you can find at least five more examples.

Listening



You will hear five short audio clips where causes and effects are discussed.

Task 1

While you listen, read the sentences below. Cross out any sentence which is not exactly what you hear:

- 1 One thing that we all seem to face in modern life is stress.
- 2 Stress will cause all kinds of health problems.
- 3 But what cause the people to turn to crime?
- 4 People from broken families are more like to become criminals.
- 5 Staff turnover is a major problem in the call centre industry, but why?
- 6 Another thing is that the hours can be long and irregular.
- 7 The people who engage in office politics consume the company's times and resource for their own gains.
- 8 It's really quite difficult to measure the effects of office politics
- 9 Keeping a pet can have a great positive in fact on your life.
- 10 Pets have a calming effect on us and they keep us feeling lonely.

Task 2

- 1 What are some of the effects of stress?
- 2 What are some of the causes of crime?
- 3 Why do call centres have a high rate of turnover?
- 4 What are the effects of office politics?
- 5 What are the effects of owning a pet?



Grammar

Notes

Here are some ways to express cause-effect relationships in English:

'cause'

Smoking causes Cancer.

Cancer is caused by smoking.

'leads to'

Poverty often leads to crime.

The new law led to a reduction in crime.

'Because/Because of'

We moved because the neighbors were too noisy.

We moved because of the noisy neighbors.

'Due to'

We moved due to the increase in rent.

'As/Since'

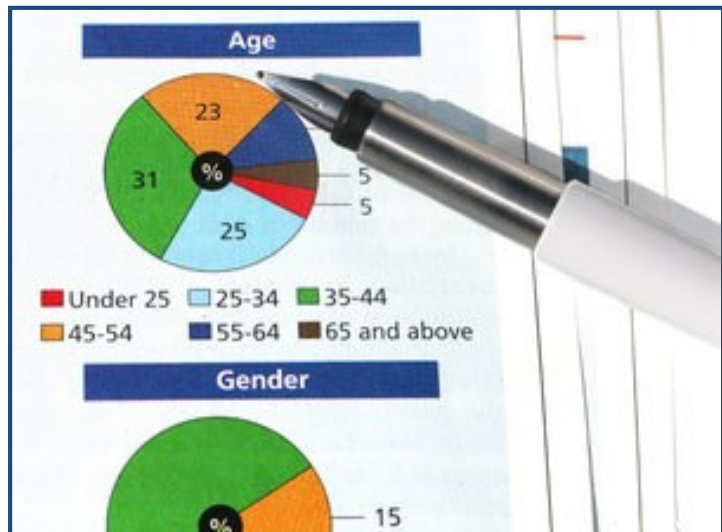
He went home as he was feeling unwell.

He went home since he was feeling unwell.

'As a result /Consequently'

He often works late. As a result, he finds it difficult to meet new friends outside work.

He often works late. Consequently, he finds it difficult to meet new friends outside work.



Task

Try these questions on the topic of causes and effects:

1 Drinking alcohol _____ liver problems.

A| is caused by

B| causes

C| are cause

2 Some liver problems _____ alcohol.

A| cause by

B| cause

C| are caused by

3 A high birth rate _____ overpopulation.

A| leads to

B| lead to

C| are lead to

4 _____ the rain, the open-air concert was postponed.

A| Due

B| Due to

C| Because

5 The project was delayed _____ a late delivery of goods.

A| because

B| due of

C| because of

6 _____ it was too costly to order from overseas, we developed our own.

A | Since

B | Due

C | Around

7 _____ it was too costly to order from overseas, we developed our own.

A | But

B | As

C | And

8 George declared war on another country. _____, many died.

A | In the result

B | As a result

C | For the result

9 _____ of the war, the dictator was imprisoned.

A | Result

B | Resulting

C | As a result

10 He lost his job. _____, he could not cover his rent.

A | Consequently

B | Consequence

C | As consequent

Discussion and Writing

General

First discuss the following topics with your group and then choose one of the topics and write a paragraph on it.

- the causes of loneliness
- the causes of poverty
- the effects of poverty

- the effects of a good education
- the effects of technology

Business

Reply to the following email using your imagination where necessary:

Dear XXX,

It has now been a full year since we implemented the morning exercise programme, getting staff to do a half hour of yoga or aerobics before work.

I would like to get some feedback from each of the departmental heads, including yourself, on the impact of the programme. Do you feel it has made a difference?

Please let me have your feedback before the monthly meeting on Friday, June 20.

Regards,

Lucille Wong
Manager, Human Resources