

UNIT 1

THE PRESENT CONTINUOUS

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

A Sample sentences

- ◆ The company is expanding at the moment.
- ◆ At present we are recruiting a new Production Director.
- ◆ What is happening in the Marketing Department? We are just finishing the market research.
- ◆ We are launching the new model next month.

B Form

The present continuous comprises two parts:
the present tense of **to be** + V1 ... *ing*

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

C Uses

We use the present continuous to talk about:

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

- 1 To indicate an activity at the moment of speaking:
A: What are you doing?
B: I'm writing a job application.
- 2 To indicate an activity around the time of speaking:
We are setting up a number of independent profit centres.
- 3 To indicate the temporary nature of an activity:
I'm helping the sales team at the moment (but normally I work on other activities).
- 4 To indicate a fixed arrangement in the future:
We are presenting the new company structure at next month's meeting.

Notes

- 1 With C1, 2 and 3, we can use the following time expressions (present time markers):
at the/this moment *currently*
at present *now*
- 2 With C4, we normally use a word or expressions to show that we mean future time. This avoids confusion with the present time:
Which project are you working on *next week?* (future)
cf. Which project are you working on? (present)

THE PRESENT CONTINUOUS

Exercise 1

Make six sentences based on the following options.

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

Exercise 2

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

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

activity at or around
the time of speaking

temporary activity
in the present

fixed arrangement
in the future

Exercise 3

Read the following dialogue.

Michael: What are you doing now, John?

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

Michael: Is Patrizia coming?

John: Yes, she's arriving this evening.

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

John: Nothing.

Michael: Well, I'm meeting Felix, to discuss the trip to Japan next week.

Could you join us?

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

Complete the following sentences:

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

Transfer

What are you doing now?

What are you doing tomorrow?

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

Where are you going on Tuesday next week?

Are you working on any special project at the moment?

UNIT 2

THE PRESENT SIMPLE

See also Unit 1 – The present continuous (see C4)

Unit 8 – The future with **will**

Unit 9 – The future with **going to**

Unit 54 – Expressions of frequency

A Sample sentences

- ◆ The annual report contains a lot of background information about the company.
- ◆ We usually raise our prices at the beginning of the year. How often do you raise yours?
- ◆ These figures don't add up.
- ◆ The meeting starts at 9.00 on the dot.

B Form

The present simple comprises:
one part in the positive, i.e. V1(s)
two parts in the negative and interrogative, i.e. **do/does** + V1

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

C Uses

We use the present simple to talk about:

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

- 1 To indicate a general or permanent activity:
The company manufactures a wide range of plastics.
- 2 To describe a truth or current belief:
Company cultures evolve and develop.
- 3 To describe how often an activity is done:
How often do you visit your American plant? – I always go there twice a year.
- 4 To indicate a fixed schedule in the future:
When does the new plant open? – It opens officially on 1st July.
- 5 With non-continuous verbs:
Our current prospectus contains information about prices and delivery.
(*nor: is containing*)

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

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

Notes

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

THE PRESENT SIMPLE

Exercise 1

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

employ use supply work develop

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

Exercise 2

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

**Exercise 3**

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

always
often
rarely

frequently
sometimes
hardly ever

usually
occasionally
never

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

Transfer

Read the following text.

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

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

UNIT 3

THE PAST SIMPLE

See also Unit 5 – The present perfect simple

A Sample sentences

- ◆ Last year the labour laws changed.
- ◆ During the year we installed a new management accounting system.
- ◆ When did you finish stocktaking? – We put the final details into the system three days ago.
- ◆ At that time we didn't need to ask the bank for an overdraft.

B Form

The past simple comprises:

one part in the positive, i.e. V2

two parts in the negative and interrogative, i.e. **did** + V1

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

C Uses

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

- 1 To indicate an activity at a specific time in the past:
I heard about the takeover last week.
- 2 To ask when an activity happened:
When did you retire?

Notes

- 1 Once we have explicitly mentioned a specific time in the past, all the following activities are understood to happen within that time frame, i.e. in the past:
Last year we *introduced* a new quality control system. After the system *came* into force, we *reduced* the number of rejects by 10 per cent.
- 2 Typical past time markers include:
yesterday *on* + day/date, e.g. on Monday, on 21 January
ago *in* + month/year, e.g. in July, in 1983
last *at that time*
- 3 **Already** and **recently**
In American English **already** is used with the past simple:
We **already** appointed a new president.
In British English the present perfect is used (see Unit 5).
Recently is used with both the past simple and the present perfect:
I talked to our bank manager **recently**. (at a specific time in the recent past)
I haven't needed to talk to our bank manager **recently**. (in a period of time from the recent past till today)

Exercise 1

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

On Monday Diano S.p.A. _____ (report) increased profits for the year. Exports _____ (climb) by 20 per cent last year but domestic sales _____ (fall) by 5 per cent. Two months ago the company _____ (set up) new sales offices in France and Singapore. On the Milan Stock Exchange yesterday the company's share price _____ (rise) by 300 lire to L. 2,155.

Exercise 2

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

J : When _____ (begin) negotiations?

D : We _____ (start) three months ago.

J : And you reached agreement this morning?

D : That's right.

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

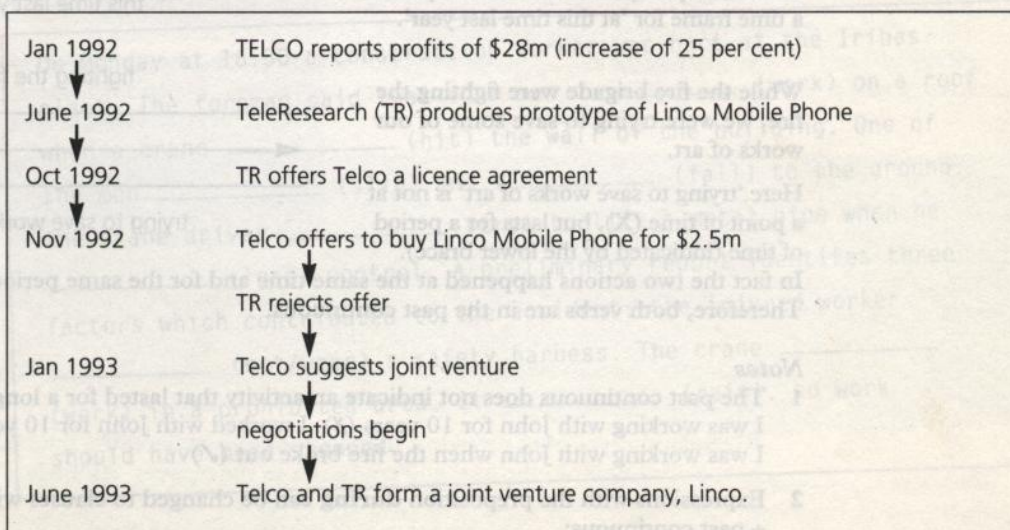
D : At first we _____ (approach) Fallon and we _____ (put forward) some outline proposals.

J : _____ (have) any major problems?

D : No, as you know, we _____ (meet) many times and we _____ (reach) agreement yesterday.

Exercise 3

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



Transfer

Write six sentences describing either:

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

UNIT 4

THE PAST CONTINUOUS

See also Unit 3 – The past simple

A Sample sentences

- ◆ We were trying to find alternative work, when they went on strike.
- ◆ While we were seeking a solution, they were doing everything to oppose us.
- ◆ A: Which team were you working with last year?
B: With Paul's team. We were trying to cut fuel costs.

B Form

The past continuous comprises two parts:
the past tense of **to be** + V1 *...ing*

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

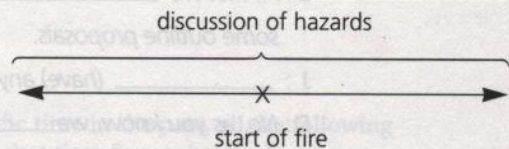
C Uses

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

Timeframing:

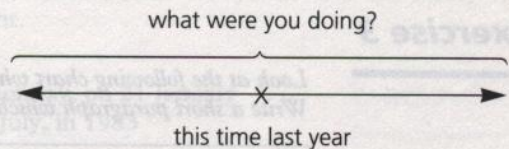
The Health and Safety Committee were discussing hazards when the fire started.

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



What were you doing at this time last year?

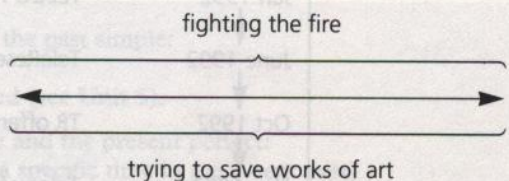
This time last year = a past point of time within a time frame; 'what were you doing' indicates a past period of time and provides a time frame for 'at this time last year'.



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

Here 'trying to save works of art' is not at a point of time (X), but lasts for a period of time (indicated by the lower brace).

In fact the two actions happened at the same time and for the same period. Therefore, both verbs are in the past continuous.



Notes

- 1 The past continuous does not indicate an activity that lasted for a long time:
I was working with John for 10 years. (X) I worked with John for 10 years. (✓)
I was working with John when the fire broke out. (✓)
- 2 Expressions with the preposition **during** can be changed to clauses with **while** + past continuous:
During the product launch, two members of the team resigned.
While we were launching the product, two members of the team resigned.

THE PAST CONTINUOUS

Exercise 1

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

The manager Mrs Ford The production team I	was were	designing writing researching	new ideas a new plant a report	when	they he the Director I she	resigned abandoned the project found a solution
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Exercise 2

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

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

Exercise 3

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

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

Transfer

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

Example:

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

UNIT 5

THE PRESENT PERFECT SIMPLE

See also Unit 3 – The past simple
Unit 6 – The present perfect continuous

A Sample sentences

- ◆ Business confidence has dropped as a result of the recession.
- ◆ Have you seen the new legislation on environmental protection?
- ◆ The markets haven't increased at all this year.
- ◆ We have led the field in this market niche since the early 1990s.

B Form

The present perfect simple comprises two parts:
has/have + V3

1 Positive form	2 Negative form	3 Interrogative form
I/you/we/they have/’ve finished the project.	I/you/we/they have not/ haven’t + V3	Have I/you/we/they + V3?
He/she/it has/’s finished the project.	He/she/it has not/hasn’t + V3	Has he/she/it + V3?

C Uses

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

- 1 To indicate an activity at some non-specific time in the past with an impact or result in the present or future:
The government has reduced interest rates. (present result = rates are now lower)
cf. The government reduced interest rates last week. (specific time in the past)
We have recruited six new workers. (present result = six new employees)
cf. We recruited six new workers at the beginning of May. (specific time in the past)
- 2 To indicate an activity within a period of time which is not yet finished, i.e. unfinished time:
Quality has improved this year. (The year is not yet finished.)
cf. Quality improved last year. (Last year is finished.)
- 3 To indicate an activity which started in the past and continues to the present:
So far/Up to now we have purchased three companies. (in the period between then and now)
She has worked as Purchasing Manager since 1989. (She started in 1989 and she is still Purchasing Manager today.)
The company has operated from this site for five years. (It started operations here five years ago and is still operating here today.)

Notes

1 As the activity in C1 happened at a non-specific time in the past, no time marker is used.

2 In C2, typical time markers are:

this morning/week/month/year today now

Just and **just now** are considered as present time markers, and are used with the present perfect:
We have just signed the acceptance certificate.

Recently can also be used with the present perfect (see also Unit 3, Note 3):

We have recently changed over to Microsoft Windows.

Already and **yet** both provide a frame of unfinished time; the time frame starts at an unspecified point in the past and continues to the present. **Already** is typically used in positive sentences; **yet** in negative and interrogative sentences:

Have you made an appointment yet? (between then and now)

We have already recruited someone for the post. (between then and now)

3 In C3, typical time markers are:

since (to indicate the starting point), *for* (to indicate the period)

She has worked here since 1991. (starting point)

She has worked here for seven years. (period)

THE PRESENT PERFECT SIMPLE

Exercise 1

Make six sentences based on the following options.

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

Exercise 2

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

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

Exercise 3

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

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

'For our sector, **recent times have been difficult**. However, it is clear that we are not alone. **The world economy has suffered a downturn** and all sectors of industry have experienced difficulties. But this year **we have already seen signs of improvement**; I am sure you know that especially **in Asia there has been increased growth** and this will benefit us greatly. Also, turning to insurance, **we have been involved in the insurance market** for only a relatively short time, but it is good to see that **this sector has grown rapidly** since 1991.'

Activity at some non-specific time in the past with an impact or result in the present or future.	Activity within a period of time which is not yet finished.	Activity which started in the past and continues to the present.
		recent times have been difficult

Transfer

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

UNIT 6

THE PRESENT PERFECT CONTINUOUS

See also Unit 3 – The past simple
Unit 5 – The present perfect simple

A Sample sentences

- A: How long have you been leasing this coffee machine?
 B: Well, I suppose we've been leasing it for about 3 years. We've been using it quite a lot.
 A: And has the coffee tasted okay?
 B: Well, it's been tasting a bit weak recently.
 A: That's because the coffee powder hasn't been dropping through properly.

B Form

The present perfect continuous comprises two parts:
 the present perfect of **to be** + V1 ...ing

1 Positive form	2 Negative form	3 Interrogative form
I/you/we/they have/’ve been using the agency.	I/you/we/they have not been /haven’t been + V1 ...ing	Have I/you/we/they been + V1 ...ing?
He/she/it has/’s been using the agency.	He/she/it has not been/ hasn’t been + V1 ...ing	Has he/she/it been + V1 ...ing?

C Uses

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

- To indicate an activity at some non-specific time in the past with an impact or result in the present or future:
 We have been reviewing our software development programme.
 Here, the verb phrase 'have been reviewing' indicates an action over a period of time.
cf. We've just finished reviewing our software development programme.
 Here, the verb phrase 'have finished reviewing' indicates an action at a point of time. 'To finish' cannot happen over a period of time; it indicates an instantaneous action. We use the present perfect continuous for verb phrases which can happen over a period of time.
- To indicate an activity which started in the past and continues to the present:
 We have been developing quality toys here since 1953.
 Again the verb phrase 'have been developing' indicates an action over a period of time; in this case the period of time is specified.

Compare the following sentences:

Since the beginning of the year we have tested three new applications.

We have been testing three new applications since the beginning of the year.

In the first sentence we are interested in the fact that the tests are now finished and that we can now come to some conclusions, or move on to a new stage in the development cycle; in the second sentence we are interested in the action itself – the testing – and its duration.

THE PRESENT PERFECT CONTINUOUS

Exercise 1

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

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

Exercise 2

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

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

Exercise 3

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

Transfer

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

Example:

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

MEMO

To: B.J. McCusker
(Sales)

From: H.V.

Subject: Recruitment of Sales Director
(Northern Region)

We/to advertise/for six months/national newspapers.
We/to interview/five candidates but/to be not able to fill/position.

This month/to place/an advertisement/Sales & Marketing Journal.

I/to talk to/'Head Hunting' agency. This seems to be an increasingly probable solution. Any comments?

UNIT 7

THE PAST PERFECT

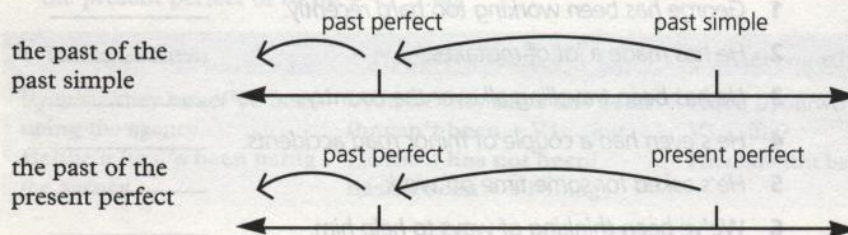
See also Unit 3 – The past simple
Units 10 and 11 – The conditionals (1) and (2)
Unit 46 – Clauses of time

A Sample sentences

- ◆ When we installed the new software, it had already become obsolete.
- ◆ Once we had identified our weaknesses, we devised an action plan to counter them.
- ◆ The Financial Controller reported that the company had had a satisfactory year.

B Form

The past perfect is:



The past perfect comprises two parts:
had + V3

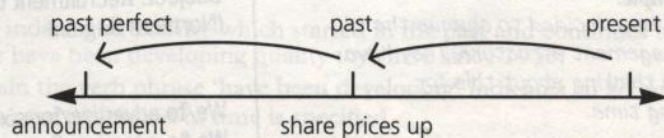
1 Positive form	2 Negative form	3 Interrogative form
I/you/he/she/it/we/they had/d finished the project.	I/you/he/she/it/we/they had not/hadn't + V3	Had I/you/he/she/it/we/they + V3?

C Uses

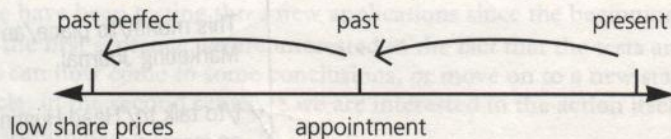
We use the past perfect to talk about activities which happened at a time before the past.

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

As soon as we had announced the new chairman, our share prices went up.



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



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

The Financial Controller said, 'We have had a good year.'

The Financial Controller said that they had had a good year.

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

Notes

- 1 We often use a past simple form where the sequence of events is clear:
After the new logo was designed, our image definitely improved.
(The use of **after** makes it clear that the first event was the design of the new logo.)
- 2 We use the past perfect with the following time conjunctions:
after before once until when as soon as

THE PAST PERFECT

Exercise 1

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

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

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

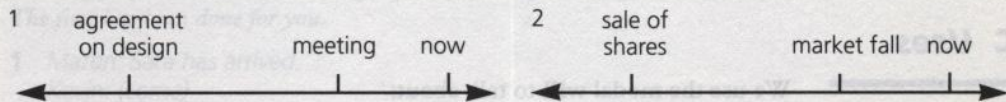
We hadn't spoken to the agency when they changed the agreement.

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

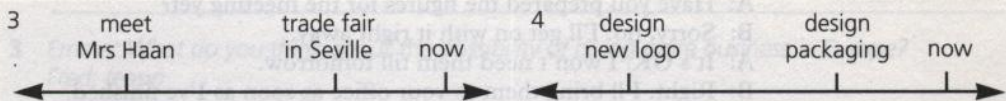
- 1 plane/leave//when they/reach/airport
- 2 she/already/sign/contract//when you/call
- 3 You/send/report//before we/notice/mistake

Exercise 2

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



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



Exercise 3

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

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

Example:

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

Transfer

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

Example:

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

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Jean Tournier
KeeK Klothng
ST Paul's Avenue
Dublin 6
Irish Republic
Our Ref: K/JT7
Your Ref:

Dear Jean,
Re: KeeK Klothng Survey: Preliminary Results
We have now finished the first stage of analysing the results of our survey. I am preparing a full report to send to you.
We asked whether the respondents had bought clothes in the previous week, and divided the respondents by sex and into three age categories. The results are as follows:

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

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

Best regards,
Simon Deekes
Simon Deekes
DTR Market Surveys Ltd

UNIT 8

THE FUTURE with WILL

See also Unit 1 – The present continuous (section C4)

Unit 2 – The present simple (section C4)

Unit 9 – The future with going to

Unit 17 – Will and would

A Sample sentences

- ◆ OK, I'll take the minutes of the meeting.
- ◆ I think I'll read the proposal of the external consultant first.
- ◆ They certainly won't reply until after the weekend.
- ◆ At the first stage, the machine will be completely overhauled.

B Form

The future with **will** comprises two parts:
the modal **will** + V1

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

C Uses

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

- the future
- willingness (see Unit 17)

- 1 To indicate an activity decided at the time of speaking:
A: Have you prepared the figures for the meeting yet?
B: Sorry, no. I'll get on with it right away.
A: It's OK. I won't need them till tomorrow.
B: Right. I'll bring them to your office as soon as I've finished.
- 2 To indicate a neutral activity in the future or a part of a process:
The conference will begin next Monday at 9 o'clock.
First the minister will present a keynote speech about opportunities in Rotaronga.
- 3 After verbs of mental activity, e.g. *think, hope, expect*:
I expect that this decision will cause a lot of controversy.
- 4 After adverbs of certainty, probability and possibility:
The unions will probably call a meeting of their members as soon as they hear.
- 5 In the main clause of conditional sentences type I (see Unit 10):
Even if we back down, we won't be able to stop them. (*not*: even if we will back down...)

Notes

1 The contraction **'ll** can be used after all subjects (noun and pronoun) – but only in speech:
The new policy'll be in force next month.

2 Future time markers are:

next ...

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

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

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

We think they will say yes.

We don't think they will say yes. (*rather than*: We think they won't say yes.)

Notice also:

I think so. (positive) I don't think so. (negative)

Notice, however, the following equivalents:

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

4 In C4, notice the word order (**will** and adverb) in the positive and negative sentences:

They will definitely accept the new pay award.

They definitely won't accept the new pay award.

THE FUTURE with WILL

Exercise 1

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

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

Exercise 2

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

- 1 Martin: Sara has arrived.
Kevin: (come)
I'll come at once.

- 2 Sara: What'll your talk be about?
Hanna: (cost savings)

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

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

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

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

Exercise 3

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

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

Transfer

Answer the following questions about your work.

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

UNIT 9

THE FUTURE with GOING TO

See also Unit 1 – The present continuous
 Unit 2 – The present simple
 Unit 8 – The future with will

A Sample sentences

- ◆ The figures look pretty impressive! How are we going to maintain them?
- ◆ We are going to end the conference on Friday at 6 o'clock.
- ◆ The materials have just arrived. That means production isn't going to be delayed.
- ◆ When are you going to have that report ready?

B Form

The future with **going to** comprises three parts:
to be + going to + V1

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

C Uses

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

- 1 To indicate an action that has already been decided:
 They are going to subcontract part of the assembly out next year.
- 2 To indicate an intention:
 We are going to look for cheaper producers in the Far East.
- 3 To indicate a future activity based on the present situation:
 Interest rates have just fallen. So we are certainly going to be able to make the investment.

Notes

Future time markers are:

next ...

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

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

Notes

- 1 The contraction 'I'm not' is used after all subjects and pronouns.
- 2 Future time markers are used to indicate the time of the activity.
- 3 A neutral activity as part of a business plan, e.g. 'We are going to expand our production in the Far East.'
- 4 A neutral activity in the future.
- 5 Activity decided at the time of speaking.
- 6 In the main clause of conditional sentences (see Unit 10).

Notice also:

I don't think we are going to finish the project on time.

- 1 What special projects do you think you will be working on next year?
- 2 What are you doing later today?
- 3 What will you see tomorrow?
- 4 What do you expect you will be doing this time next year?
- 5 If business drops by 20 percent will you lose your job?

THE FUTURE with GOING TO

Exercise 1

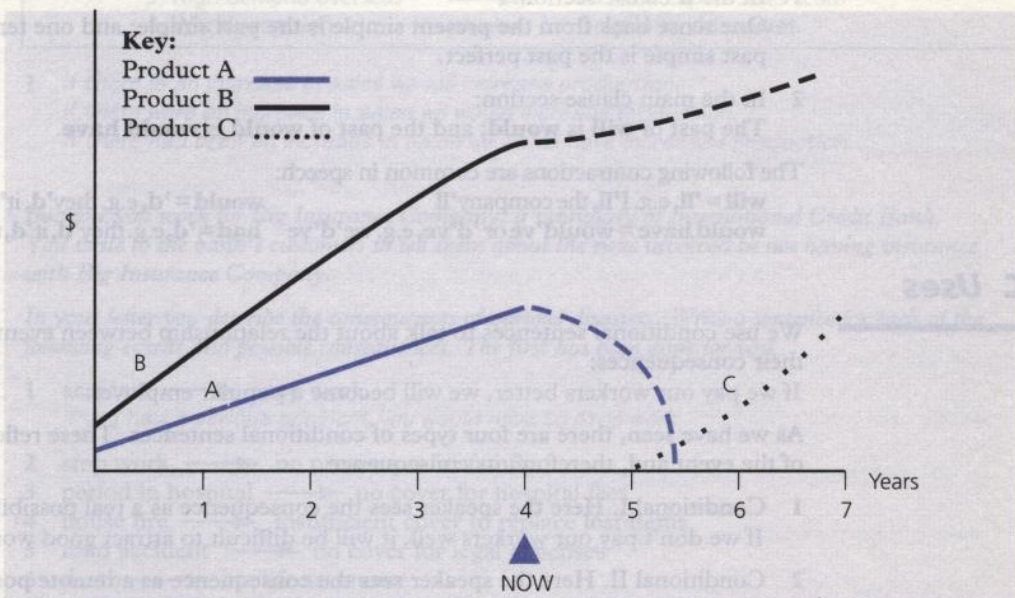
Look at three uses of the future with **going to** described on the previous page. Categorise the following examples in the box below.

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

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

Exercise 2

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



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

Transfer

Write sentences on any of the following:

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

UNIT 10

THE CONDITIONALS (1)

See also Unit 11 – The conditionals (2)

Unit 17 – Will and would

Unit 19 – Can and could

Unit 21 – Shall and should

A Sample sentences

- ◆ If we pay the tax on time, we won't be liable for any further payment.
- ◆ You would have to pay interest if you didn't settle the bill within 60 days.
- ◆ If they hadn't been able to reschedule the debt, they would certainly have gone bankrupt.
- ◆ If companies grow too quickly, they risk overheating.

B Form

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

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

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

Notice the relationship between the tenses in the table above:

- 1 In the **if** clause section:
One tense back from the present simple is the past simple; and one tense back from the past simple is the past perfect.
- 2 In the main clause section:
The past of **will** is **would**; and the past of **would** is **would have**.

The following contractions are common in speech:

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

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

would have = would've or 'd've, e.g. we'd've **had** = 'd, e.g. they'd, it'd, the organisation'd

C Uses

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

If we pay our workers better, we will become a popular employer.

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

- 1 Conditional I. Here the speaker sees the consequence as a real possibility:
If we don't pay our workers well, it will be difficult to attract good workers.
- 2 Conditional II. Here the speaker sees the consequence as a remote possibility:
If we paid our workers better, we would become a popular employer.
- 3 Conditional III. Here the speaker recognises that the consequence is an impossibility, i.e. cannot be fulfilled:
If we had paid our workers better, they wouldn't have left the company.
- 4 Universal conditions. Here the speaker indicates that the consequence always follows the event:
If a company pays well, it attracts good workers. (Good pay always attracts good workers.)

Notes

- 1 **Will** is a modal verb; in conditional I, other modal verbs can be used in the main clause, e.g. **may**, **can**, and **must**; similarly in conditionals II and III, the modal in the main clause can be **would** or **might** or **could** or **should**:
If payment comes/came late, we may/might make other arrangements.
- 2 There are certain polite formulae where we can use **would** or **could** after **if**:
We would be very grateful/much obliged if you would/could send us the information.

THE CONDITIONALS (1)

Exercise 1

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

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

Exercise 2

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

- real possibilities
- remote possibilities
- impossibilities

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

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

Exercise 3

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

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

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

Transfer

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

Example (company):

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

UNIT 11

THE CONDITIONALS (2)

See also Unit 10 – The conditionals (1)

Unit 17 – Will and would

Unit 19 – Can and could

Unit 21 – Shall and should

A Sample sentences

- ◆ This drain on cash will only be a short-term problem, provided we take action soon.
- ◆ In the event that you can't sign the contract, please contact our legal department.
- ◆ Should this bill not be paid within 60 days, we reserve the right to reclaim the goods.

B Form

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

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

These expressions mean 'if and only if'.

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

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

unless

This word means 'if not'.

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

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

Should the supplier fail to deliver on time, a penalty clause will be applied.

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

Were the supplier to deliver late, a penalty clause would be applied.

Conditional III – inverted construction with the past perfect:

Had the customer refused to accept the goods, we would have terminated the contract.

C Uses

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

These expressions are used in conditional I and II constructions:

We will replace the equipment, on condition that the purchaser follows the service schedule.

The buyer would be entitled to a refund so long as he returned the goods within 7 days.

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

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

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

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

In the event of loss, you must get a certificate from the police.

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

THE CONDITIONALS (2)

Exercise 1

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

Deposit and payment

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

Changes to bookings

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

Misbehaviour

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

Should you have a problem

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

Exercise 2

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

- 1 In case of fire,
- 2 We will replace faulty goods,
- 3 We will continue trading
- 4 We will not renew our contract
- 5 We would certainly have reconsidered our prices
- 6 Please contact us

- a so long as we have goods to sell.
- b had you asked us.
- c in case you have any questions.
- d hotel guests should leave the building immediately.
- e unless you are able to offer better conditions.
- f provided that the customer returns them in an unused condition together with proof of purchase.

Exercise 3

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

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

Transfer

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

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

UNIT 12

TENSE REVIEW

PAST	PRESENT	FUTURE
<p>It was originally a family company.</p> <p>It had only one product.</p> <p>It started in 1902.</p> <p>It was founded by two brothers, who were working as engineers.</p>	<p>It now operates in several countries.</p> <p>It is expanding rapidly.</p>	<p>We are moving to a new factory next year.</p> <p>We will continue to expand.</p> <p>We are going to launch a sales campaign in Europe.</p>
<p>They had done some market research before they set up the company.</p>	<p>It has been a market leader for several years.</p> <p>It has been producing plastics since 1958.</p>	
<p>1902</p>	<p>1958</p>	<p>199_</p>
<p>If it had not diversified, it would not have survived.</p>	<p>If we didn't have a strong marketing department, our products simply wouldn't sell.</p>	<p>If we don't invest in new plant, we won't survive.</p>

Exercise 1

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

- 1952 Mantegna S.p.A. founded by Leonardo Mantegna.
- 1952–55 Small factory in Verona. Main product: steel pipes.
- 1956 New production plant in Milan. Began valve manufacturing.
- 1975 Head Office moved to Milan.
- 1980 Rejected attempted takeover by Echo Inc., Chicago.
- 1981–90 Sales offices established in 48 different countries.
- 1990–now Turnover \$450m. Range of over 400 products.
Planning expansion into automotive sector.
Next year: new plant in United Kingdom.
In three years: new plant in Boston, Massachusetts.

Transfer

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

- 1 We are interested in _____ your plant.
- 2 _____ new products for manufacturing of machines.
- 3 _____ the survival of the company.
- 4 _____ the subject of a verb.
- 5 _____ the object of certain verbs.
- 6 _____ the subject of a verb.

Exercise 3

After a preposition...
Prepositions are always followed by nouns or pronouns...
After reading through the accounts, we noticed a number of curious entries in your books.

1. After certain prepositions...

2. We need to pay the local prices... (preposition followed by verb)

3. We need to pay the local supplier directly... (particle followed by main verb)

4. The principal is looking for a new way to improve the quality of the product.

5. She was there when I called. This could be improved by introducing a new quality control system.

Transfer

- Talk about your work or studies. Use the verb ...ing form.
- ◆ current projects
 - ◆ your responsibilities (use 'be responsible for')
 - ◆ recent successes (use 'succeed in')
 - ◆ likes, dislikes
 - ◆ recent suggestions (use 'suggest')
 - ◆ the future (use 'look forward to')

UNIT 13

VERB ...ING

See also Unit 14 – Infinitive
Unit 15 – Verb ...ing or infinitive + to

A Sample sentences

- ◆ The MD is responsible for running the company on a day-to-day basis.
- ◆ We look forward to competing in the Far East market.
- ◆ We will start designing our promotional literature next month.
- ◆ Advertising in the trade journals has created a lot of interest in our products.
- ◆ I am sure that this campaign is worth investing in.

B Form

The verb ...ing form comprises:

V1 + *ing*

It can be seen in:

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

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

C Uses

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

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

1 As the subject of a verb:

Leading a team is a key management function.

2 As the object of certain verbs:

Certain verbs are followed by a verb ...ing (and not an infinitive).

You should consider upgrading the system to make the software run faster.

That would involve redesigning many of the programmes.

These verbs include:

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

3 After a preposition:

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

After reading through the accounts, we noticed a number of curious entries in your books.

We are interested in hearing about the new RD230.

4 After certain phrases:

(not) worth have trouble/difficulty spend/waste time

We've spent a lot of time getting the quality right.

Note

To can be either a preposition or a particle:

We are used to paying local prices. (preposition followed by verb ...ing)

We used to pay the local supplier directly. (particle followed by infinitive)

Exercise 1

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

Subject of verb	Object of verb	After preposition	Continuous verb form

Exercise 2

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

lose hear launch meet
clarify see

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

Exercise 3

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

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

Two have been done for you as examples.

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

Transfer

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

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

GORLIZ & ZIMMERMAN
11436 S. Bundy Drive, Auckland 46032
Telephone (1) 503 786432, Fax (1) 503 786333

Fax to: Peter Anderson
Accounts Dept
From: Harriet Gorman

Dear Peter

Re: Harawi Project 1998

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

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

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

Best wishes,
Harriet
Harriet

UNIT 14

INFINITIVE

See also Unit 13 – Verb ...ing
Unit 15 – Verb ...ing or infinitive + to

A Sample sentences

- ◆ We plan to reduce our energy consumption in the New Year.
- ◆ We have decided not to renew the contract with that supplier.
- ◆ We appear to be making very good progress.
- ◆ The problem seems to have occurred during the night.
- ◆ It is essential to implement the solution as quickly as possible.
- ◆ To give every employee a share in this company would be financially impossible.

B Form

There are three infinitive forms:

the *present simple infinitive* – V1

the *present continuous infinitive* – **to be** + V1 ...ing

the *present perfect infinitive* – **to have** + V3

We distinguish between the infinitive with **to** and the 'bare infinitive' (V1) without **to** (see Note 1).

C Uses

We use the infinitive:

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

1 As the subject of a verb:

To advertise in the national press is very expensive.

2 As the object of a verb:

We have agreed to postpone the decision until a later date.

3 After an adjective:

I am pleased to inform you that your application has been successful.
It would be easy for us to change to an alternative energy source.

4 The tenses:

We normally use the present simple infinitive to link two verbs:
We intend to send you the documents next week.

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

We seem to be going round in circles. (It seems that we are going round in circles.)

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

He is alleged to have committed the crime last Friday evening.

(It is alleged that he committed the crime last Friday evening.)

He was thought to have stolen the documents at that time.

(It was thought that he had stolen the documents at that time.)

Notes

1 The particle **to** is needed to link a full verb with an infinitive; the bare infinitive (V1) is used after modals:

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

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

We don't dare (to) put up our prices by more than the level of inflation.

After joining the department, she helped (to) introduce the new management practices.

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

It would be good for you to spend some time abroad.

3 Notice the form of the negative infinitive:

We prefer not to divulge this information until the court case.

We have decided not to proceed with our project.

Exercise 1

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

Present simple infinitive Present continuous infinitive Present perfect infinitive

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

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

Exercise 2

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

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

take on clarify reach resolve
be tell agree discuss want

Exercise 3

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

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

Exercise 4

increase
begin decide
commission
put invest
delay
understand
be

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

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

Transfer

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

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

MEMO

To: TR
From: SA
Date: 14th May

Re. Advertising contract negotiation

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

UNIT 15

VERB ...ING or INFINITIVE + TO

See also Unit 13 – Verb ...ing
Unit 14 – Infinitive

A Sample sentences

- ◆ We stopped producing the A32 last year.
- ◆ We stopped to produce the A33.
- ◆ Do you like using the new optical reader?
- ◆ We like to have a new product on the market each year.
- ◆ We would like to upgrade the RD200 next year.
- ◆ We are trying to start a quality circle in our German company.
- ◆ We have already tried introducing quality concepts into our foreign units.

B Form

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

C Uses

- 1 The meaning of the verb is different depending on the construction:
We stopped producing the A32 last year. (We stopped the production)
We stopped to produce the A33. (We stopped the production of something else in order to produce the A33)
- 2 The meaning of the verb changes slightly with the construction:
Do you like using the new optical reader? (Do you enjoy it?)
We like to have a new product on the market each year. (It is a good thing to do)

Other verbs are:

remember forget try attempt regret

We remembered to update the client database. (didn't forget)

I remember receiving the updated client database. (I received it and I remember it)

We are trying to start a quality circle in our German company. (attempting)

We have already tried introducing quality concepts into our foreign units.
(experimented with)

- 3 There is no systematic difference in meaning between the two constructions:
We started to restructure the company some time ago.
We started restructuring the company some time ago.

Other verbs are:

begin continue intend love prefer hate

VERB ...ING or INFINITIVE + TO

Exercise 1

Complete the following sentences.

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

Exercise 2

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

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

Exercise 3

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

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

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

Transfer

Make sentences about yourself using any of the following verbs.

prefer hate like try remember intend stop begin start love

Example:

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

UNIT 16

VERB + OBJECT + INFINITIVE

See also Unit 13 – Verb ...ing

Unit 14 – Infinitive

Unit 15 – Verb ...ing or infinitive + to

A Sample sentences

A Sample sentences

- ◆ We have asked the bank to notify us of all transactions.
- ◆ Last year HQ invited all the business units to send in their suggestions for training programmes.
- ◆ The new guidelines let us allocate our own budgets. In fact, they don't make us report outside our division.

B Form

The construction comprises:
transitive verb + noun or pronoun object + infinitive.

C Uses

- 1 Verbs which are always followed by an infinitive with **to**:
They want to work on the new plans immediately.
They want us to work on the new plans immediately.
(*not*: They want that we work on the new plans immediately.)
Other verbs are:
ask expect would like would prefer
- 2 Verbs which are followed by verb ...ing or an object + infinitive:
The council advised looking for an alternative site.
(*not*: The council advised to look for an alternative site.)
The council advised the company to look for an alternative site.
Other verbs are:
allow permit recommend encourage
- 3 Verbs which only take an object + infinitive:
The Director told them to improve productivity.
(*not*: The Director told to improve productivity.)
Other verbs are:
enable persuade order warn invite
Improved quality will enable us to sell our products throughout Europe.
- 4 Verbs which take an object + bare infinitive (without **to**):
The new personnel policy lets us take initiatives.
Such verbs are:
make help let
A consultant can help you (to) draw up a marketing plan.

Notes

- 1 Compare the following sentences:
He told them to reduce costs.
He said (to them) that they should reduce costs.
(*not*: He said them to reduce costs.)
Tell takes an object + infinitive; **say** takes an indirect object (optional) + a clause.
- 2 **Expect** can be followed by an infinitive or a clause:
We expect an announcement to be made next week.
We expect that an announcement will be made next week.

VERB + OBJECT + INFINITIVE

Exercise 1

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

Exercise 2

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

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

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

Exercise 3

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

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

Transfer

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

Write a memo warning or advising someone not to be persuaded to do something.

Example:

MEMO	
From: PH	
To: Fred	
I advise you not to speak to Gubu Ltd. They will try to persuade you to order goods we do not want. I advise you to send them away.	

OFFICESPACE

We will help you solve your space problems. We invite you to share in a whole new concept in office design! Our modern office systems allow you to create additional space at little extra expense. We can enable you to redesign working areas to maximum advantage! If you would like us to send you details of this amazing offer, fill in the reply coupon below. Or if you would prefer to telephone us, simply ring 0800 and ask for Freefone Officespace.

MEMO	
From:	
To:	

UNIT 17

WILL and WOULD

See also Unit 8 – The future with will

Unit 10 – The conditionals (1)

Unit 11 – The conditionals (2)

Unit 90 – Requesting information and action

A Sample sentences

- ◆ I'll call you back later as soon as I've got the figures.
- ◆ We talked to them for hours, but they wouldn't renegotiate the terms.
- ◆ Would you reconsider your offer, please?
- ◆ Will you please let me see Anna's fax before the next meeting?

B Form

Will and **would** are modals. **Would** is the past tense form of **will**. Both forms take a bare infinitive (V1). The contracted forms are 'll and 'd.

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

C Uses

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

1 In requests for action or information:

Will you call me back later, please? (Are you willing to call me back later?)

Would you sit down, please?

The past tense form **would** is more remote (in time) and, therefore, less direct and more polite.

2 In replies to requests:

A: Will you call me back later, please?

B: Yes, of course I will. At what time? (Yes, of course I am willing to.)

3 In offers:

I'll fax the information to you immediately. (I offer to fax the information to you immediately.)

4 To express willingness and refusal:

A: How did the discussions go?

B: Quite well. They will accept our terms. (They are willing to accept our terms.)

A: And the payment period?

B: No, I'm afraid they wouldn't accept the 30-day clause. (They refused to accept the 30-day clause.)

Notes

1 In C1, **will** and **would** are only used in requests with the subject **you**.

2 In C2, we can use different subjects:

A: Will you confirm the arrangements, please?

B: Either I will or my secretary will.

WILL and WOULD

Exercise 1

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

A: This is the contract for the transport of the order to Singapore. Would you check it for me?

B: Of course. I will do it now.

A: You will see, they would not agree to pay the insurance.

B: Really? I think that other company, TransWorld, would pay it.

A: No, on the contrary, they would not. But if you like I will ask them.

B: No, do not. I am sure you are right.

Exercise 2

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

Helena: Oh, Martina. You know about the despatch of the KMB order tomorrow? _____ you check that the transporters will arrive early?

Martina: Of course I _____, I _____ phone them now.

Helena: And do you know if they _____ reach the ferry terminal in time for the 2 o'clock sailing?

Martina: I spoke to them yesterday. They said they _____

Helena: And _____ they agree to bring back the faulty goods?

Martina: No, they _____ do that this time because the lorry is going on to Bari with other goods. They said they _____ bring the faulty goods another time.

Helena: I see. That's a pity.

Exercise 3

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

1 Ask someone to help you book a flight to Manchester.

'Excuse me, _____?'

2 Someone asks you to phone a colleague, Ms Cain. What do you say?

'Of course _____'

3 You are telephoning a haulage company who are going to deliver some goods to you tomorrow. Offer to help them unload the goods.

'If you want, _____'

4 Answer the following. 'Will the ship arrive by the end of the month?'

'Yes _____'

5 Answer the following. 'Are they going to present all the documentation to the customs?'

'No _____'

Transfer

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

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

UNIT 18

MAY and MIGHT

See also Unit 19 – Can and could
Unit 20 – Must, mustn't and needn't
Unit 88 – Scale of likelihood

A Sample sentences

- ◆ There may be a downturn in business later in the year.
- ◆ Because of the health risk, we might have to review safety procedures.
- ◆ May I just interrupt for a moment? Might I just point out a mistake in the figures?
- ◆ Confidential documents may not be photocopied without prior approval.
- ◆ The computer system has just crashed. I think we might have lost a lot of data.

B Form

May and **might** are modals. In form, **might** is the past tense of **may**. Both verbs take a bare infinitive (V1). The negative forms are **may not** and **might not**. The contracted form of **might not** is **mightn't**.

C Uses

We use **may** and **might** to talk about:

- possibility
- permission

1 Present possibility:

A: Can I speak to Peter Franks, please?

B: Yes, I think the meeting may/might be over now. (It is possible that the meeting is over now.)

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

A: Can I speak to Peter Franks, please? He was in a meeting before.

B: Just one moment. I think the meeting may/might have finished now. (It is possible that the meeting has finished now.)

2 Future possibility:

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

Next year we may/might relocate to outside London. (It is possible that we will relocate.)

By this time next year we may/might have relocated to outside London. (It is possible that by this time next year we will have relocated.)

If we relocate, we may/might still manage to reduce overheads. (It is still possible that we will manage to reduce overheads.)

3 In requests for permission:

May/might I just interrupt here? (Is it permitted for me to interrupt here?)

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

4 In permission and prohibition:

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

B: Yes, of course you may. (*not*: of course you might) (It is permitted for you to make a comment.)

Confidential documents may not be photocopied without prior approval. (*not*: documents might not) (Confidential documents are not permitted to be photocopied without prior approval.)

Notes

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

2 In C4, we can use different subjects:

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

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

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

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

The MD said that documents might be photocopied after approval had been given.

This sentence has two possible interpretations:

The MD said that it was permitted for documents to be photocopied.

The MD said that it was possible for documents to be photocopied.

Exercise 1

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

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

Exercise 2

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

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

Transfer

- 1 We use **may** or **might** to predict future events which we are not certain about.

Make predictions about:

- ◆ the future of the economy in your country
- ◆ unemployment
- ◆ manufacturing industries

- 2 Now write about your plans for tomorrow. Describe something that you will possibly do and something else that there is a smaller possibility that you will do.

UNIT 19

CAN and COULD

See also Unit 18 – **May and might**
Unit 20 – **Must, mustn't and needn't**
Unit 87 – **Ability and inability**

A Sample sentences

- ◆ You can use your credit card to pay for phone calls.
- ◆ In the past almost anybody could sell insurance policies. Unless you are certified, you can't offer financial services.
- ◆ A: Can I help you?
B: Yes, can you put me through to extension 234?
A: I'm afraid I can't. The line is busy at the moment.
- ◆ If you don't accept the offer today, we can't guarantee that it will be available tomorrow.

B Form

Can and **could** are modals. **Could** is the past tense form of **can**. Both verbs take a bare infinitive (V1).

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

C Uses

We use **can** and **could** to talk about:

- ability
- possibility
- permission

1 Ability:

We can start legal proceedings against ABC, if you wish.

(Present ability: we are able to start legal proceedings.)

Next year, after we move to new offices, we can install a complete network.

(Future ability: we will be able to install a complete network.)

When we were in the old building, we couldn't access all the files.

(Past ability: we were not able to access all the files.)

2 Possibility:

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

A large range of options can/could be identified for this company's future.

(Present possibility: it is possible to identify a large range of options.)

So, we have no idea what can/could happen to our positions next week.

(Future possibility)

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

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

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

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

3 Permission:

Only employees with protective clothing can enter the building site.

(Present permission: only employees with protective clothing are permitted to enter.)

When I worked there, only the site manager could authorise outside visits.

(Past permission: only the site manager was permitted.)

It's a company rule – personnel can't take less than half an hour for lunch.

(Present prohibition: personnel are not permitted to take less than half an hour.)

When I worked there, personnel couldn't take less than half an hour for lunch.

(Past prohibition: personnel were not permitted to take less than half an hour.)

Note

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

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

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

19 TASKS

CAN and COULD

Exercise 1

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

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

Exercise 2

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

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

Exercise 3

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

Ability	Possibility	Permission
past present future	present future	past present

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

Transfer

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

UNIT 20

MUST, MUSTN'T and NEEDN'T

See also Unit 18 – May and might
Unit 19 – Can and could
Unit 86 – Obligations and requirements

A Sample sentences

- ◆ The alarm system must be on at night; however, it needn't be on during the day.
- ◆ The money was sent a week ago; it must have arrived by now.
- ◆ We mustn't forget to include this news in the bulletin.

B Form

Must, mustn't and needn't are modals. They take a bare infinitive (V1). We use the negatives **must not** and **need not** in writing and speech; we generally use the contracted forms **mustn't** and **needn't** only in speech. The positive of **needn't** is **need**. **Need** is a full verb and takes an infinitive + **to** (see Note 4).

C Uses

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

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

1 Necessity to do something (obligation):

Investors must complete the application form below. (It is necessary that investors complete the form.)

2 Necessity not to do something (prohibition):

Unauthorised personnel must not pass this point. (It is necessary for them not to pass this point, i.e. they are prohibited.)

3 No necessity to do something:

I am not in a hurry; you needn't do it right now. (It is not necessary to do it right now.)

4 Logical deduction:

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

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

Notes

- 1 The past of **must** (obligation) is **had to**; the past of **must** (logical deduction) is **must have + V3**:

They had to make the payment yesterday. (It was necessary to make the payment.)

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

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

I wasn't allowed to observe the meeting because they were discussing a sensitive issue.

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

In our new offices, employees mustn't/can't/may not smoke, except in certain areas.

- 4 The positive of the modal **needn't** is the full verb **need**. **Need** is followed by an infinitive + **to**. We need to increase productivity next year.

In the negative, we have two possible constructions:

We don't need to increase productivity./We needn't increase productivity.

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

They needed to remove the subassembly in order to do the maintenance.

They didn't need to remove the subassembly in order to do the maintenance.

MUST, MUSTN'T and NEEDN'T

Exercise 1

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

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

Exercise 2

Write sentences which describe the situations shown in the pictures.

(obviously/not/pollute/ivers)

(build/expensive purification plant)

(make small changes to production methods)



Exercise 3

Change the following text into the past form.

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

Exercise 4

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

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

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

Transfer

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

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

UNIT 21

SHALL and SHOULD

See also: Unit 10 – The conditionals (1)
Unit 11 – The conditionals (2)
Unit 17 – Will and would
Unit 20 – Must, mustn't and needn't
Unit 89 – Advising and suggesting

A Sample sentences

- ◆ Shall I go through the minutes of the last meeting first?
- ◆ Should we leave that point until the end?
- ◆ The goods should arrive by the end of the week.
- ◆ You shouldn't sign the document until you have read it through.
- ◆ The supplier shall deliver the goods on or by the date specified in the agreement.
- ◆ Should you wish to discuss this further, please contact our London office.

B Form

Shall and **should** are modals. Both verbs take a bare infinitive (V1).
The negative forms are **shall not** and **should not**; the contracted forms are **shan't** and **shouldn't**.

C Uses

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

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

- 1 The future. After **I** and **we**, we can use **shall** in place of **will**:
First I shall give a brief overview of last year's performance.
- 2 Making suggestions. We use **shall** and **should** followed by **I** or **we** in the question form
Shall we get started?
Should I move on to the next point on the agenda now?
The past tense form **should** is more remote (in time) and, therefore, less direct and more polite.
- 3 Giving advice. We use **should** to give advice:
You should have this statement ready by the beginning of the month.
(It would be a good idea to have this statement ready by the beginning of the month.)
And you shouldn't include these figures here; it's bad accounting practice.
(It would be a good idea not to include these figures here.)
- 4 Expressing probability. We use **should** to express probability:
A: Can I speak to Judith Franks, please?
B: Yes, the meeting should be over now.
(Present probability: it is probable that the meeting is over now.)
The relocation should take place at the beginning of next year.
(Future probability: it is probable that the relocation will take place.)
They sent the payment yesterday; so it should have arrived by now.
(Present probability in relation to earlier action: it is probable that it has arrived by now.)
- 5 Expressing obligation (very formal).
We use **shall** to express obligation – particularly in official orders and legal documents:
The customer shall notify the supplier of any defects within five days.
(The customer must notify the supplier of any defects within five days.)
Workers shall not enter the building site unless wearing hard hats.
(Workers must not enter the building site.)
- 6 Expressing a condition. We can use an inverted construction with **should** in conditional I:
Should you wish to discuss this further, please contact our London office.
(If you wish to discuss this further, please contact our London office.)
The construction with **should** is rather formal. We use it in official letters and documents.

Exercise 1

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

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

Exercise 2

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



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

Exercise 3

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

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

Exercise 4

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

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

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

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

UNIT 22

ACTIVE

See also Unit 23 – Passive

A Sample sentences

- ◆ The company decided to develop the RX200 two years ago.
- ◆ The company will launch the RX200 this year.
- ◆ Next year they will move into Eastern Europe.
- ◆ If the demand increases, they expect to have a 20 per cent market share in five years.
- ◆ They have been discussing the possibility of joint ventures.
- ◆ The Marketing Director has said that he would like to move quickly into the Far East.

B Form

The active sentence contains:

- a subject
- an active verb form

The subject normally comes before the verb:

The organisation offers legal services.

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

The organisation *offers* a wide range of legal services. (object: a wide range of legal services)

They *acknowledged* receiving the letter. (object: verb ...ing)

An intransitive verb is not followed by a direct object:

Next year they *will move* into Eastern Europe. (into Eastern Europe = prepositional phrase)

The demand for our products *is increasing*.

The active verb form can be:

- a full verb:
We *are developing* a new product.
- an infinitive:
We hope *to develop* a new product.
- verb ...ing:
They *acknowledged receiving* the letter.

The active verbs can be in different tenses and forms:

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

C Uses

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

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

First we discuss the client's problem. (Here 'we' can mean the speaker and the listeners or simply 'one' – an unidentified person.)

cf. First the client's problem is discussed. (passive and impersonal)

Notes

1 The normal word order in active sentences is:

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

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

An explosion **happened** at the plant. (*not*: It happened an explosion at the plant.)

A problem **arose** during the installation. (*not*: It arose a problem during the installation.)

Exercise 1

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

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

Exercise 2

Here is an extract from a radio news report:

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

say worsen pay be raise increase

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

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

Exercise 3

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

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

Exercise 4

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

repair take patrol check manufacture cook make test

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

Transfer

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

UNIT 23

PASSIVE

See also Unit 22 – Active

A Sample sentences

- ◆ The investment was made in the last quarter, but for some reason it hasn't been shown in the accounts.
- ◆ At the final stage, the finished products are stored in the warehouse ready for despatch.
- ◆ We would like the tax to be carried forward to next year.
- ◆ We are interested in being kept informed about new developments.

B Form

	Simple	Continuous
Present	they are developed to be (present) + V3	they are being developed to be (present) + being + V3
Past	they were developed to be (past) + V3	they were being developed to be (past) + being + V3
Present perfect	they have been developed to be (present perfect) + V3	
Past perfect	they had been developed to be (past perfect) + V3	
Present infinitive	to be developed to be + V3	to be being developed to be + being + V3
Present perfect infinitive	to have been developed to be (present perfect) + V3	

C Uses

We use the passive:

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

1 Avoiding mentioning the doer:

The accounts have now been prepared.

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

2 Emphasising the doer:

The figures have been prepared by our new accountants.

In speech, we usually put the information to be emphasised at the end of a clause. We call this 'end-weight'. So here 'our new accountants' gets more focus than 'the figures'.

3 In process descriptions:

At the final stage, the finished products are packed into boxes.

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

4 In impersonal language:

Hard hats must be worn on the building site at all times.

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

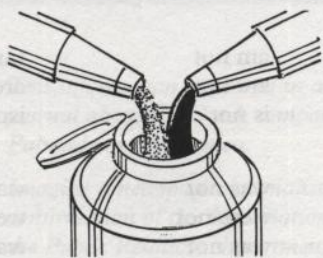
Exercise 1

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

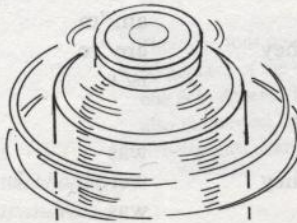
Staff	store	R & D staff
Finished products	manufacture	several locations
New products	open	warehouse
Goods	recruit	Corporation President
New plant	develop	Human Resources Dept

Exercise 2

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



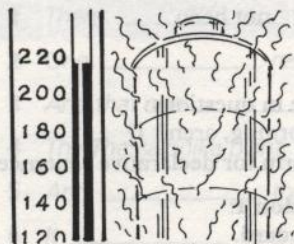
pour



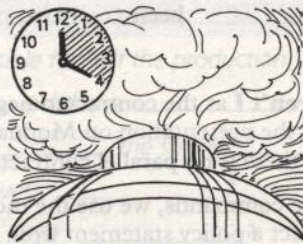
mix



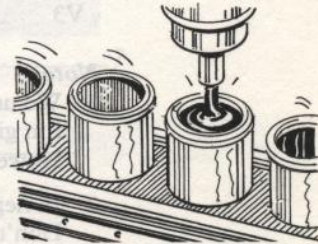
add



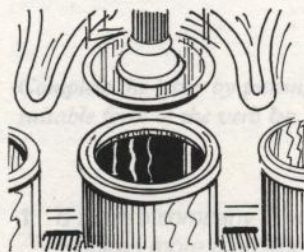
heat



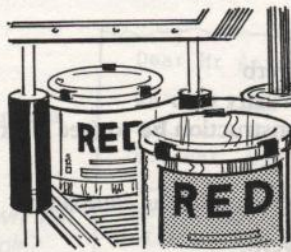
leave



pour



close



apply



convey

Exercise 3

Change the following from the active to the passive.

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

Transfer

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

UNIT 24

BE (1)

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

A Sample sentences

- ◆ We are very interested in seeing your new product range.
- ◆ Have you ever been to Japan before?
- ◆ They are moving their offices to the new industrial estate.

B Form

	Positive	Negative	
		Uncontracted	Contracted
Present			
I	am/'m	am not	(aren't)/'m not
You/we/they	are/'re	are not	aren't/'re not
He/she/it	is/'s	is not	isn't/'s not
Past (V2)			
I	was	was not	wasn't
You/we/they	were	were not	weren't
He/she/it	was	was not	wasn't
V1 ...ing	being	not being	
V3	been	not been	

Notes

- 1 We use **aren't I** as the contracted negative in questions:
 I'm giving the presentation on Monday morning, aren't I?
 However, there is no parallel contracted form for declarative sentences.
- 2 In negative commands, we use the modal **don't**:
 Don't expect a policy statement from the board.

C Uses

We use **be**:

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

- 1 Full verb:
 We are keen to start the campaign.
- 2 Auxiliary verb:
 We use **be** in the continuous verb forms:
 We are approaching a number of new suppliers.
 and in the passive verb forms:
 The prototype is being tested at the moment.

Notes

- 1 We use an adjective after **be**, not an adverb:
 It is usual to subcontract parts of the project to outside companies.
cf. We usually subcontract parts of the project to outside companies.
- 2 We use **be** in the continuous form when we want to emphasise the verb's activity meaning:
 Although the payment is overdue, we are being very patient. (We are behaving very patiently)

Exercise 1

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

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

Exercise 2

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

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

There are four production plants. One is responsible for 50 per cent of the total production of the company. This one is in Athens. The smallest plant, in Thessalonika, is also the newest. It was opened in 1992. A new plant is to be opened near Athens next year.

- 1 There are four production plants, aren't there?
- 2 One _____ responsible for half the production _____?
- 3 And that one _____ in Athens, _____?
- 4 The Thessalonika plant _____ the smallest, _____?
- 5 And _____ the newest, _____?
- 6 It _____ opened in 1992, _____?
- 7 And a new plant _____ opened next year, _____?

Exercise 3

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

Transfer

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

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

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

- 4 This was a short Transfer exercise, _____?

Dear Mr Antrobus

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

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

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

Yours sincerely
M Bailey
 M Bailey
 Investment Consultant

UNIT 25

BE (2)

See also Unit 24 – Be (1)

A Sample sentences

- ◆ The MD is to visit the plant on Monday.
- ◆ There is no doubt that the situation is very dangerous.
- ◆ It is very difficult to stimulate consumer spending in the present economic climate.

B Form

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

C Uses

The verb phrase **be to** comprises the verb **be** + V1. For more information on V1 tenses and forms see Units 14 and 23.

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

to indicate what must or must not happen:

All payments are to be made before the goods can be despatched.

to indicate what should happen:

The meeting is to start at 9 o'clock sharp.

to indicate what is going to happen:

The statement is to be made tomorrow about the company's trading position.

to indicate what cannot or could not happen:

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

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

2 It is versus there is

Compare the following sentences:

Our quality system needs reviewing. It is time to introduce new quality checks. (now)

Don't worry. There is time to introduce new quality checks. (enough time)

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

Now compare the following sentences:

A: Have you visited their head office?

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

A: Do you know their management structure?

B: Not really.

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

A: We are moving to new offices, did you know?

B: Yes, I've heard. The problem is that it is not easy to find office space big enough for all our people. (To find office space is not easy.)

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

cf. A: Do you know their management structure?

B: Yes, it's quite simple, isn't it? (B already knows 'it'.)

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

3 **There** can be followed by a singular or plural verb form, depending on the subject:

There was a company in Bradford that used to specialise in laminating.

There were three major manufacturers in the early 1980s.

Exercise 1

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

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

Exercise 2

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

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

Exercise 3

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

there are were it is will they be

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

Transfer

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

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

UNIT 26

VERBS of SPEAKING

See also Unit 27 – Verbs of reporting

A Sample sentences

- ◆ He said that he would take up his appointment at the beginning of the year.
- ◆ I would like to tell you a little about our civil engineering project in Zambia.
- ◆ We are planning to discuss the new video conference system at our next meeting.
- ◆ A: Have you talked to Rosa about the timing of the Vienna project?
B: Yes, I spoke to her about it yesterday. She said she'll try to delay the starting date.

B Form

V1	V2	V3
say	said	said
tell	told	told
talk	talked	talked
speak	spoke	spoken
discuss	discussed	discussed

C Uses

Say

– to say (to someone) that ...

He said (to us) that he would take up his appointment at the beginning of the year.
(*not: He said us that he would take up his appointment.*)

Tell

– to tell someone that ...

– to tell someone to do something

– to tell someone something

He told us that the project was coming along well.

I told him to give us another report in six months.

I would like to tell you a little about our civil engineering project in Zambia.

(*not: I would like to tell about/I would like to tell to you about ...*)

Talk

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

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

Have you talked to Rosa about the timing of the Vienna project?

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

Speak

– to speak (to/with someone) about something

I spoke to her about the Vienna project yesterday.

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

Can I speak to Mr Jones, please? (*not: Can I talk with Mr Jones, please?*)

Speak is not a reporting verb. (*not: She spoke that she would like more information about the project.*)

Discuss

– to discuss something (with someone)

We are planning to discuss the new video conference system at our next meeting.

(*not: We are planning to discuss about the new video conference system.*)

Exercise 1

Identify mistakes in the following text and correct them.

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

Exercise 2

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

say tell talk speak discuss ask

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

Exercise 3

Complete the conversation below.

Arione: Pronto, Arione, SpA.

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

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

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

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

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

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

Karamura: Many thanks. Goodbye.

Transfer

- 1 Give an example of something you discussed recently.

I recently _____

- 2 Say who you discussed this subject with.

I _____

- 3 Say what you said.

I _____

- 4 Say what you asked.

I _____

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

Next time we meet, we'll probably _____

- 6 Will you speak to this person tomorrow?

I'll probably _____

UNIT 27

VERBS of REPORTING

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

A Sample sentences

- ◆ The banks announced that there would be a decrease in interest rates.
- ◆ He admitted giving information to one of our competitors.
- ◆ He asked us not to pass on this information to any third parties.

B Form

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

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

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

She said that the old version would be withdrawn shortly.

He asked to be informed of any developments.

They asked her to make them an offer.

He admitted all the charges against him.

He admitted giving the information to a competitor.

She admitted that they had lost a lot of money.

C Uses

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

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

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

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

announce (4) *assume* *believe* (4) *confirm* (4) *consider* (3, 4, 5) *declare* (5)
demonstrate (4) *disclose* (4) *estimate* (4, 5) *explain* (4) *guess* (4, 5) *hold*
indicate (4, 5) *inform* (4) *maintain* (4) *notify* (4) *presume* *prove* (4, 5)
report (4, 5) *say* *show* (4, 5) *state* (4)

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

admit (2, 3, 4) *advise* (2, 4, 5) *authorise* (4, 5) *recommend* (2, 3, 4) *require* (2, 4, 5)
suggest (2, 3, 4) *urge* (2, 4, 5)

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

describe *outline* *present*

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

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

VERBS OF REPORTING

Exercise 1

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

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

Exercise 2

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

urge recommend threaten accept
agree admit promise indicate
claim ask

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

Exercise 3

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

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

Transfer

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

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

UNIT 28

VERBS of the SENSES

See also Unit 30 – Verbs + adjectives

A Sample sentences

- ◆ We are going to look at the production costs in the meeting, but first we're going to watch a short video about production techniques.
- ◆ The new product range looks very good.
- ◆ Their terms sounded quite attractive to me.
- ◆ Mary, you don't look too well. What's the matter?

B Form

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

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

unintentional activity, e.g. to see an accident

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

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

C Uses

1 Intentional activity:

Let's look at the costs in more detail (The figures are a static object.)

If you look over to your right, you can watch all the operations on the screen. (The operations are an activity involving change.)

First I plan to listen to the comments of the shopfloor workers.

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

Note

Sorry, I missed that. Can I see the previous transparency again? (experience visually, though without a lot of attention)

2 Unintentional activity:

Did you see the report about our company in the local newspaper?

I didn't hear what was said about the benefits of leasing.

Can you smell anything strange in here?

3 Current sensation:

These verbs of sensation are followed by adjectives.

You look great! Have you been on holiday?

They are in a very strong position now. Their results sounded excellent.

A: This is the new synthetic fabric.

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

Notes

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

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

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

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

Now do you see the screen on the right? (*not*: are you seeing?)

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

VERBS of the SENSES

Exercise 1

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

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

Exercise 2

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

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

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

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

Exercise 3

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

watch look smell taste
see feel

Paul: How do you _____ about the plans?

Angela: I'm optimistic. Do you want to _____ the latest forecasts?

Paul: I can't just now. I'll _____ at them tomorrow. I've got to go and _____ a demonstration of a new testing machine by Horowitz & Co.

Angela: Before you go, the laboratory has produced a variation on the RT4 flavour for the new Zappo drink. Have you _____ it?

Paul: Yes, it was okay but it _____ like bad eggs!

Transfer

Where are you now? Answer the following questions.

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

UNIT 29

ARISE, RISE, RAISE, LIE and LAY

See also Unit 75 – Describing trends

A Sample sentences

- ◆ If a problem arises during installation, call the helpline immediately.
- ◆ You can raise the alarm by breaking the glass on this device here.
- ◆ I'm afraid that the banks will have to raise interest rates again. That means they have risen three times this year.
- ◆ Installation is very simple. The cabinet just lies on the floor. After you've laid it there, leave it for about three hours to settle.

B Form

V1	V2	V3
arise	arose	arisen
rise	rose	risen
raise	raised	raised
lie	lay	lain
lay	laid	laid

C Uses

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

Arise is intransitive. It needs a subject.

A problem has arisen at the plant.

(not: It has arisen a problem.)

Rise is intransitive.

Interest rates rose by 2 per cent last year.

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

Raise is transitive.

The bank has raised interest rates by 1 per cent.

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

Lie is intransitive.

The cabinet just lies on the floor.

(not: First you lie the cabinet on the floor.)

Lay is transitive.

First lay the material on the floor.

(not: This material just lays on the floor.)

ARISE, RISE, RAISE, LIE and LAY

Exercise 1

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

raise rise lay lie arise

Exercise 2

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

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

Exercise 3

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

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

MEMO

To: Finance Department
Re: Trip to Switzerland

Transfer

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

Example:

The economy looks strong just now.

UNIT 30

VERBS + ADJECTIVES

See also Unit 28 – Verbs of the sense

A Sample sentences

- ◆ The new working environment is very stressful.
- ◆ I have become very anxious about the future of the company.
- ◆ I am glad to report that the prices of raw materials have remained stable over the last year.
- ◆ I don't want to sound over-optimistic, but I am certain we have a winner with this new product.

B Form

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

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

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

C Uses

- 1 Current verbs:**
So far this year energy costs have remained/stayed constant.
Our new policy of energy conservation has proved very economical.
The contract we have negotiated sounds very secure.
Keep quiet about the overspend for the moment.
We feel very confident about our move into the US.
- 2 Resulting verbs:**
The markets got very nervous after the unemployment figures were released.
I regret that the market has turned sour – just after our earlier success.
With the present volatility in the markets, share prices have run wild over the last few days.

Exercise 1

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

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

Exercise 2

Complete the following sentences by choosing the most appropriate ending.

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

Exercise 3

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

remain turn feel be
prove look run sound

Transfer

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

Example:

The economy looks strong just now.

Begin, for example, as follows:

ABC has a plant in

ARDILLA INVERSIONES (IBERICA)

Calle Gerona 46, Barcelona, Spain

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

14th October 19__

Dear Ms Ling-Wu

Thank you for your letter of 8th October.

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

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

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

Regards

Maria Isabel Vasquez
Maria Isabel Vasquez
Investments Consultant