

ALWAYS
LEARNING

What makes a great topic?

- It generates discussion
- It rises motivation and engagement
- It is personalized
- It is interesting or funny
- It is useful
- ?

**What are they talking about?
Are they enjoying it?**



Catchy topics:

- Food for thought
- Useful skill
- Conversation trigger

Conversation trigger

GUS'S TRAVEL TIPS

Low-cost airlines

I think low-cost airlines are not as cheap as they seem. I've just booked a flight to Vancouver. When you book with Fly High, you have to pay for checking in your luggage, with additional charges for sports/skiing gear, not to mention the food and drink on the flight. So, sorry, I just don't agree that these airlines are doing us a favour by seeming to be low-priced. What are they going to charge us for next? The flight attendants' uniforms?

POSTED BY GUS AT 12.13) COMMENTS

I agree with you about those additional charges, Gus. But I've n
Smooth Jets, except for the occasional delay. I think you'll find their flights aren't that expensive if you book in advance. And I think it's great that families with young kids can board first.

POSTED BY KERRY AT 12.19) COMMENTS

You've got a point there*, Gus. Budget airlines aren't that cheap. We're flying to Bucharest next month with Whoosh Air and the airline's charging me for checking in each bag and for boarding first – I'm travelling with my elderly mother. Then there's travel insurance, as well as the credit card charge. And another thing: the airports that low-cost airlines fly to are usually out of the way* and you end up paying for an expensive cab* ride to the hotel. I'm going to fly with a regular airline next vacation. Definitely. Does anyone else agree with me?

POSTED BY MO AT 12.43) COMMENTS

you've got a point there: you're right
out of the way: area where there are few people
cab: taxi

Low cost airlines

Food for thought

Flexible thinking

Crowdsourcing

Learning by making mistakes

We learn by making mistakes

When was the last time you made a mistake? If you're honest with yourself, it was probably recently. Mistakes are part of life; they are part of business. But too many companies try to cover them up rather than admit* to them. Management guru* Peter Drucker wrote, in *The Practice of Management*, he would never promote a man into a top-level job who had not made mistakes.

Drucker argued that there are different kinds of talent in any organization. He believed there are two kinds of 'performers'*. Drucker said one type of employee does consistently well but isn't exceptional. He added, 'Another man will perform only adequately under normal circumstances but will then perform like a true star.' Drucker continued, 'The one man to distrust*, however, is the one who never makes a mistake'.

In the 1950s, Drucker thought there was only one way to manage people correctly: believing that everyone will be

responsible and motivated. In the 1960s a competing theory argued that managers should treat every employee as if they are basically lazy and resistant to change.

But then psychologist Abraham Maslow said it was silly to talk about a single management theory. And Drucker was quickly persuaded. He agreed that different people had to be managed differently. In fact Drucker later admitted that he was wrong. Imagine, if more people had the courage* to say they were wrong, and learn from it, a lot more things would go right.

admit: say you have done something wrong

guru: someone who knows a lot about something and gives advice to others

performer: someone who does a job well or badly

distrust: believe people aren't honest and usually do bad things

courage: being brave when you are in a difficult situation

Can crowdsourcing solve my career dilemma?

Before leaving college, I planned to have a long and successful career and imagined *becoming* the youngest CEO of a global multinational. I expected to *get* a job quickly and have many happy years of training and promotion before *retiring* young, at the age of 55. That was the plan, anyway.

Many of my friends found it difficult to get even a job interview, but I was lucky to *find* a position soon after *completing* my electronics exams. I have my own office, a regular salary and good promotion prospects. But there's a problem. Although I enjoy *working* with my colleagues, the work itself no longer interests me. I've realized that I want to *work* in the medical profession. I considered *discussing* the situation with my line manager but it's not easy to *talk* to him. Anyway, it's no use *trying* to explain anything to him, he'd probably just point out that it would be crazy to *leave* a good job. Besides, how could I afford to *train* as a doctor even if I got a place on a course? I need to *make* a decision soon.

You might have heard of crowdsourcing: it's a way of *using* the internet to get ideas from a large group of people. So, as an experiment, I'm going to hand decisions about my career over to you intelligent blog readers out there. I look forward to *hearing* from you. I'll follow whatever you decide to *tell* me to do. Here's the first decision I'd like you to make for me. Press the button next to the action you think I should take. I'll keep you posted about what happens.

On Monday morning I'll ...



continue in my job at the electronics company. I'll attempt to *save* most of my salary so that I can go back to college and retrain when I'm older.



risk *explaining* the problem to my manager. I'll ask to *work* part-time for six months and do voluntary work in the medical profession to see if it is a career that I really want to *pursue*.

Useful skills

TIME STEALERS

These are the most common things that steal your time at work. Tick (✓) the top five which are the most common in your own time management – your ‘time stealers’.

- 1 Interruptions – telephone, email and social media
- 2 Meetings
- 3 Tasks you should delegate
- 4 Procrastination* and indecision
- 5 Dealing with team members
- 6 Crisis management
- 7 Lack of* information or technical knowledge
- 8 Unclear communication, objectives and priorities
- 9 Lack of planning
- 10 Stress and fatigue
- 11 Inability to say ‘No’
- 12 Desk management and personal disorganisation

Fortunately, there are strategies you can use to manage your time, be more in control and reduce stress.

procrastination: delaying doing things
lack of: when there isn't enough of something

TIME MANAGEMENT

- 3 Is improvisation a natural skill or is it something people can learn? Why? Read the article and find out if the writer agrees with you.

The skill of improvisation

Organizations rarely have time to look ahead a long way into the future. They also have to improvise when something happens and add to the situation. Improvisation is a natural talent, but some people can learn more organizational improvisation to train their staff. Are you an expert? Surprisingly, many company trainers are not.

Improvised communication is the most risky form of communication. It's also one of the most effective. There are no scripts, so no words in advance.

5 Conversation topics

Listening: Making small talk

- 1 Small talk is light informal conversation. How many small talk topics can you find?

television sports politics fashion art novels family architecture the economy climate music pets the weather religion food and restaurant travel experiences holiday plans the news salaries your hometown health the weekend activities films and cinema your job hobbies celebrity gossip festivals

- 2 Which items in exercise 1 are your favourite small talk topics? Which topics are not suitable in a lot of local situations? Why?

- 3 Look at the blog entry. What does this woman say are her favourite small talk topics? What is her theory, and how does she get her customers talking?

I'm the queen of small talk because I'm always ready. My favourite topics are: weather, travel, what are you reading? My never-miss topic is pursuing my dreams. I love talking about amazingly beautiful and special places. I love talking about places even in areas that you wouldn't expect. I love talking about a bit, they will share and it's so cool to hear about things that only the locals know about, like waterfalls, fields of flowers, architecture, historical monuments, etc. People love talking about where they live and how it's cool – and I LOVE learning from my customers, so I ask a lot of questions – it's like an imaginary vacation.

small talk

• we can say: I heard some news or It's an interesting piece of news, but not I read a news about him.

Useful skills

these questions.

- 1 What exactly is Instant Desks?
- 2 Who are 'desklers'?
- 3 How does it work for advertisers?
- 4 How does the website make money?

6 Would you invest in the website? Why?/Why not?

7 Tick (✓) the presentation techniques that Sam uses to make his talk more interesting. Which techniques do speakers often use in your culture? Anything else? What?

Presentation techniques

- a Sounding enthusiastic
- b Connecting with the audience
- c Telling a joke
- d Telling a story or anecdote
- e Giving a surprising fact or statistic
- f Using positive language
- g Asking rhetorical questions
- h Using a quotation

8 Look at these sentences. Which of them make a better impact in a presentation? Check your answers in the audio script on page 151.

- 1 a Here are a few facts about me.
b Let me tell you a bit about myself.
- 2 a I'm an e-commerce entrepreneur, which is my real passion.
b I'm an e-commerce entrepreneur.
- 3 a It's my new company.
b It's our new business.
- 4 a Now I'm going to tell you about it.
b So, how does Instant Desks work?
- 5 a You're probably thinking, 'How much does it cost?'
b This is what it costs.
- 6 a The great thing about Instant Desks is it's absolutely free.
b Instant Desks is free.

9 Match the correct sentences in exercise 8 to some of the presentation techniques that Sam uses in exercise 7.

Presentation skills

5 Communication strategies Being assertive

Listening: Handling difficult people

1 Some people can be difficult to get along with at work or in life in general. Read about some different personality types. What's the best way of handling them?

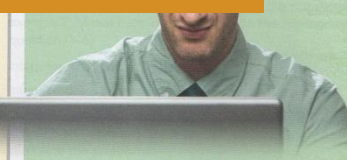
The hothead

Hotheads get angry and lose their temper easily, which can make them terribly difficult to work or live with. They might start shouting and swearing, and become very nasty when people don't



The whinger

Whingers are always complaining. They don't like things the way things are, but they don't want to change anything either. They just want to tell you how badly everyone treats them and why every new idea will fail.



The people pleaser

It's easy to like these people, but they're difficult to work with because they can't say 'no'. They're notoriously unreliable because they take on more work than they can handle, which means delays and broken promises.



2 1.34 Listen to a counsellor's suggestions for dealing with the personality types in exercise 1. Match them to the correct person.

Suggestion _____ = The hothead

Suggestion _____ = The whinger

Suggestion _____ = The people pleaser

3 Listen again and/or look at the audio script on page 144. Do you think the counsellor's suggestions would work?

Food for thought

Pitching an idea

PERFECT PITCH?

Got a fantastic idea? Don't know who to pitch it to? Send it in and we will feature the seven best ideas every day on our website. Here are the ideas that we selected today. Think you can do better? Then send us a pitch in no more than three sentences. Remember – short is sweet!

A How much time do you waste waiting in queues each day? We offer a service where someone will stand and wait for you while you're free to go and do something more interesting.

B Packing your suitcase before you go on a business trip is a boring and time-consuming job. Just give your clothes measurements to our service. We'll deliver a ready packed suitcase to your door two hours before you leave, including clothes, toiletries and an interesting book to read on the plane.

C Want a very special party outfit to make your special event go with a bang? This service will design a costume and make it to your measurements, all made from balloons. We can include company logos or any other message you want.

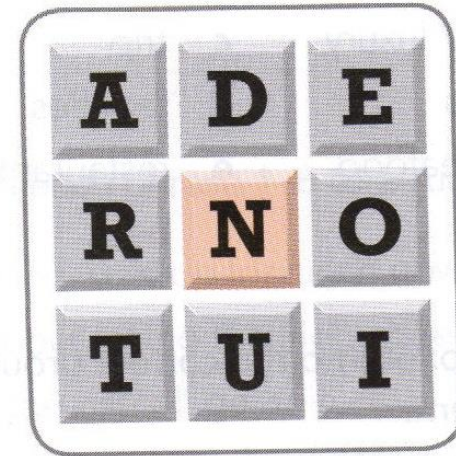
D Do you need to find a way to escape from someone who won't stop talking? We'll call your phone anytime you want and you can pretend that you need to leave urgently. Just one press of a button and you're free!

E Does your garden look like a jungle? Do you have better things to do than cut the grass? Then why not rent some goats to eat your problems away?

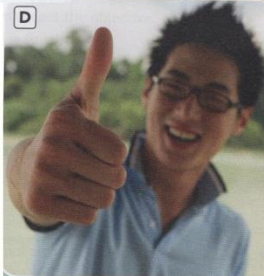
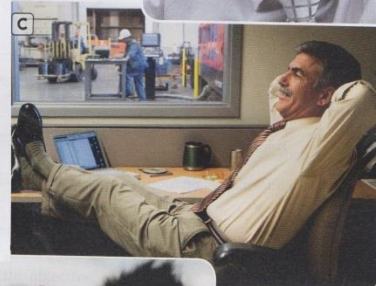
F Is your son or daughter an only child? This company will match them to another only child in the neighbourhood so they have someone they can play with and climb trees with.

G Do you love to watch horror movies but feel too scared to watch them on your own? This escort service will provide someone to accompany you to the cinema and say calm and soothing things when you get frightened.

2 Look at this puzzle. You have to make words that contain the letter N. How many words can you find in three minutes?



Mental abilities



Word focus: Body language

- Look at the photos and describe what each person is doing. Which poses make you think the person is confident or unconfident? Why?
- Body language generally consists of facial expressions and physical gestures. Put the words in the box in the correct category below. Can you find examples of these in the pictures? Add two more words or phrases to each column.

bite nails cross arms / legs fidget frown
give thumbs up grin nod raise eyebrows
shake head shrug stand / sit upright yawn

Facial expressions

Physical gestures

Making a good impression

Dear Lucy, Hi lucy!

2 What does C u l8r mean? Where do you usually see it written?

3 Look at this message and punctuate it. Then read the first paragraph of the article and check your answers.

i sadly will be late for our meeting the underground is running with long delays

C u l8r informality

Last week I received a text message from a young colleague that read: 'I, sadly, will be late for our meeting; the Underground is running with long delays.'

He's a 26-year-old man. So if he sends punctuated text messages, does this signify the end of an era? Could it be that the lower-case, c-u-l8r age of business language is over?

The next day I read an email from the UK head of internal communications at Google. It did not begin 'Hi'. Instead it started: 'Dear Ms Kellaway'. It was an invitation to speak at an event and finished: 'I look forward to hearing from you'. The message was signed off 'Yours sincerely'. If Google employees have given up the language of the internet and are now composing emails in this manner, something must be changing.

To find out more, I have just carried out some research and discovered some surprising results. I examined the latest 100 unsolicited* emails in my inbox and graded them for style, punctuation and formality. I then compared the results with those of a similar test I did in 2000.

unsolicited: unwanted

the pendulum has swung away: tendency of ideas to change regularly to the opposite

on the way out: soon to be replaced by something else

The results prove that the pendulum has swung from informality towards correct usage. In 2000, more than a quarter of emails were entirely written in informal case. In my recent research only one email didn't use capital letters.

In my earlier audit there was a rich variety in email sign-offs, but almost all were ugly. One of the most common was 'rgds', a horrible little abbreviation. But in the recent group there was only one 'rgds', and instead 'Yours sincerely' and even 'Yours faithfully' have come back.

There has been a corresponding return of surnames. Nearly 40 per cent of the recent emails addressed me as 'Ms Kellaway' and before the new fashion, while 'Hi' was common.

This is no surprise. People are losing their jobs and words seem like

Informality in writing

Conversation trigger

4 Do you think networking has a bigger impact on men's careers than women's? Why?/Why not?

3 Look at the photo and discuss these questions with a partner.

4 Look at the photo and discuss these questions with a partner.

Networking



Networking behaviour

Recent research by Forret and Dougherty (2001) identified five types of networking behaviour: maintaining contacts, socializing, engaging in professional activities, participating in the community and increasing internal visibility in the company.

Further research by Forret and Dougherty (2004) indicates that only some forms of networking behaviour were related to longer-term career outcomes. In this study, the two most career-enhancing types of networking behaviour were increasing internal visibility and engaging in professional activities.

But these networking behaviours were related to career success for men only. Their results show that networking behaviours are not as advantageous for women as for men.

Networking at work really?

It depends on what type of work you do. For example, if you work in a field where you have to *liaise* with other people – have good interpersonal skills. While some people spend little time at their desks, they have solid relations with other departments, customers, co-workers, etc. Very useful to have! I find *troubleshooting* easy because I'm fully aware of what's going on in the organization. While I leave my desk only for short breaks, I'm visited all the time by other people for a chat. It's really made my life easy knowing everyone and getting the inside gossip* on what's going on. OK, some of it is pure entertainment but work-related info is always useful.

people person: someone who likes being with other people
liaise: exchange information with someone who works in another department or place
troubleshooting: finding solutions to serious problems
inside gossip: talk about people's lives and things that have been happening at work

6 Read another message to the forum. How would you respond to this person?

As part of my job I am expected to attend a lot of functions, receptions and award dinners. I am expected to circulate and meet potential business contacts. But, to be honest, sometimes I just don't want to talk to strangers. Can you give me a few suggestions on feeling more comfortable networking at these events?

boss

boss? What made him/her a good boss?

Talking about a present or past manager. Discuss these questions with a partner.

- 1 Does the speaker think their manager is/was good or bad? Why?/Why not?
- 2 Would you like to work for this particular boss? Why?/Why not?

3 Listen again. Who says the following? Match the speaker to the information.

- | | |
|-----------|---|
| Speaker 1 | a His/Her boss allows some staff to work less than others. |
| Speaker 2 | b His/Her boss recognized and credited the staff's good work. |
| Speaker 3 | c His/Her boss didn't like to mix with staff. |
| Speaker 4 | d His/Her boss preferred to communicate by email. |
| Speaker 5 | e His/Her boss doesn't overwork the staff. |

Grammar: Obligation in the past

4 Put the correct past forms of *have to*, *need to* and *be allowed to* in the table.

Obligation in the past

There is no past form of the modal verb of obligation *must*. Instead we use the past forms of *have to* and *need to*.

Present	Past	Example
1 have to	had to	I had to do most of it.
2 need to		
3 don't have to		
4 don't need to		
5 isn't/aren't allowed to		
6 We use 1 _____ and _____ when something was necessary in the past. We use 2 _____ and _____ when something was not necessary in the past. We use 3 _____ when something was not permitted in the past.		

>> For more information on obligation in the past, see page 168.



Memorable boss

Useful skills



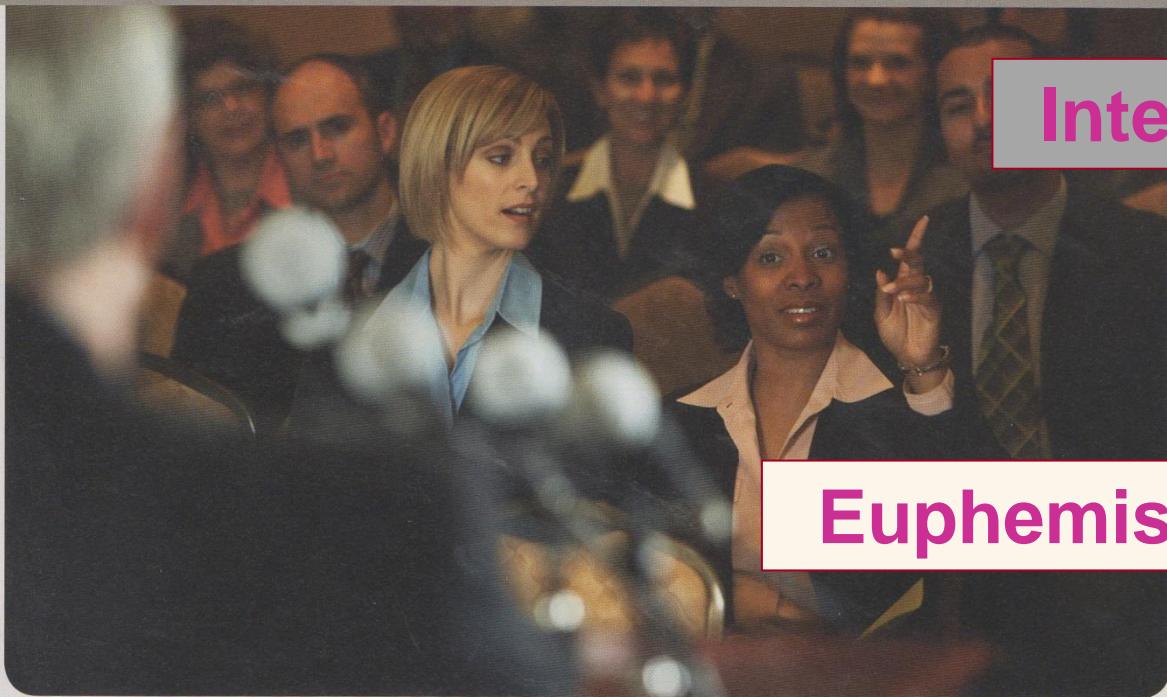
Interaction

Crisis management

Reminder

Present perfect and past simple page 27 + Grammar reference pages 157–159

Reacting to news page 33



Interview styles

Euphemisms

Word focus: Euphemisms

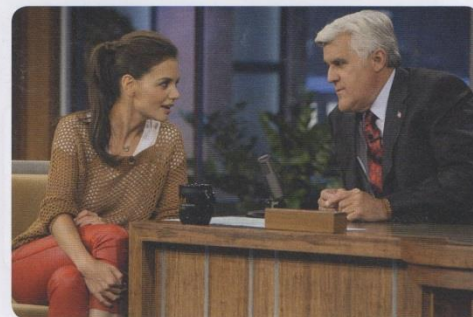
3 Match the expressions in 2 with their 'plain English'

8

Asking questions

Listening: Interview styles

1 Work in groups. Look at the photos and discuss what is happening in the three television interviews by studying the body language.



PEARSON

Story with a surprise element

The canoe man mystery

Nothing but the truth?



Past simple and past perfect

Reading: The canoe man mystery

- 1 Read the first part of a true story about a man who disappeared. What do you think happened to him?

On 21 March 2002, John Darwin went canoeing in the sea and didn't come back. He was 53 years old and he'd been married for 29 years to Anne, a girl he'd met on the bus going to school. They had two grown-up sons, and they lived comfortably in the north of England. John drove a £40,000 Range Rover and they had an investment portfolio with 12 homes that they rented out. John told his family that they would be millionaires by the time he was retired.

When Anne reported he was missing, the coastguards launched a large-scale search. As they couldn't find him, Anne had to break the news to their two sons. They were devastated. John's broken canoe washed up on the beach six weeks later. His body was never found.

- 2 Answer these questions.

1 What happened after John went canoeing? 2 Do you think the Darwins had enough money for a good lifestyle?

- 3 Read about John's wife, Anne. Why were her sons concerned about her?

After John had been missing for more than a year, he was officially declared dead. Anne received life insurance money and a widow's pension and she continued to live in the house they'd bought together. On the anniversary of John's death, she bought a bunch of roses and threw them into the sea. She kept one rose from the bunch next to her bed. Her sons were worried that she didn't sleep or eat enough. She didn't seem to be able to overcome her grief.

English for Work Socialising Travel

Elementary

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Pre-Intermediate

Intermediate

12 Units – 5 sections

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10 Units – 5 sections

Lifestyle

English for work, socializing & travel

Intermediate
Coursebook



SELF-STUDY CD-ROM
WITH MP3 AUDIO FILE

Iwonna Dubicka & Margaret O'Keefe

PEARSON

7 Read the
be

Speaking

1 When w
I **can** reme

2 Be able
You **can/w**

3 When w
able to.
You **will be**

4 We use
I **could/wa**
I **couldn't**

Speaking: I'd like to be
able to sing

9 Read the instructions and write
your answers inside the shapes below.

1 Something that you could do well
when you were younger but can't do
now.

2 Something that you can do better
now than you could ten years ago.

3 Something that you can never
remember.

4 Something that you think you'll
never be able to do.

TALKING POINT

- What do you have a good/bad memory for? For example: actors' names, faces, birthdays, shopping, passwords, prices.
- Are you right-handed or left-handed? What activities could you try with the opposite hand?


TALKING POINT


- What do you have a good/bad memory for? For example: actors' names, faces, birthdays, shopping, passwords, prices.
- Are you right-handed or left-handed? What activities could you try with the opposite hand?

Listening

Listening: Life skills

1 What skills do you need in your job? Complete three of the sentences. Then compare with a partner. Could you do his/her job? Why?/Why not?

2  **1.18** Listen to a recruitment specialist talking to a group of job seekers. Make a note of the skills that they say employers look for.

3  Listen again and complete these notes with one to three words.

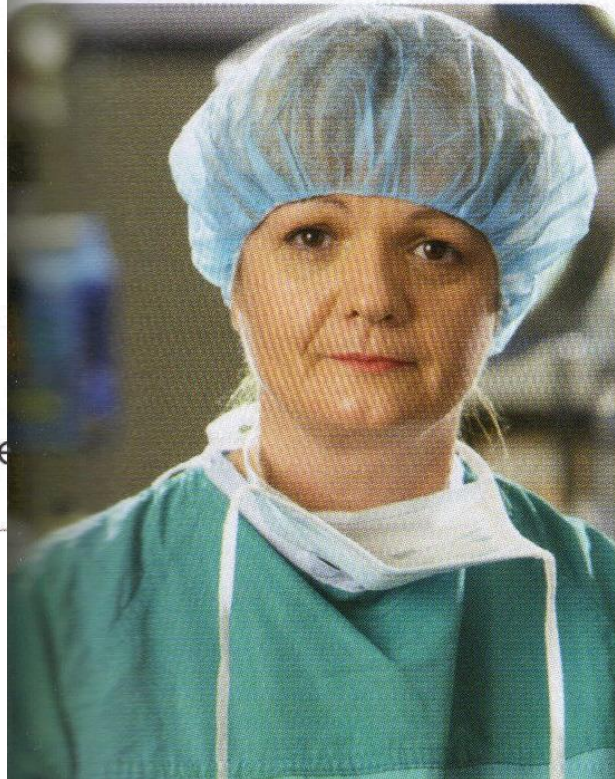
- 1 Employers would like all staff to have certain skills, called _____ skills.
- 2 They want people who are able to express _____ well, and who are good _____.
- 3 You need to be able to work with all _____.
- 4 Being organized and maintaining a _____ shows you can work efficiently.
- 5 You'll need to research _____ and find _____.
- 6 Looking at routine problems and using _____ is part of most jobs.
- 7 Show you are prepared to improve professionally by _____.

Vocabulary

6 Match these job skills with the phrase below.

- team worker/player
- common sense
- logical thinker
- good attention to detail
- a sense of humour
- problem-solving
- work on your own initiative

7 Choose three skills from exercise 6 which you think a person needs for these jobs.



civil servant
flight attendant
journalist
sales rep
lawyer
dancer
chef
surgeon
software engineer

- 1 Do you know anyone who often resists new ideas? Think of examples.
- 2 Do you know anyone who's good at improvising and coming up with new ideas? Think of examples.
- 3 Do you think training in the 'Yes ..., and ...' technique sounds useful? Why?/Why not?
- 5 Find four expressions in the article in exercise 3 that you could say if you like an idea. Then find one expression you can say if you don't.
- 6 Work in pairs. Experiment with the 'Yes ..., and ...' technique. Use the phrases in the box to make suggestions about these ideas.

Learning to ride a motorbike
Taking classes in Latin
Buying everyone in the office a mobile phone
Driving across Australia on your next summer holiday

Building on ideas

What if we _____?
Could we _____?
Let's _____?
Why don't we _____?

- 1 First have a 'Yes, but ...' conversation. Try to resist your partner's ideas.
- 2 Then have a 'Yes ..., and ...' conversation. Add to your partner's ideas.
- 7 Compare the conversations.
- 1 Which conversation generated more ideas?
- 2 Which one was easier? Why?
- 3 What other expressions did you use?
- 4 Some people say 'Yes ..., and ...' encourages creativity. Do you agree? Why?/Why not?



Speaking: Improvising and organizing

- 8 Work in pairs or groups. Read about the situation and brainstorm some ideas. When you disagree with each other's ideas, you can use 'Yes, but ...'. But also try to use the 'Yes ..., and ...' technique to build on ideas.

The head of marketing in your organization is visiting your offices in four weeks' time.

During her visit you want to:

- introduce her to all the team

'Yes ..., and ...' is a powerful technique with two parts. The first part is the 'yes' which means 'I'll go along with* that'. The second part is the 'and' which means you have

- 6 Work in pairs. Experiment with the 'Yes ..., and ...' technique. Use the phrases in the box to make suggestions about these ideas.

Learning to ride a motorbike
Taking classes in Latin
Buying everyone in the office a mobile phone
Driving across Australia on your next summer holiday

Building on ideas

What if we _____?

Could we _____?

Let's _____?

Why don't we _____?

Yes, I'll go along with that and ...

Great idea! And we could ...

Sounds good to me. And ...

Fantastic! And what we could do is ...

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knowledge: information, skills and understanding gained through learning and experience
relocate: move to a different place
requirements: something that someone needs

1 Complete the sentences with the correct form of **can** or **be able to**.

1 Nowadays most people _____ understand some English.

a aren't able b couldn't c can

2 I spent a long time doing the sudoku but I _____ complete it.

a couldn't b were able to c was able

3 Being _____ type is a very useful skill using computers.

a able to b can c able

4 She would like _____ speak more fluently but she isn't very confident.

a be able b be able to c to be able to

5 Our computers crashed so we _____ the work.

a couldn't b weren't able c can't

6 He _____ speak some German years ago but he _____ remember any of it now.

a could / can't b can't / couldn't c was able to / be able to

7 How will you _____ get a good job if you don't study harder?

a can b be able to c are able to

8 Have you _____ to think of some new ideas for the project?

a able to b could c been able to

2 Read the definitions and complete the words related to learning.

1 Process of teaching and learning

e _ _ _ _ _

2 Series of lessons in a particular subject

c _ _ _ _

3 Course or qualification that is given by university or college

d _ _ _ _

4 Available through the internet

o _ _ _ _

5 Go to a meeting or class

a _ _ _ _

6 Ability to do something well, especially when you have trained for it

s _ _ _ _

7 Someone who teaches the particular subject

t _ _ _ _

8 Job or profession that you do for a long time

c _ _ _ _

9 Someone who learns using the internet

face-to-face e _ _ _ _ _

10 Another word for requirements

n _ _ _ _

7 Put each word in the box into the correct group according to the topic of conversation.

movie Grand Slam boiling novel author
leading actor director changeable screen
politician flood bestseller vote role
government champion storm sportsman
literature freezing translate medal
local council match mayor

Cinema	Sport	Books	Weather	Politics

use a-h.

uch. How about you?

en a long time, hasn't it?

e just done a course.

ee you, too! How are the kids?

Please do.

cs. It's really interesting.

ought them in the sales.

in't it?

ossible.

have to study much on the training course last week?

you study much on the training course last week?

need to study much on the training course last week?

couldn't reduce the training budget.

mustn't reduce the training budget.

are able to reduce the training budget.

it's have to stay until late if you don't want to.

it's stay until late if you don't want to.

it's need to stay until late if you don't want to.

the words in these sentences in the correct order of importance.

Let Don't trainers choose staff.

at degree I you online think do an.

new might You skill a want about learning to

se be their better let courses to It'd every

you've you Maybe passed when me could k

l us to courses allow What work-time is do

in.

underline the word that has different word stress.

friendly relaxed quiet

punctual recruit employ

rate organized sensible efficient

le easy-going intelligent responsible

passive assertive efficient logical

ical hard-working confident literate

Conversation 2
H = host, G = gue
H: Have some mo
G: No, no. It was tr
H: Some more shri
G: No really, I'm fu
H: You don't need
G: I do!
H: Just a few more
G: Well ... maybe j
H: Good, and a litt
G: No really. I'll hav

3D, Page 31,
G = Gabriella
G: Hello.
G: Sandy! Great to
G: Not too bad. Hc
G: Oh, nothing exc
I'm studying all we
G: Oh ... I don't thi
G: It sounds great, I
Marketing and Acc
G: I'm really sorry b
G: Thanks for thinki
perhaps you and Pe
G: OK, choose a re
treat.

G: No, no, I insist. It is your birthday present.
G: OK, I will. And have a lovely birthday on Sunday.
G: Bye.

3D, Page 31, Exercises 10 and 11
G = Gabriella, S = Sandy
G: Hello.
S: Hi, Gabriella, it's Sandy.
G: Sandy! Great to hear from you. How are you?
S: Pretty good thanks and you?
G: Not too bad. How's Peter?
S: Oh, same as ever. Listen, what are you doing this Sunday?
G: Oh, nothing exciting. I've got some exams coming up. I'm studying all weekend.
S: Can you take a break? It's my birthday and I'm having a party.
G: Oh ... I don't think I can. Sunday, you say?
S: Yes, we're just inviting a few close friends and Peter's looking lasagne.
G: It sounds great, but I have two exams the next day – Marketing and Accounting.
S: Oh, what a pity.
G: I'm really sorry but I have to study.
S: It's OK, I understand.
G: Thanks for thinking of me. Look, when my exams are over, perhaps you and Peter can come over to my place for a meal?

4B, Page 38, Exercises 2 and 3

RS = Recruitment specialist, A = Job seeker
B = Jobseeker 2

RS: We all know that employers are looking for people with the right skills who can do the job. We need people with the right skills that we can use. We need people who we can suggest to our clients.

A: Good

RS: That's

Comparative and superlative adjectives

	Moscow	Mexico City	Beijing
Population	10.4 million	19.2 million	17.4 million
Cost of living	\$\$\$\$\$	\$\$\$	\$\$\$\$

Use

1 We use comparative adjectives to compare two things:

Beijing is **larger** than Moscow.

Beijing is **more expensive** than Mexico City but it is **less expensive** than Moscow.

2 We use superlative adjectives to compare three or more things:

Mexico City is **the largest** city in the world.

Mexico City is **the least expensive** of the three cities and Moscow is **the most expensive**.

-ing forms

Use

- We use -ing to form part of the continuous tenses.
Young Europeans **are still reading** books.
She **was waiting** for 20 minutes before her coffee arrived.
- Some adjectives end in -ing.
It's **surprising**, isn't it?
We use the adjective ending -ed to talk about how the person feels. We use the adjective ending -ing to describe the person or thing that causes the feeling.
He gave a very **interesting** talk. (Interesting describes the talk.)
I was **interested** to hear his talk. (Interested describes the reaction to the talk.)
- ing forms can also be used as nouns. We can use them when an activity is the subject of a sentence.

1 For small and big differences, use a lot, much and far to indicate a big difference in a comparison.

Studying online is **much more flexible** than attending full-time classes.

We use slightly, a little and a bit to indicate a small difference in a comparison.

It's **also a bit cheaper** than a traditional course.

2 We use the same as to say two things are equivalent.

Doing a course abroad costs **the same as** staying here this summer.

We use as + adjective/adverb + as to say that things are similar in some way.

Tokyo can sometimes be **as cold as** London.

negative, we use
erb + as.

ive as Scandinavia.

and dverbs

dverbs to compare

slowly than him.
is to compare

of adverbs
.g. more slowly.
if adverbs ending
not carefully.
the same form
er to form
to form the
der, hardest, fast,

adverbs that
itely.

it

Accepting and re

Situation cards



1 What about doing

2 I'm finishing work e

3 I'd like to have a m

4 I propose that our c

5 I'd like you to set u

6 If you come over at

7 I think that it's best

8 My philosophy is th

Response cards



1 Refuse, giving a re

2 Accept, but try to c

3 Disagree and mak

4 Agree, but sugges

The appraisal meeting



STUDENT A

You are the team manager's line manager and you are having your annual appraisal with him/her.

He/She has the following problems:

- doesn't keep his staff fully informed of what's going on
- is lacking some crucial skills in IT
- is not a good time manager and often takes too long to complete a task
- spends too long away from the office at lunchtime

He/She is good at ...

- involving others in making decisions
- giving staff credit when they do well
- creating a good atmosphere in the office

Run the appraisal meeting, using modal verbs of advice and obligation. Explain your point of view and listen to what your appraisee has to say.

STUDENT B

You are in charge of a small team of employees and you are due to have an annual appraisal with your line manager.

You think you ...

- are doing a good job and are popular with staff
- perform adequately in the area of IT but are aware that you are not as good technically as others who work under you
- work hard because you spend long hours in the office in the evening
- deserve more money
- lighten the atmosphere in the office by making jokes

Explain your point of view and listen to what your line manager says.

Lifestyle

[Quit](#)

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COURSEBOOK AUDIO



Thank you!

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