

E. GRAMMAR&VOCABULARY

Exercise 1: Match the words and phrases with the definitions.

feasibly	obviously	on the whole	arguably	apparently	to be honest
unquestionably	for the most part	generally speaking	as far as I'm concerned		
undoubtedly	by and large	personally	supposedly	personally speaking	
clearly					

<p>This is a personal opinion.</p> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<p>I am certain that this is true.</p> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	<p>This is generally seen as true.</p> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
<p>I read / heard that this is true.</p> <input type="text"/> <input type="text"/>	<p>I think this is possibly true.</p> <input type="text"/> <input type="text"/>	

Exercise 2: Match the words to form collocations.

launch	●	●	satisfaction
apply	●	●	for bankruptcy
finalise	●	●	for a loan
file	●	●	forecast
market	●	●	call
conference	●	●	a deal
customer	●	●	a product
sales	●	●	research

Exercise 3: Complete the sentences. Use the words and phrases in the box.

apply file finalise forecast launched market research
profit satisfaction

- 1 The company _____ a new product at the beginning of the year.
- 2 Business has improved this quarter and we have made a _____ for the first time in two years.
- 3 The sales team is pleased to report that customer _____ levels are at an all-time high.
- 4 After a long period of difficult negotiations, the sales team managed to _____ the deal with our suppliers.
- 5 We have a serious cash-flow problem at the moment and will need to _____ for a loan.
- 6 The company had a lot of debt and no hope of repaying it, so it had to _____ for bankruptcy.
- 7 We undertook a lot of _____ to make sure that there would be enough demand for our new product.
- 8 The executives issued a revised sales _____ for the next quarter.

Exercise 4: Match the sentences in the box with the sentences with similar meanings.

For them, time management is crucial. She often invests in business start-ups.
Their target market is the Middle East. They carefully manage their budgets.
They constantly seek to expand their company.
They understand the importance of customer satisfaction.

- 1 They analyse how long it takes to complete each task.

2 They conduct surveys to find out clients' reactions to their products and services.

[Blank line for answer]

3 They want to avoid having financial problems.

[Blank line for answer]

4 They ensure that their advertising is suitable for Arab cultures.

[Blank line for answer]

5 They are always looking out for new business opportunities.

[Blank line for answer]

6 The investor makes big profits from small new companies.

[Blank line for answer]

Exercise 5: Read the information. Then choose the correct modal verb forms to complete the sentences.

We use *have to* and *must* to talk about actions that are necessary. There is a small difference in meaning between *have to* and *must*. Consider the following situations:

*I **have to** take two tablets a day for seven weeks.*

*I **must** go to the gym more often to get fit.*

We use *have to* to talk about an obligation that comes from someone else (e.g. a doctor). We use *must* to talk about a personal obligation. We also use *must* to talk about written rules and instructions. For example, in the IELTS test, you will see the following instruction:

*You **must** present the same identity document that you used when you registered for the test.*

We use *need to* to talk about something that is important for you to do. It is commonly used for something that is important at that particular time.

*I **need to** go shopping today as we don't have any food in the house.*

As well as *don't need to*, there is a second possible negative form of need: *needn't*. It is used to describe something that isn't necessary. It has same meaning as *don't need to* and *don't have to*. For example:

*You **needn't** wear a suit to work.*

*You **don't have to** wear a suit to work.*

We use *should* to give advice or a recommendation:

*You **should** speak to your boss about the problems with your workload.*

Note that the past form of *should* is *should have* + past participle. We use the past form of *should* to talk about regrets.

*The company **shouldn't have invested** so much money in the new building.*



- 1 Our company got into such financial difficulty that we had to / have to / would have to file for bankruptcy last year.
- 2 You had to / have to / would have to apply for a loan this week, otherwise you won't be able to pay your bills at the end of the month.
- 3 We urgently needed to / needn't have / would have to launch a new product to remain competitive.
- 4 The factory must have / shouldn't have / would have to make a profit to avoid closure.
- 5 He had to / must / needed to be very well prepared, otherwise he'll never close the deal.
- 6 The company has got to / must / should have set a higher production target if it really wanted to win the contract.
- 7 We don't have to / needn't have / would have to increase production, because the sales forecast indicates a big drop in demand.
- 8 We needed to / needn't have / should have published a new mail-order catalogue because all of our customers now access information about our products online.

Exercise 6: Read the consultant's report to a company. Complete the board of directors' action points with the correct modal verbs in the correct tenses.

Consultant's report

Necessary action points (for urgent attention)

- 1 Change the logo from a rectangle to a square.
- 2 Don't use red in the branding.

Recommendations

- 1 Modify the company website.
- 2 Don't continue with the current marketing strategy.

Regrets

- 1 Failure to export to China.
- 2 Too much time and money spent on redesigning the warehouse.

- 1 We _____ change the logo from a rectangle to a square.
- 2 We _____ use red in the branding.
- 3 We _____ modify the company website.
- 4 We _____ continue with the current marketing strategy.
- 5 We _____ exported to China. It was a missed opportunity.
- 6 We _____ spent time and money on redesigning the warehouse. It was unnecessary.

Exercise 7: Correct the underlined mistake in each sentence.

- 1 Yesterday, I have to draw up a shortlist of applicants for the job of sales manager.
- 2 I had to go on a business trip to Sweden next week.
- 3 He didn't have to wear a tie at work anymore because they've changed the dress code.
- 4 I didn't need have gone to the progress meeting this morning. It wasn't relevant to me.
- 5 I will have to get an MBA if I wanted to get the managing director job.
- 6 You had to complete the report by two o'clock today if you want to meet the deadline.

Exercise 8: Rewrite the sentences using modal verbs. The first one has been done for you.

- 1 It is recommended that start-ups look for a variety of investors.
Start-ups should look for a variety of investors.
- 2 It is vital that companies submit their tax returns before the April deadline.

- 3 It is not necessary for consultants to analyse the market trends in South America.

- 4 It is recommended that companies check their sales forecasts on a monthly basis.

- 5 Companies are strongly advised not to upgrade their systems until the bugs have been fixed.

- 6 Employees are not allowed to access their work emails from their personal computers.

- 7 It was not necessary for the company to use an external consultant.

Exercise 9: Look at the words and phrases in the box which could be used in a business presentation. Then put them in the correct categories.

secondly moving onto following on from this what this means is that said
 looking at it from another perspective the first item on the agenda is alternatively
 to begin with first of all to put it another way on the other hand
 in other words

<p>at the start of a presentation</p> <div style="border: 1px solid #ccc; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid #ccc; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid #ccc; height: 20px;"></div>	<p>introducing additional points</p> <div style="border: 1px solid #ccc; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid #ccc; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid #ccc; height: 20px;"></div>
<p>giving opposing, opposite or wider views</p> <div style="border: 1px solid #ccc; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid #ccc; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid #ccc; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid #ccc; height: 20px;"></div>	<p>explaining and clarifying points</p> <div style="border: 1px solid #ccc; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid #ccc; height: 20px; margin-bottom: 5px;"></div> <div style="border: 1px solid #ccc; height: 20px;"></div>

Exercise 10: Read the opening remarks made by a company chairman at a board meeting. Complete the sentences with the words and phrases in the box.

bankruptcy developing don't have to had to have to in other words
 launched needn't have sales forecast that said to begin with

Good morning, colleagues. _____, I'm sure that I _____ stress the importance of our meeting this morning. As you know, the company _____ file for _____ last month. I am, of course, aware that several of you opposed this action feeling that we _____ acted so swiftly. _____, I feel I _____ point out that the _____ for this coming year is way below expectation, which reduced our options. So, where do we go from here? There is the possibility that our main competitors may be interested in taking over some of our business. Some of them have formally expressed in writing that they are interested in _____ the product we _____ in November. My door is always open; _____, please feel free to come and speak to me about this issue at any time.