

## **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        |                   |              |                    |                     |                         |

**This is a personal opinion.**

**I am certain that this is true.**

**This is generally seen as true.**

**I read / heard that this is true.**

**I think this is possibly true.**

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

3 They want to avoid having financial problems.

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

5 They are always looking out for new business opportunities.

6 The investor makes big profits from small new companies.

**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.

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- 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.

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

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

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

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

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**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

**at the start of a presentation**

**introducing additional points**

**giving opposing, opposite or wider views**

**explaining and clarifying points**

**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. [redacted], I'm sure that I [redacted] stress the importance of our meeting this morning. As you know, the company [redacted] file for [redacted] last month. I am, of course, aware that several of you opposed this action feeling that we [redacted] acted so swiftly. [redacted], I feel I [redacted] point out that the [redacted] 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 [redacted] the product we [redacted] in November. My door is always open; [redacted], please feel free to come and speak to me about this issue at any time.