

BerlitzENGLISH™

Language for life.



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Language for life.



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Princeton, NJ
USA

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Princeton, NJ 08540

USA

Welcome to **Berlitz**ENGLISH™!

Congratulations! You have chosen the fastest, the most effective, and the most enjoyable way to learn English.

To get the most out of your English classes we urge you to —

- attend all scheduled classes
- complete all the Practice activities
- practice speaking English at every opportunity
- visit English sites on the Internet
- read English magazines, books, and newspapers
- watch movies and news programs in English
- challenge yourself to speak better and better!

If there is anything we can do to make your learning more successful and enjoyable, please let us know. We'll do everything we can to help you reach your goal.

We wish you the very best of success in your English studies!

The Berlitz Staff

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I'm under a lot of pressure.

Topics

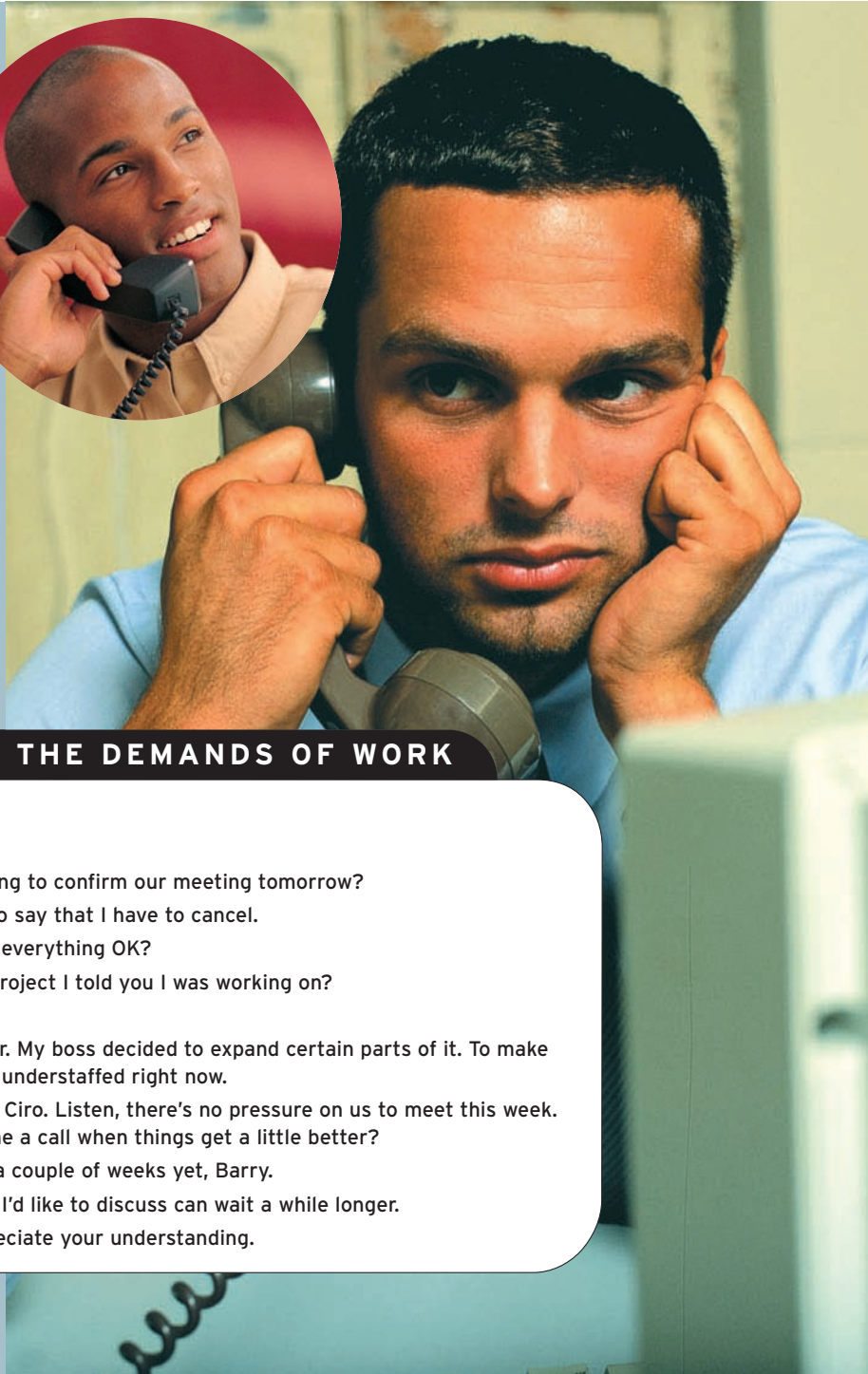
Work pressures
Management styles
Stress reduction

Objectives

Explaining the demands of work
Summarizing actions taken (in a crisis)
Describing people's reactions to pressure
Describing management styles

Grammar

Modals of probability:
should, ought to, must, may, might, could



1 EXPLAINING THE DEMANDS OF WORK

Barry: Barry Harmon.

Ciro: Hi, Barry. It's Ciro.

Barry: Hi, Ciro. Are you calling to confirm our meeting tomorrow?

Ciro: Actually, I'm calling to say that I have to cancel.

Barry: Oh, that's too bad. Is everything OK?

Ciro: Remember that big project I told you I was working on?

Barry: Yeah.

Ciro: Well, it just got bigger. My boss decided to expand certain parts of it. To make matters worse, we're understaffed right now.

Barry: Sounds pretty rough, Ciro. Listen, there's no pressure on us to meet this week. Why don't you give me a call when things get a little better?

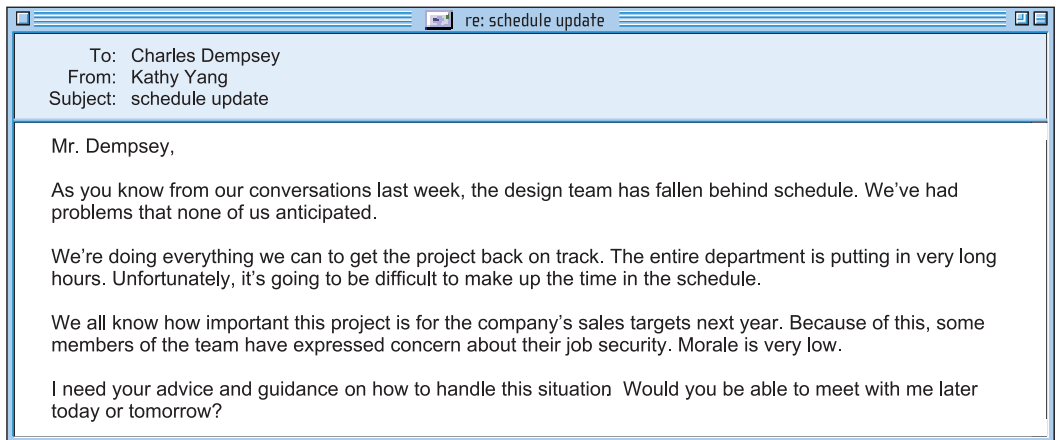
Ciro: That may not be for a couple of weeks yet, Barry.

Barry: That's all right. What I'd like to discuss can wait a while longer.

Ciro: Thanks, Barry. I appreciate your understanding.

Summarizing actions taken in a crisis

2 When things go wrong



To: Charles Dempsey
From: Kathy Yang
Subject: schedule update

Mr. Dempsey,

As you know from our conversations last week, the design team has fallen behind schedule. We've had problems that none of us anticipated.

We're doing everything we can to get the project back on track. The entire department is putting in very long hours. Unfortunately, it's going to be difficult to make up the time in the schedule.

We all know how important this project is for the company's sales targets next year. Because of this, some members of the team have expressed concern about their job security. Morale is very low.

I need your advice and guidance on how to handle this situation. Would you be able to meet with me later today or tomorrow?



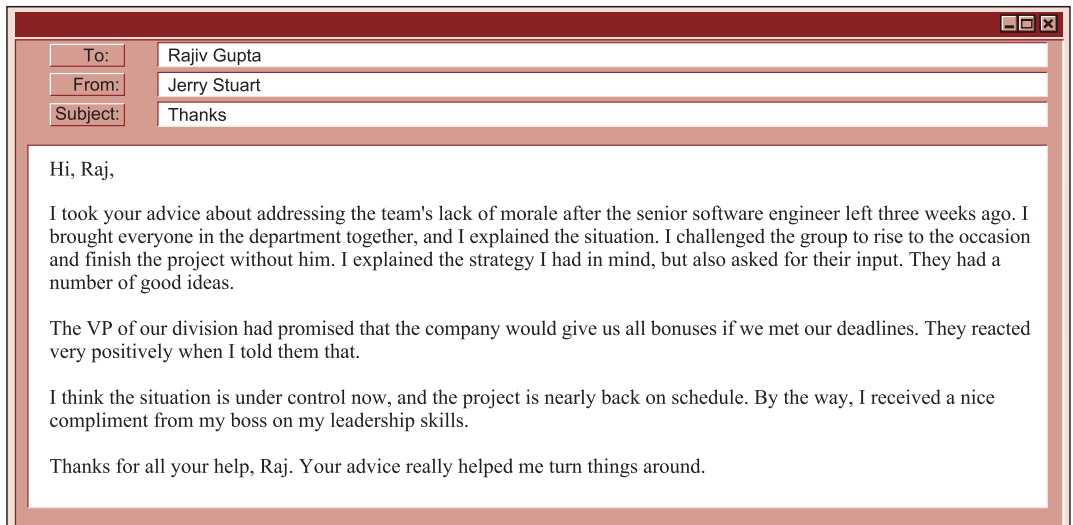
TIP!

morale vs. *moral* — the final 'e' makes all the difference in meaning and pronunciation

morale [morale] = the state of mind of an individual or group

moral [moral] = a lesson in right or wrong learned from a story or situation

3 Turning things around



To: Rajiv Gupta
From: Jerry Stuart
Subject: Thanks

Hi, Raj,

I took your advice about addressing the team's lack of morale after the senior software engineer left three weeks ago. I brought everyone in the department together, and I explained the situation. I challenged the group to rise to the occasion and finish the project without him. I explained the strategy I had in mind, but also asked for their input. They had a number of good ideas.

The VP of our division had promised that the company would give us all bonuses if we met our deadlines. They reacted very positively when I told them that.

I think the situation is under control now, and the project is nearly back on schedule. By the way, I received a nice compliment from my boss on my leadership skills.

Thanks for all your help, Raj. Your advice really helped me turn things around.

4 WORD PLAY Phrases for projects and schedules

ahead of schedule = early

on schedule = on time

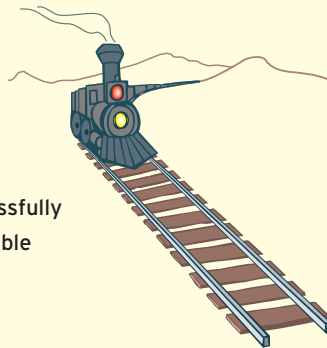
behind schedule = late

under control = (a difficult situation that is being) managed successfully

out of control = (a difficult situation that has become) unmanageable

on track = going according to plan

off track = not going according to plan



5 Modals of probability — degrees of certainty

MORE CERTAIN: *should, ought to, must*

Mr. Lee **should** be calling any minute.
It's now 5:55, and he promised to call by 6:00.

The clients **ought to** like the design.
We followed all of their specifications.

Ms. Winston **must** be happy with your work if she
decided to hire you full time.

LESS CERTAIN: *may, might, could*

The parking lot is crowded. We **may** not find a place to park here.

The meeting **might** start a little late. Some people haven't arrived yet.

If our drivers go on strike, we **could** have a really big problem on our hands.

TIP!

Should is more common than
ought to in conversation.



- When will the report be ready?
- We may finish by Friday. We might be able to finish it sooner. I think we could finish on Wednesday if we receive all the data on time.
- Will you be able to meet me on Saturday?
- I should be free Saturday afternoon. Will that work for you?
- Why haven't we heard from Richard?
- He must still be on the plane. Let's call the airline to see if it's landed.
- Do you think Mr. Fitzpatrick will be happy with the desk?
- He ought to be. He's the one who chose it!

6 ON THE PHONE *Tone of voice says it all*

- You have reached Ed Norton, Director of Planning for Coulter Enterprises. Please leave a message, and I'll return your call. Thank you.
- Hi, Mr. Norton. It's Paolo Rossi. We've come up with several responses for the issues you raised during last week's meeting. The situation may not be quite as bleak as you suggested. We'd like to have an opportunity to share our ideas with you. Please give me a call at 212-555-4689. Thank you.



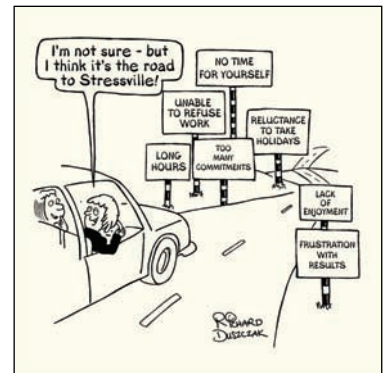
7 Understanding stress

Stress is an abnormal condition that disrupts the normal functions of the body or mind. No two people are affected in exactly the same way, or to the same degree, but most people living in industrialized societies suffer from its effects at one or more times during their lives. Symptoms include mild headaches, insomnia, restlessness, and digestive problems.

CAUSES OF WORK-RELATED STRESS:

- trying to do too much in too little time
- taking chances that may put you at risk
- trying to get along with colleagues and supervisors

Source: www.lifescopes.com



www.CartoonStock.com

8 Describing people's reactions to pressure




Milt has the ideal personality to handle pressure. He's calm and almost never gets upset. He's very organized and regularly spends time prioritizing tasks. He paces himself in his work so that he doesn't have to race to meet a deadline. Because he has confidence in his staff, he delegates as much as he can, so that his workload remains manageable. In short, Milt has poise, perspective and peace-of-mind. And so, for the most part, he lives a stress-free existence.

Wilt, on the other hand, is not built to handle pressure. He is tense and very excitable by nature. When his work becomes difficult, Wilt becomes anxious and impatient with his colleagues. He trusts no one and tries to do everything himself. In most cases, he over-promises and under-delivers. He tries to be all things to all people at all times, which is a sure formula for failure. Wilt lives a stressful existence which, unfortunately, is largely of his own making.



Describing management styles

9  Does your manager make you feel stressed?



YOSHIO

YES NO

MGMT _____
STYLE _____



SHIRLEY

YES NO



SIMON

YES NO



HIROKO

YES NO

10 What does it take to be a good manager?

A GOOD MANAGER SHOULD ...

- have good communication skills
- have a vision of what needs to be done and how to do it
- be willing to get input from staff
- be able to step in and make a decision when needed
- be willing to delegate tasks
- encourage staff to discuss problems
- be flexible enough to change plans when needed
- support creative thinking among subordinates
- know subordinates' strengths and weaknesses
- reward excellence

11 Letting off steam

One of the best antidotes for stress is physical activity.

What do you do to reduce the effects of stress?



EXERCISING



SOCIALIZING



PLAYING

Chapter Check

Now you can ...

A Explain the demands of work



B Summarize actions taken

To:	Rajiv Gupta
From:	Jerry Stuart
Subject:	Thanks

Hi, Raj,

I took your advice about addressing the team's lack of brought everyone in the department together, and I exp and finish the project without him. I explained the stra number of good ideas.

The VP of our division had promised that the company very positively when I told them that.

I think the situation is under control now, and the proj compliment from my boss on my leadership skills.

Thanks for all your help, Raj. Your advice really help

How can we get the project back on track?

C Describe people's reactions to pressure



How do your colleagues react to pressure and feelings of stress?

D Describe management styles



How would you describe your supervisor's management style?



How are you taking the news?

Topics

The economy

Corporate restructuring and its impact on individuals

Reactions to change

Pink slips

Objectives

Discussing economic changes

Talking about difficult decisions

Describing emotions and reactions to change

Grammar

Modals in the passive voice:
present tense forms



1 REACTING TO A DIFFICULT CHANGE

Dan: Have you heard the news? Our entire division is going to be eliminated.

Al: Yes, I heard about it this morning. How are you taking it?

Dan: Not great. I've been here eighteen years, you know. I'm having a hard time believing this is really happening to me.

Al: Listen, Dan, I know this must have hit you like a ton of bricks. You've got a lot to think about. If there's anything I can do to help.

Dan: Oh, yeah, thanks, Al, I appreciate that. I'd better get going. I've got to make some calls.

Al: Can I stop by to see you later?

Dan: I'm OK, Al. Really. I just need a little time to absorb this. Let's talk tomorrow, all right?

Discussing economic changes

2 What happens when the economy ...

GROWS

AT THE CORPORATE LEVEL

- output increases
- workers are hired
- salaries increase
- stock market rises

AT THE INDIVIDUAL LEVEL

- consumer confidence increases
- consumers spend more freely
- individuals invest in markets

SHRINKS

- output decreases
- workers are laid off
- salaries freeze
- stock market falls

- consumer confidence decreases
- consumers become frugal
- individuals invest conservatively

TIP!



A surging stock market is often referred to as a "bull" market. A slumping stock market is a "bear" market.

3 Economic ups and downs: A tale of one country

Several years of recession, a severe devaluation of the national currency and runaway inflation have reduced by nearly two-thirds the value of executives' paychecks and have put many managers out of work. Last year alone, the economy that was once one of the area's richest shrank eleven percent. Unemployment rose to record levels of more than twenty percent.

Over the last quarter, however, the

economy has shown signs of recovery. It is actually expected to grow this year, although at a modest 1%. Companies are beginning to fill positions again.

Alonso Vargas, a partner at Corbett International, an executive search firm in the capital, recently noted that the average salary of a top executive had fallen from the equivalent of \$130,000 last year to just a little more than \$50,000 today.

4 I took an early retirement

- How have you been? What are you up to these days?
- Playing a lot of golf, that's what.
- Oh, did you move into sales?
- Very funny. No, I took an early retirement.
- Really? Why?
- Well, my company was restructuring several of its divisions, and they offered me an early retirement package. It wasn't a forced retirement, but I had a feeling that if I stayed, I might be out of a job within a year.
- You were with that company for quite a while, weren't you?
- Twenty years. But we parted company on excellent terms. In fact, they called me last week to ask if I was interested in doing some consulting work for them.



Focusing on language

5 Modals in the passive voice: present tense forms

EXPRESSING PROBABILITY

Our department **may be restructured**.

Several employees **might be laid off**.

We **should be told** more about it soon.

I think it **ought to be discussed** at our next meeting.

Sheila **could be transferred** to Paris.

The team in France **must be pleased** about that.



A FRIENDLY REMINDER!

WHEN TO USE THE PASSIVE

- Use the passive when the action, or the result of an action, is more important to communicate than the person doing the action.
- The passive is commonly used when you don't know or don't want to say who is performing the action.
- The passive is used more often in writing than in speaking.

To: All department managers
From: Raymond Turner, President and CEO
Re: Year-end Summary Report

I'm writing to thank all of you for your hard work and dedication during a difficult year.

I would also like to inform you that our new business plan may be finalized as early as February. You may be among those invited to review it and comment on it.

As you know, the year-end results have been disappointing. In order to remain profitable and competitive, further staff reductions may be required. Recent hires will be targeted first. All of this will be decided by Jan. 15.


Best regards,

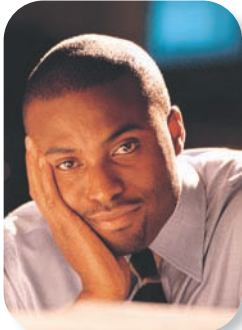
Raymond Turner
President and CEO

6 Questions in the passive — modals in the responses

- | | |
|--|---|
| - Will the factory be closed this year? | - It might be. / It could be. / It should be. |
| - Is the meeting still going to be held? | - It might be. / It could be. / It should be. |
| - Are the reports going to be reviewed? | - They might be. / They could be. / They should be. |

Dealing with transitions

7  What choices are they faced with? What would you do?



JEROME



BRIDGET



ALISSA



MITCHELL

CHOICE _____

8 Describing reactions to change

NOT YET READY TO MOVE ON

- How are you handling the lay-off?
- Not so well. I felt very angry and bitter the first few weeks, but lately I've been feeling that it's probably my fault that I didn't make myself more valuable to the company.
- You shouldn't blame yourself. You need to focus on what comes next.

READY TO MOVE ON

- How are you handling the lay-off?
- Not too badly. I've got the chance to start something new, and I'm going to make the most of it.
- That sounds like a healthy attitude.
- Well, I learned a lot at my previous job. I'm grateful for that and confident that my skills will be useful elsewhere.

9 Describing emotions

We experience many emotions when changes occur in our lives. Depending on the nature of the change, the emotions may be positive, negative, or a little bit of both. Some of the ways we feel in times of change include —

POSITIVE

- excited hopeful
- glad relieved
- optimistic grateful
- confident ecstatic



NEGATIVE

- depressed hopeless
- disappointed guilty
- pessimistic bitter
- discouraged furious

10 The best ways to break the worst news to employees

Managers who have had to fire or lay off an employee generally agree that telling workers they no longer have a job is one of the hardest things a manager will ever do. However, according to Dale Klamforth, a regional vice-president at Drake Beam Morin, a global human resources consulting firm, there are ways to make this unpleasant chore a little easier. Klamforth has compiled a list of DOs and DON'Ts for managers who need to break bad news to employees.

DO —

Be Prepared. Make sure you have all severance materials on hand, including a notification letter, severance package, benefits brochures, information on outplacement counseling, and other items.

Follow a Script. Memorize — but don't read — a script. Keep the discussion short and to the point.

Move the Process Forward. Schedule meetings for employees with human resources and outplacement services.

Anticipate Reactions. Be ready for any possible reaction: anger, shock, denial, or even a controlled response.

Be Respectful. When an employee is being laid off after 25 years of service, it's probably not a good idea to turn off the person's computer access or have him or her escorted out of the building.

Reassure the Rest. Support your staff who remain by telling them that everyone who has been affected by the layoffs has been notified.

DON'T —

Wimp Out. Don't terminate employees over the phone or by mail. It should be done face-to-face.

Make It Harder. Avoid flying employees to a central location to be laid off.

Wait until Friday. By notifying employees of layoffs early in the week, you give them a chance to get started earlier on their job searches.

Use Pleasantries. Say *Hello*, but don't say *Good morning*, because it isn't going to be a good morning.

Make Promises. It isn't a good idea to make promises, such as offering to help an employee find a job at another company where you might know of an opening.

Apologize. This is a business decision; make sure the employee understands that.

Use Humor. Most employees don't find anything funny about losing their job. Humor is definitely a no-no in this situation.

Reprinted from "The Best Ways to Break the Worst News to Employees," Business Week Online, Feb. 12, 2001. Copyright 2001 by The McGraw-Hill Companies.

11 WORD PLAY Corporate euphemisms for fired

bumped	involuntarily separated
discontinued	nonretained
disemployed	severed
dislocated	surplussed
displaced	transitioned
downsized	vocationally relocated

Source: William Lutz, *Rawson's Dictionary of Euphemisms and Other Doubletalk*, *Executive Recruiter News*



"Pendleton, as of noon today your services will no longer be required. Meanwhile, keep up the good work."

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Chapter Check

Now you can ...

A Discuss economic changes

economy has shown signs of recovery. It is actually expected to grow this year, although at a modest 1%. Companies are beginning to fill positions again.

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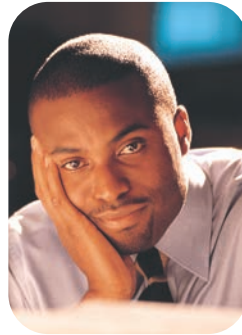
How would you describe the current economic climate?

C Describe emotions and reactions to change



How did he handle the news of the restructuring?
What is his reaction to the change?

B Talk about difficult decisions



What choice were you faced with?
What did you decide to do?



You can say that again.

Topics

Customer service
Online shopping
Service contracts
Product defects

Objectives

Talking about a service surprise
Describing customer service experiences
Expressing satisfaction / dissatisfaction
Explaining problems with merchandise

Grammar

Gerunds and infinitives



1 TALKING ABOUT A SERVICE SURPRISE

Carlo: What did you do this weekend, John?

John: Lots of little projects around the house. We bought some shelves for the bedroom closet a couple months ago, but had never gotten around to putting them up. So this weekend we decided to install them.

Carlo: Are you happy with the closet now?

John: Well, it wasn't as easy as we thought. Once we started building the shelves, we discovered that an entire bag of parts was missing.

Carlo: Oh no. So what did you do?

John: You won't believe this, but we put all the pieces back in the box and went to the store where we had bought it to see if they could give us the missing parts.

Carlo: What did they do?

John: They took the shelves back and gave us a brand new set of shelves. No questions asked. We were so surprised.

Carlo: Wow, that's great service.

John: You can say that again.

2 To go to the lot or not

“NO SCRATCHES, NO CHIPS, NO DENTS,”

AutoSales

Adam Simms promises. “No stains, no scuffs, no spots. Anything that needs to be repaired or replaced within the next 12 months or 12,000 miles, we’re going to take care of.” He sounds a lot like a used-car salesman. And several years ago, that’s exactly what he was. But now the 38-year-old Simms is chief executive officer of iMotors.com, an Internet-based retailer that has huge ambitions for changing the way Americans buy secondhand cars.

In Simms’ world, there is no reason anymore for shoppers to visit a used-car lot, where they might see a selection of 150 or so cars that forces them to figure out what comes closest to their desires — and then to haggle over the

price. Instead, he wants shoppers to go to his company’s website and request whatever they want. A 1997 BMW 540i with fewer than 41,000 miles*? All a customer has to do is ask. Instantly, iMotors will quote a no-haggling price for that model. At that moment, the company won’t have the specific car in stock. In fact, it carries essentially no inventory whatsoever. But it is connected to tens of thousands of sources of used cars. Within minutes after customers place a request, iMotors can start tracking down an exact match. Once it finds the right car, iMotors can take possession of the car, spruce it up, and then deliver it to an iMotors storefront located near the customer’s home.

*approx. 65,000 km

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3 Is that some kind of a mark there?



scratch



chip



dent



stain



scuff



spot



crack



smudge

4 It’s a bargain

Salesman: Hi, are you interested in a wide-screen TV?

Shopper: No, I’m looking for a DVD player.

Salesman: We have several models. Here, I’ll show you. This is a very popular player. It has all the latest features, and it’s 20% off this week.

Shopper: I have a five-year-old TV. Do you think this will be compatible with it?

Salesman: Oh, yes. There are no compatibility issues with any of our models.

Shopper: Great. And it looks like a good price.

Salesman: It’s a real bargain — and an excellent product. By the way, for just fifty dollars more, I could offer you a five-year service contract to cover all repairs and maintenance.

Shopper: But it’s brand new. Why would I need a service contract?



5 WORD PLAY Expressions relating to price

A GOOD PRICE

What a bargain.

It was a steal.

It was dirt-cheap.

VS.

MUCH TOO EXPENSIVE

What a rip-off.

It cost an arm and a leg.

I paid through the nose.

TIP!



These expressions are informal — some of them very informal.

6 Gerunds and infinitives

A GERUND CAN BE THE SUBJECT OF THE SENTENCE

Getting a refund is easy if you have your receipt.

Complaining to the manager is the only solution.

Returning an item usually takes a few minutes.

Waiting in line is annoying.

SOME VERBS ARE FOLLOWED BY THE GERUND

Susan enjoys **window-shopping**.

Joe denied **spending** money in Las Vegas.

Emily avoids **using** cash whenever possible.

Kurt finished **washing** his car before lunch.

TIP!



window-shop = to look at merchandise in store windows

SOME VERBS ARE FOLLOWED BY THE INFINITIVE

We expected **to hear** from you yesterday.

Can Mr. Alford really afford **to buy** a second house?

The store refused **to exchange** the dress.

The manager asked **to see** the customer's receipt.

SOME VERBS CAN BE FOLLOWED BY THE INFINITIVE OR THE GERUND

Our daughters like **to shop** / **shopping** at malls.

We tried **to find** / **finding** a sales associate, but couldn't.

Anthony continued **to buy** / **buying** their products for years.

Some children start **to notice** / **noticing** the labels on their clothes at age four.

7 What happened first?

SOMETIMES THERE'S A DIFFERENCE IN MEANING WHEN YOU USE AN INFINITIVE VS. A GERUND

Ana will remember **to call** her cousin.

Ana will remember **calling** her cousin.

Oliver stopped **to read** the newspaper.

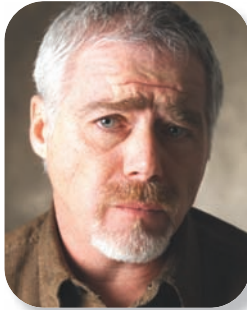
Oliver stopped **reading** the newspaper.

Describing customer service experiences

8 How did they treat you?



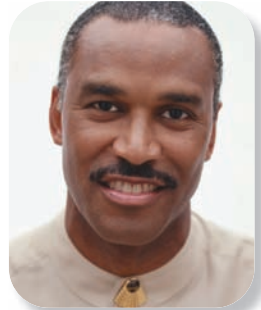
OLIVIA



JEAN-PIERRE



SAMANTHA



JAMES



Where? _____

Why? _____

9 Expressing total satisfaction / dissatisfaction

- Will you ever go there again?
 - In a heartbeat.
 - You wouldn't have to ask twice.
- Not on your life!
- There's no way on earth.
- Would you recommend the place?
 - It's one of the best — hands down.
 - In a (New York)* minute.
- Never in a million years.
- You're kidding, right?

* Reportedly, time moves faster in New York than anywhere else.

10 Did you hear the one about ...?

Airline passenger at check-in counter —

Employee: Hi. May I help you?

Passenger: Yes, I'd like to send this bag to London, this bag to Madrid, and this one to Vienna.

Employee: I'm sorry. We can't do that.

Passenger: Oh, yes, you can. You did it the last time I flew this airline.



"We have a calendar based on the book, stationary based on the book, an audiotape of the book, and a videotape of the movie based on the book, but we don't have the book."

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DAMAGED GOODS



broken



torn



bent

11 Explaining problems with merchandise

IT'S NOT RIGHT FOR ME

It's the wrong size / color.

It's too big / small.
loose / tight

I changed my mind.

It's not really my style.

IT'S DEFECTIVE

It was broken when I opened the box.

There's a hole in it.
stain on it

A part / piece is missing.

It doesn't work.

12 ON THE PHONE

Service Rep: Hello. TechToys.

Customer: Hi, I'm calling about the electronic water gun that I ordered from your Website for my son.

Service Rep: Yes. How can I help you?

Customer: It seems to be missing a few parts.

Service Rep: Have you checked all the parts against the list in the box?

Customer: Yes, I have. I can tell you everything that's missing.

Service Rep: OK. Just give me a moment.



13 Your change, sir! (based on a true story)

Three weeks ago, Mr. W. B. Lottner went to his local bank branch to exchange money after a trip. When he returned home, he discovered a message on his answering machine from the employee who had helped him. "Mr. Lottner, thank you for banking with us today. However, we made a mistake in your favor. You owe us ten cents. Please come to our branch at your earliest convenience and repay the discrepancy." Mr. Lottner thought it was a joke and decided to ignore the message.

The next day he found another message waiting for him with the same request. "This is too much," he thought, and promptly called the bank. He spoke to the employee who had left the message and told her that he didn't think the bank would appreciate that its employees were spending valuable time in order to recover ten cents.

The employee could not believe that Mr. Lottner would not agree to return money that was not his. After much discussion and with no agreement reached, Mr. Lottner decided it was best to put the incident behind him.

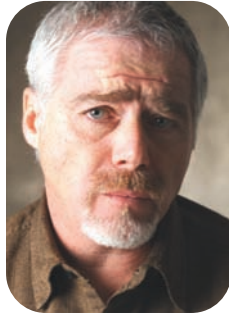
Last week, Mr. Lottner visited his bank to do some business. The employee who had previously hounded him for the ten cents recognized him immediately. "Mr. Lottner," she said, "do you remember that you exchanged some money a few weeks ago and there was a discrepancy? Now that you're here, would you mind settling the debt?" Incredulous, Mr. Lottner reached into his pocket and gave the employee a dollar, asking her to keep the change.

Mr. Lottner then left the bank. Unbeknownst to him, the employee was in hot pursuit. As he crossed the wide main street downtown, she caught up with him. In her hands were a receipt for ten cents and 90 cents change. The employee begged Mr. Lottner to take the money *and* the receipt. After all that he had been through, Mr. Lottner paused to think about it. Then he ...

Chapter Check

Now you can ...

A Describe customer service experiences



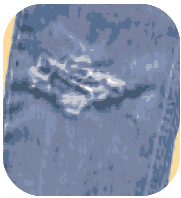
How was the service? How were you treated?

B Express satisfaction / dissatisfaction



Will you ever shop there again?

C Explain problems with merchandise



What seems to be the matter?

D Talk about a service surprise



What's the most unusual customer service experience you've ever had?

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We had such a good time!

Topics

Outdoor activities
Festivals around the world

Objectives

Describing an outdoor activity
Talking about festivals and celebrations
Describing unusual outdoor events

Grammar

Phrasal verbs



1 DESCRIBING AN OUTDOOR ACTIVITY

- Marie: How was the long weekend?
Diane: Very nice, thanks. On Sunday, we went to the Labor Day Festival at the park.
Marie: How was it?
Diane: It was a lot of fun. There was a parade, activities for the children, and some live music.
Marie: Really? Who was playing?
Diane: A local group. I've never heard of them before, but they played all kinds of music. At one point, people started dancing.
Marie: It sounds great. Did your children have a good time?
Diane: Oh, yes. They got their faces painted — I think that was the highlight of the day for them. And they always love picnicking. We pretty much spent the whole day there.
Marie: I'm sorry I missed it.
Diane: Well, there's always next year, you know.

Talking about festivals and celebrations

2 How was the festival?

- How was the Cherry Blossom Festival?
- Wonderful. We had such a nice time. The weather was perfect.
- You went to Ueno Park, didn't you?
- Yes. We had a little picnic and relaxed under the trees.
- Was there some music in the evening?
- I don't know. We left before it got dark.



▲ Cherry blossoms, Tokyo, Japan

3 What did you see there?



folk dancers



fireworks



musical bands



face-painting



arts and crafts



rides



street performers



hot-air balloons

4 What were they celebrating?



▲ Cinco de Mayo celebration, Puebla, Mexico

- Did you go to the Cinco de Mayo festival on Saturday?
- No, I didn't. You know, I'm embarrassed to say that I don't know what Cinco de Mayo is.
- Oh, well, it was traditionally a holiday to celebrate Mexico's military victory over the French in the 1800s. Nowadays, people get together to celebrate their heritage and culture, and to have a good time.
- So did you go?
- Yes, I did. It was a lot of fun. There was folk dancing and mariachi music. The dancers and musicians wore beautiful traditional costumes. And the food was delicious.
- I'll be sure not to miss it next year.

5 Two-Word Phrasal Verbs

PHRASAL VERBS THAT CAN BE SPLIT:

- When are they **setting up** the rides for the fair?
- I think they're **setting them up** tomorrow.

- Have you **figured out** which day you're going to attend?
- No, we still haven't **figured that out**. I'll let you know when we do.

- Have you **worked out** your vacation plans?
- No, we haven't **worked them out** yet.

When Liliana **brought up** the idea of going to Montreal, Clarisse offered to **check out** hotel rates on the Internet. She told Liliana that she'd **write down** anything interesting she found.

PHRASAL VERBS THAT CANNOT BE SPLIT:

- Have you **come across** any information on the Jazz Festival?
- No, I haven't **come across** anything at all.

- Did you **join in** when the crowd started dancing?
- No, I wanted to **join in**, but Sheila wasn't feeling well.

I've been **looking for** some information on festivals in Australia. It **turns out** that there are several interesting events in Sydney, Adelaide and Melbourne every year.

6 Three-Word Phrasal Verbs

TWO-WORD VERBS + PREPOSITION:


Javier walks too fast. — I can't **keep up with** him!

- I'm going to be out of the office tomorrow. Can you **fill in for** me?
- I'm not sure yet. Can I **get back to** you?

Paul doesn't think he'll go to the party tonight. He's not **feeling up to** it.

Richard is working hard to **get along with** everyone at his office. He's **making up for** a very stressful period in his life when he wasn't always kind to his colleagues.

Describing unusual outdoor events

7  Tell me about the festival.



▲ Australia National Day



▲ Pamplona, Spain



▲ Carnival in Rio de Janeiro

Australia National Day is celebrated _____. It commemorates _____ . Australians celebrate by _____ .

The running of the bulls _____. Every morning that week, people _____. And the bulls _____ .

In Brazil, Carnival _____. During those four days, _____. The Samba Schools _____ .

8 WORD PLAY Adjectives to express excitement

The running of the bulls was **thrilling**.

The fireworks were **dazzling**.

The dancers' costumes were **stunning**.

The street performers were **astounding**.

The view from the balloon was **breathtaking**.

The children's performances were **charming**.



▲ The traditional dances were **fascinating**.

9 One of the Greatest Shows on Earth!

Founded in 1954, the Galway International Oyster Festival is Ireland's longest running festival. Each year it draws visitors from all over the world. It has been listed by the *Sunday Times* as one of "The Twelve Greatest Shows on Earth." Over 100,000 native oysters will be consumed during this colorful week of gourmet food and great fun.

The annual highlight of the action-packed program is the Guinness World Oyster Opening Championship. Competing for the World Title, contestants from every continent vie to open 30 oysters in the shortest time. This year entrants are from Australia, Austria, Canada, Denmark, Finland, France, Germany, Holland, Norway, Russia, Singapore, Sweden, Switzerland, the UK, and the USA.

John Holland, chairman of the festival, invites travelers "to come and celebrate life at the Galway International Oyster Festival. This unique event is all about friends, fun, and fabulous seafood combined with world class entertainment in the charming medieval city of Galway."



Calendar Highlights



Friday, September 26

THE MAGNIFICENT 'MARDI GRAS' PARTY –

Champagne and Oyster Reception followed by a superb repast. The Mayor of Galway will give a short welcome. The evening's entertainment will feature top performers, cabaret, and dancing till late.

Dress code - Smart Casual

Saturday, September 27, 2:00 pm

GUINNESS WORLD OYSTER OPENING CHAMPIONSHIP –

The Guinness World Oyster Opening Championship will have contestants from every continent competing for the World Title and valuable Prizes.

Source: www.galwayoysterfest.com

10 CULTURE CORNER



What are you doing on the Fourth?

Many Americans gather together for picnics on the 4th of July. Hamburgers and hot dogs top the list of favorite foods. In a recent survey by the American Meat Institute, 32% of American adults said hamburgers were their favorite, and 19% voted for hot dogs. They also said the hot dog is the food most commonly associated with the U.S. On a typical July 4th, Americans eat 150 million hot dogs!

Source: *American Meat Institute*, www.hot-dog.org



Chapter Check

Now you can ...

A Describe outdoor activities



How were the fireworks?



How were the performances?



B Talk about festivals and celebrations



How was the festival? What kinds of activities did you do?

C Describe unusual outdoor events



What typically happens during the festival? Do you enjoy it?

See you there!



It's cooler than I expected.

Topics

Weather as a factor in decision-making
Environmental conditions
Travel precautions

Objectives

Talking about the weather
Describing weather conditions
Talking about travel concerns

Grammar

If-clause review



1 TALKING ABOUT THE WEATHER

- Mr. Webster: Hello, Mr. Uchida. Welcome to Cardec Industries. May I take your coat?
- Mr. Uchida: Yes, thank you.
- Mr. Webster: How was your trip?
- Mr. Uchida: Fine, thank you. The weather here is cooler than I had expected.
- Mr. Webster: Yes, it's been unusually chilly the past few weeks. What's the weather like in Tokyo this time of year? Is it warmer there?
- Mr. Uchida: Yes, warmer and a lot more humid. Our rainy season just ended, and it's starting to get very warm. This cool weather is a nice change for me.
- Mr. Webster: I'm glad to hear that. Could I offer you some coffee before I show you around our facility?

Describing weather conditions

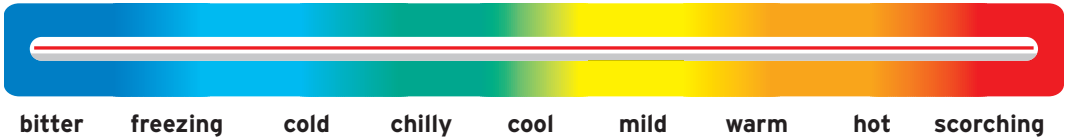
2 What do you know about Vancouver?

- We're thinking about holding our next conference in Vancouver, Canada. Do you know anything about the city?
- From what I've heard, it's an excellent spot for a conference. It's a beautiful city. There's a convention center downtown. And there's a lot to do there.
- It must be cold there, right?
- Actually, it's on the coast and has a mild climate. It seldom goes below freezing in the winter, and it's dry and pleasant in the summer.



▲ Vancouver, Canada

3 What's the weather like there?



4 We got snowed in!

- How was your trip to the Caribbean?
- We never made it.
- Really? What happened?
- We got snowed in.
- Oh, was your trip the same week as the blizzard?
- Unfortunately, it was.



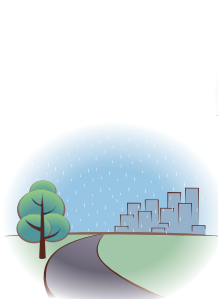
flurries



it's snowing



a blizzard



it's sprinkling



it's raining



a storm

- I don't think we're going to be able to play golf this weekend.
- Why not?
- They're calling for heavy rain all afternoon.
- As long as there's no lightning, I don't mind.
- But I do!

Focusing on language

5 *If*-clause review

PRESENT / FUTURE *REAL* CONDITIONAL

If July is very hot, I'll probably stay at the beach.

If you're going to China, you'll need to apply for a visa.

If Lisa has already been to Montreal, she should go to Quebec.

PRESENT / FUTURE *UNREAL* CONDITIONAL

If I were you, I wouldn't go there during the rainy season.

If they spent more time in Italy, they would speak Italian better.

If you were visiting Chicago in the winter, you would need a heavy coat.

PAST *UNREAL* CONDITIONAL

If we had listened to the forecast, we would have taken our umbrellas.

If Bill had been traveling by car instead of by train, it would have taken much longer.

If they had been told about the storm, they would have stayed at home.

INVERTED ORDER

I will probably stay at the beach if July is very hot.

They would speak Italian better if they spent more time in Italy.

You would have gotten a cheaper flight if you had checked the Internet.

QUESTIONS

- If July is very hot, will you go away? - What will you do if July is very hot?
- Yes, I probably will. - I will probably go away.

- If you had six weeks' vacation, where would you go?
- If you were free for the winter, what would you do?
- If you won the lottery, what would you do with your winnings?

- What would you do if you lost your passport in a foreign country?
- What would you do if your company wanted to send you to another country?
- What would you ask for if you had three wishes?

6 *If* vs. *unless*

If you don't make a reservation in advance, you **won't be able** to get a room.

Unless you make a reservation in advance, you **won't be able** to get a room.

You won't be able to play at that golf club if you don't know anyone there.

You won't be able to play at that golf club **unless** you know someone there.

Talking about travel concerns

7 What do they need to be aware of?







8 Issues that give travelers pause

The Bureau of Consular Affairs of the U.S. Department of State publishes announcements, general information and travel advisories with regard to travel abroad. A brief scan of the advisories and warnings for various countries posted on the State Department's Website yields a long list of concerns for travelers. The types of issues raised tend to fall into the following categories:

DISASTER PREPAREDNESS — earthquakes, typhoons, hurricanes

MEDICAL FACILITIES AND HEALTH — inadequate medical facilities, poorly trained medical personnel, the need for vaccination, inadequate clean water, the risk of insect bites

TRAFFIC SAFETY AND ROAD CONDITIONS — poor road conditions, landslides, livestock on roads

CRIME — petty theft, carjacking, "Good Samaritan" scams, "express" kidnapping

What issues are of most concern to you when you travel abroad?

Source: travel.state.gov

9 Better safe than sorry



- You're not going to believe this — my trip has been postponed because a travel advisory has been issued due to political unrest in the country.
- It's better to be safe than sorry in such situations.
- I'm really disappointed, but I suppose you're right.

10 WORD PLAY Expressions related to the weather

Martina's been feeling **under the weather** all week. I think she has the flu.

Don't count on Brian for help when you're having problems. He's a **fair-weather friend**.

We won't be seeing Julia tonight. She's **snowed under** with work.

William seemed very confused. Does he always walk around **in a fog** like that?



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11 Unusual weather we're having lately, isn't it?

- Why did it take you so long to get here?
- It's extremely foggy on the other side of town.
- That's strange. It's so nice and sunny here.



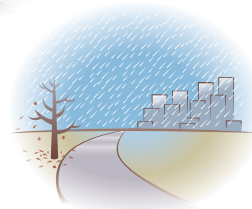
hail



thunder and lightning



fog



sleet



Off the Press

The hottest star in Hollywood created the steamiest news story in weeks last night. Blaze Burning, the hot-tempered star of such hits as *Liar, Liar, Pants on Fire* and *Hot Gun*, gave director Marty Hotz good reason to be hot under the collar when he drove off in Hotz's hot pink Ferrari Enzo last night at 11:45 p.m. Apparently, the two had gotten into a heated argument about Hotz's next project. Campaigning for a role in the director's upcoming film about the auto racing business, Burning untruthfully told Hotz that he was once a hot shot racing prospect on the Nascar circuit. Hotz replied: "That's a hot one!"

Infamous for his hotheadedness, Burning then told Hotz that he would show him some of the hottest driving he's ever seen and hot-footed it over to Hotz's house, where he proceeded to hot-wire the director's Ferrari. Hotz, hot on the young actor's trail, said he saw Burning "burn rubber and he was gone."

This is not the first time that Hotz and Burning have gone at it hot and heavy. Two years ago, during the filming of *Summer Heat*, tempers flared when an overheated Hotz gave Burning the cold shoulder.

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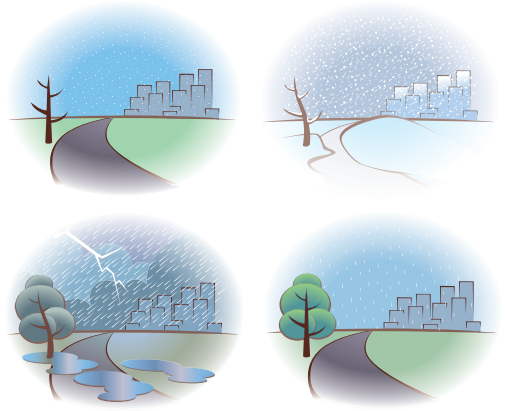
Chapter Check

Now you can ...

A Talk about the weather



B Describe weather conditions



How was the weather during your trip?
Did you have to change your plans because of the weather?

C Talk about travel concerns



Do you have any concerns about travel abroad?
What issues are you concerned about?



Review

Now You Can ...!

- Talk about travel concerns
- Describe weather conditions
- Talk about the weather
- Describe unusual outdoor events
- Talk about festivals and celebrations
- Describe an outdoor activity
- Explain problems with merchandise
- Express satisfaction / dissatisfaction
- Describe customer service experiences
- Talk about a service surprise
- Describe emotions
- Describe reactions to change
- Talk about difficult decisions
- Discuss economic changes
- Describe management styles
- Describe people's reactions to pressure
- Summarize actions taken in a crisis
- Explain the demands of work

ACTION MODULE 1 – ROLE CARD A

A Difficult Project

You are responsible for an important research project at work. The deadline is two weeks away, and you don't see how you can possibly meet it. You have already asked everyone on the project team to work overtime. You are very discouraged and experiencing a lot of stress. Today, one of your key team members on the project told you he cannot be at work for at least a week because of a family emergency. To make matters worse, another employee has been out sick for the last few days. The morale of the team is not good.

You have made an appointment with your manager to discuss the situation. You think your team needs more time to complete the project – perhaps just a week more. It's time for your meeting. Go to your manager's office.

ACTION MODULE 2 – ROLE CARD A

Networking

You have just learned from your supervisor that your position is going to be eliminated. You must begin looking for a new job almost immediately.

You have a friend who works at a large company with an excellent reputation. You have often told him that you would love to work there. Call your friend and explain the situation. Ask how you might go about getting an interview in the sales or marketing departments of the company.

ACTION MODULE 3 – ROLE CARD A

I think there is a mistake

You are a customer at a clothing store. You're buying three items: a shirt, a jacket, and a belt. The jacket was marked as a sale item – 20% off. The salesperson has just given you the receipt for your purchases.

Check the receipt to make sure it is correct.



ACTION MODULE 1 – ROLE CARD B

A Difficult Project

You are the manager of the research department at your company. You have assigned a member of your staff to head up an important project. The deadline for the project is in two weeks. The employee wants to meet with you to give you a status report. You know that the team has experienced staffing shortages and morale is low.

The upper management of the company has made this project a priority. They will not accept an extension of the deadline. You would like to suggest bringing in some temporary staff to help your employee work through the difficult last phase of the project.

It's time for your meeting. Your employee is at your door.

ACTION MODULE 2 – ROLE CARD B

Networking

You are at your desk at work. This is a difficult time at your company. The financial results have not been good for the past several years. This year, the company laid off 15% of its staff and has implemented a hiring freeze through the middle of next year.

You like your job very much. You like the company and get along well with your colleagues. But with all the recent changes, you've been worried about your job lately.

Your phone is ringing. Answer it.

ACTION MODULE 3 – ROLE CARD B

I think there is a mistake

You work as a salesperson at Style First, a downtown clothing store. You've had a rough day today because of some confusion about the sale items in the store.

Yesterday, one of the clerks mistakenly marked several pieces of merchandise as sale items. You've tried to notify customers before ringing up their purchases if an item marked "on sale" was incorrectly labeled, but you have missed a few. Several customers have become upset when they realized that their purchases were not on sale.

The store will be closing in twenty minutes. You will be glad when the day is over.

ACTION MODULE 4 – ROLE CARD A

Boating anyone?

You just read about the Dragon Festival in town this weekend and would like to go. The festival is taking place at the riverfront park downtown. There will be music, Chinese dancers, and excellent Chinese food.

The description of the dragon boat races sounded very interesting. You'd like to go to the festival Saturday afternoon when the races will take place.

You made a new friend recently. Call and invite your friend to go to the festival with you.

ACTION MODULE 5 – ROLE CARD A

Talking about the weather

You and a friend had planned to go to the beach tomorrow.

You just went on line and checked the weather for tomorrow. The forecast reads: cloudy and warm in the morning; cooler and windy in the afternoon; 70% chance of rain.

You were looking forward to a day at the beach, but you don't want to take a chance with the weather. You're thinking that it might be wise to change your plans. You'd like to get together with your friend even if the beach doesn't work out. You'd be happy to go to a museum or see a movie.

Call your friend and share the weather forecast.

ACTION MODULE 4 – ROLE CARD B

Boating anyone?

You are the captain of a dragon boat. You have been very busy the past several weeks preparing for this weekend's dragon boat race at the city's Dragon Festival celebrating Chinese heritage and culture.

As you know very well, dragon boats are the largest flat water racing canoes in the world. Teams consist of approximately 20 paddlers, a drummer, a steerperson, and a captain. The sport doesn't require any special athletic skill. Anyone, young or old, can quickly learn the sport.

You've been participating in dragon boat racing for two years. You find it very exciting – the beating of drums, the team of paddlers working together, and the thrill of competition. You also enjoy the companionship of all the members of your team.

Unfortunately, you received a phone call earlier today from two of your paddlers, a couple, who have had to leave town for a family emergency. This leaves you two paddlers short one day before the race.

You have been calling friends and colleagues, trying to find replacement paddlers. On such short notice, you're finding it difficult to find someone who doesn't already have Saturday afternoon plans. You're beginning to lose hope.

Your phone is ringing. Answer it.

ACTION MODULE 5 – ROLE CARD B

Talking about the weather

You and a friend had planned to go to the beach tomorrow.

You've been working very hard lately and are looking forward to relaxing at the beach. You heard that rain was predicted over the weekend, but you don't trust weather forecasters. They predicted sunny weather the past two weekends, and it rained during both of them. You think they will be wrong again this weekend.

Your phone is ringing. Answer it.

Your Turn

1 A: Tell the class about a project that you have recently completed. How did the project go? Were there any problems? How did you meet the challenges of the project?

B: Ask a classmate if he experiences stress in his work life. Ask him how he deals with pressure and stress. Ask if he has any advice for handling stress. Report your findings to the class.

2 A: Tell the class about a time when you had to share difficult news with an employee, colleague, or friend. What was the situation? How did you break the news? How did the person take the news? Did you learn anything from the experience?

B: Ask a classmate if she has ever faced a difficult professional choice. What was it? What did she decide? Is she happy with the decision? If she had an opportunity to live that moment again, would she make the same decision? Share your classmate's experience with the class.

3 A: Tell the class about a situation in which there was a problem with something you bought. What was the problem? Was something broken? Was it the wrong size or color? Did the store solve the problem?

B: Ask a classmate to tell you about the best or worst deal he has ever made while shopping. What was the product / service? Why did he buy it? Why was it such a success / disaster? Report your findings to the class.

4 A: Tell the class about an outdoor activity or festival you have attended. What was it? When was it held? Who did you go with? What did you do there? Would you recommend it to others? Why? / Why not?

B: Ask a classmate which of the events in chapter 4 she would choose if she were given a free trip to attend one of them. Why does that particular festival or event appeal to her? Which aspects of the festival would she participate in and most enjoy? Report your findings to the class.

5 A: Tell the class about a time when the weather spoiled an event or outing you had planned. What were you going to do? Did you still do it, or did you have to cancel your plans? How did you feel about it?

B: Ask a classmate what he thinks would be the ideal climate to live in. Would he be willing to move to a place that has such a climate? Is weather an important factor in choosing where to live? Is it the most important factor? If not, what is? Report your findings to the class.

Check it out!



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CHAPTER 1 – ROLE CARD A

I can't work like this anymore!

You work at a small consulting firm downtown. It's a relatively new company, but it has been quite successful from the start.

There are only a few people working for this company and everyone is very busy. The office you share with your co-workers is cramped and noisy, and it's hard to work in this loud environment. This really bothers you. You think that if you had your own office you would be able to be more productive.

Your manager is a "people-person" and doesn't believe in closed-door offices. You've decided to speak to your manager about the working conditions and see what solutions can be found.

Knock on your manager's door.

CHAPTER 2 – ROLE CARD A

Moving on ...

You've worked for a large shipping firm for many years as a part of their middle-management team. You like your job and enjoy the benefits of working for an important corporation.

The economy has been changing in recent years, and you've heard talk of downsizing in many parts of your company, but you don't think your division will be involved. Not too long ago your boss spoke of hiring some new staff.

Although you've always been a good employee, your manager has never rated your performance very high during annual evaluations. Your work has generally been considered "satisfactory."

Someone is knocking at your door. Ask the person to come in.

CHAPTER 3 – ROLE CARD A

Scratch

You bought a brand-new car last month. It's black, shiny, and beautiful.

When you bought the car, the salesman gave you a coupon for a free car wash. You decided earlier today to use the coupon and have the car washed.

You picked up your car an hour ago, and it was very clean. Once you arrived home, you walked around the entire car to admire it. It was then that you noticed that the doors on the passenger side of the car were covered with long, thin scratches.

Your car is *not* so nice and shiny anymore.

Drive back to the car dealer and tell him what has happened.

CHAPTER 1 – ROLE CARD B

I can't work like this anymore!

You manage the offices of a small consulting firm downtown. It's relatively new, but has been quite successful from the start.

There are only a few people working for this company and everyone is very busy. Your office is cozy and dynamic, and everyone works closely together as a team. You're a "people-person," and you don't believe in closed-door offices. You feel that they isolate people and prevent the exchange of ideas.

You spend almost as much time working alongside your staff at their desks as you do in your office.

You work hard and encourage your staff to push themselves in their work. Lately you've noticed that one of your employees is not as productive as you'd like.

You've decided to speak to this employee, who has just appeared at your desk. This is a good opportunity to share your concerns.

CHAPTER 2 – ROLE CARD B

Moving on ...

You've worked for a large shipping firm for many years as part of their executive management team. You like your job and enjoy the benefits of working for an important corporation.

The economy has been changing in recent years, and many parts of your company have been downsizing. Not too long ago you spoke of hiring some new staff, but you've just received word that these plans must be changed. It has recently been decided that your division will also need to reduce its staff.

You're responsible for laying off several employees today. The list is long, and it will be difficult to break the news to these employees. You know they depend on the company and value their jobs.

Go speak to the first person on your list.

CHAPTER 3 – ROLE CARD B

Scratch

You work in a car dealership. You have a good reputation, and you sell a lot of cars.

A customer is walking into the dealership. You recognize this customer, to whom you sold a car last month. The customer looks angry.

Greet the customer.

CHAPTER 4 – ROLE CARD A

A festival weekend

Every year you like to attend the spring and summer festivals in your area, and this year is no exception.

A couple of months ago, you and your best friend from childhood made plans to attend a very popular festival in the town where you live. Your friend, who lives in another city, booked a flight to visit you during the weekend of the festival.

You and this friend grew up together. You know each other's families very well.

Yesterday, you received a phone call from your sister, telling you that she's taking a few days off from work and would like to visit you the weekend of the festival.

Call your friend and mention your sister's visit. This shouldn't be a problem – your sister and your friend were also very close many years ago. Find out if your friend would mind spending time with you and your sister.

CHAPTER 5 – ROLE CARD A

If the weather's OK ...

You're planning a summer vacation and have decided to consult a travel agent for advice on where to go. You enjoy spending time outdoors doing sports and other activities when you travel.

You'd like to go somewhere in the Caribbean. You haven't yet decided which island you'd most like to visit. You'd like to relax, but also do some sightseeing. Hot weather doesn't bother you.

You hope the travel agent will tell you which islands are best for what you'd like to do.

Go into the agency and see what they have to offer.

CHAPTER 4 – ROLE CARD B

A festival weekend

Two months ago you and your best friend from childhood made plans to attend a very popular festival in the town where your friend lives.

You don't live in the same city as your friend, so you booked a flight for the weekend of the festival. You found a very good deal on an airline ticket, but the ticket is non-refundable. You have already arranged to take several days off from work to make a "long" weekend of your visit.

You and your friend grew up together. You know each other's families very well. In fact, there was a time when you were also close to your friend's sister. Unfortunately, that relationship took a turn for the worse, and you broke off all contact with her. You never mentioned this to your friend because you didn't want it to affect your friendship.

This issue has never come up because your friend's sister lives in another city, quite far from your friend.

Your phone is ringing. Answer it.

CHAPTER 5 – ROLE CARD B

If the weather's OK ...

You are a travel agent in a large agency. Clients often turn to you when they have trouble deciding where to go on their vacations. You have quick access to weather conditions in many popular destinations. This often helps people make decisions.

Jamaica's leading golf resort is having a special, and they're offering bonuses to the agent who sells the most vacation packages this month. The last day of the sales contest is tomorrow, and you'd like to book a few more trips to this resort before the contest ends.

The weather in the Caribbean is not the best in the summer. Major tropical storms are common, and hurricanes can also be a problem. Below is your "short list" of Caribbean destinations for which you have great deals for hotels, activities and flight arrangements.



Location	Activities
St Lucia	swimming, volcano excursions
Dominican Republic	swimming, surfing, shopping
Jamaica	swimming, golf, tennis
Cancun	swimming, sightseeing (Mayan ruins), shopping

A client is walking into your agency now. Say hello.

Vocabulary Index

- address (problems) (1)
ahead of schedule (1)
anticipated (1)
anxious (1)
arts and crafts (4)
astonishing (4)
- bargain (3)
be finalized (2)
be targeted (2)
behind schedule (1)
bitter (cold) (5)
bitter (*emotion*) (2)
bleak (1)
blizzard (5)
brand new (3)
breathtaking (4)
bring up (4)
bumped (2)
- calm (1)
cancel (1)
celebrate (4)
challenge (1)
charming (4)
chilly (5)
chip (3)
cold (5)
come across (4)
compatible (3)
competitive (2)
complain (3)
concern (1)
confident (2)
confirm (1)
consumer confidence (2)
cool (5)
could (1)
cover (3)
crack (3)
- dazzling (4)
dedication (2)
delegate (1)
dent (3)
depressed (2)
- ecstatic (2)
eliminate (2)
entire (3)
exchange (3)
excitable (1)
expand (1)
- face-painting (4)
failure (1)
fall behind (1)
- fascinating (4)
features (3)
feel up to (4)
figure out (3)
fill in for (someone) (4)
fireworks (4)
flurries (5)
fog (5)
folk dancers (4)
freezing (5)
frugal (2)
- get along with (4)
get back to (someone) (4)
grateful (2)
guilty (2)
- haggle (over) (3)
hail (5)
handle (1)
heritage (4)
hires (2)
holiday (4)
hot (5)
hot-air balloons (4)
- impatient (1)
in / out of stock (3)
input (1)
install (3)
- job security (1)
join in (4)
- keep up with (4)
- lack (of) (1)
laid off (2)
lay off (2)
lightning (5)
lots of (3)
- maintenance (3)
make matters worse (1)
make up for (4)
make up the time (1)
manageable (1)
may (1)
might (1)
mild (5)
model (3)
morale (1)
must (1)
- notice (3)
- on schedule (1)
on / off track (1)
optimistic (2)
- ought to (1)
out of / under control (1)
out of a job (2)
output (2)
- pace (oneself) (1)
percent (20% off) (3)
profitable (2)
- quote (3)
- rain (5)
receipt (3)
recent (2)
refund (3)
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retirement package (2)
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rise to the occasion (1)
- sales targets (1)
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stain (3)
storm (5)
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street performers (4)
stressful (1)
stunning (4)
- tense (1)
thrilling (4)
thunder (5)
traditional (4)
travel advisory (5)
trust (1)
- understaffed (1)
upset (1)
used (~ car) (3)
- warm (5)
window-shopping (3)
work out (details) (4)
year-end (2)

Expressions Index

Are you calling to (confirm our meeting tomorrow)? (1)
at your earliest convenience (3)

be in a fog (5)

Can I get back to you? (4)
Can I stop by to see you later? (2)
Can you fill in for me? (4)

fair-weather friend (5)
From what I've heard ... (5)

Have you heard the news? (2)
hit (you) like a ton of bricks (2)
How are you handling the lay-off? (2)
How are you taking the news? (2)
How was the long weekend? (4)

I appreciate your understanding. (1)
I paid through the nose. (3)
I took an early retirement. (2)
I'm calling about (the jacket) that I ordered. (3)
I'm calling to say that (I have to cancel). (1)
I'm looking for a ... (3)
I'm sorry I missed it. (4)
If there is anything I can do to help. (2)
In a heartbeat. (3)
It cost an arm and a leg. (3)
It has all the latest features. (3)
It turns out ... (4)
It was a steal / dirt-cheap. (3)
It's better to be safe than sorry. (5)
It's one of the best – hands down. (3)
It's (sprinkling). (5)
It's the wrong size/color/style. (3)

Just give me a moment. (3)

let off steam (1)

No questions asked. (3)
Not on your life! (3)

snowed under with work (5)

Thanks for all your help. (1)
The weather here is (cooler) than I had expected. (5)
There's always (next year). (4)
There's no way on earth. (3)
They're calling for (heavy rain) all afternoon. (5)
This is a nice change for me. (5)

under the weather (5)

We got snowed in. (5)
What a bargain. (3)
Why don't you give me a call (when things get better)? (1)

You can say that again. (3)
Your advice really helped me turn things around. (1)

CHAPTER 1

Modals of probability – degrees of certainty

- In some cases modals are used to express "best guesses" based on the information available at the moment.
- *May, might, and could* can be used to express less certainty: *It might (not) snow. It could rain later, but it's sunny now.*
- *Should, ought to, and must* are used to express more certainty: *They should be arriving any minute. They just called from the station. / They must be running late, or they would have called. / They ought to be back any minute according to the message they left us.*
- Modals have only one form.
- Short answers to *yes/no* questions do not include the use of the main verb: – *Are you going to the party on Friday? – I might. / We may.*
- Stress is placed on the modal to emphasize the degree of uncertainty: *We MIGHT not make it to the meeting.*

CHAPTER 2

Modals in the passive voice – present tense forms

- The passive construction is used when the focus is NOT on the person or thing doing the action: *The report could be completed this week. / The house might be sold. / Jobs may be cut.*
- The passive is used when the doer of the action is understood from context: *Salary cuts might be made (by the company).*
- The passive is also used to avoid mentioning the doer of the action: *Staff might be let go.*
- Passive modals express the possibility of a future action: *Employees may be reassigned. Employees might be asked to work fewer hours.*
- Questions are typically formed without the use of a modal: – *Is the factory going to be closed? – It might be.*
- Only verbs that take a direct object (transitive verbs) can be made passive: *The manager may reorganize the project. The project may be reorganized.*

CHAPTER 3

Gerunds and infinitives

- A gerund is the *-ing* form of a verb that functions as a noun; e.g., as the subject (*Shopping is fun.*) or the direct object (*I like shopping.*).
- When a gerund is used as the subject (*Shopping is fun*), an infinitive can be used to express the same idea (*It is fun to shop.*).
- The same is true with a gerund as the direct object: *I like eating ice cream. I like to eat ice cream.*
- With some verbs, using the gerund or the infinitive has the same meaning: *She started watching TV. = She started to watch TV.*
- With some verbs, such as *remember* and *stop*, the meaning changes: *They stopped going to the movies. They stopped to go to the movies.* (They no longer go. vs. They stopped in order to go.)
- Questions are formed according to the same rules: *Do you like to eat ice cream? = Do you like eating ice cream?*

- Adjective + preposition is followed by a gerund: *He is interested in buying a car. / He is unhappy about losing his keys.*
- Adjective without preposition is followed by an infinitive: *He is afraid to go. / She is ready to leave.*

CHAPTER 4

Phrasal verbs: 2- and 3-word verbs

- A phrasal verb is a verb + the word(s) that follow it; together the meaning is different from the separate meanings of the words.
- There are two types of phrasal verbs: *inseparable* and *separable*.
- An inseparable verb is made up of a verb and a preposition. The preposition always follows the verb. If there is a pronoun, it comes after the preposition: *I'll go over the schedule. I'll go over it.*
- A separable verb is also made up of a verb and a preposition. The preposition can be moved. If there is a noun, it can come before or after the preposition: *She threw away the letter. She threw the letter away.* The pronoun comes between the verb and the preposition: *She threw it away.*
- Sometimes a phrasal verb can be both separable and inseparable and have different meanings: *He took off his coat. = He took his coat off. = He removed it. Contrast with: We took off for the beach. = We left for the beach.*
- Phrasal verbs can be used in all tenses: *I clean out my desk on Fridays. / I figured out a plan. / We'll get back to you about the contract next week.*
- They can be used as gerunds and infinitives: *Coming up with a plan wasn't easy. It wasn't easy to come up with a plan.*
- It is important to memorize whether a phrasal verb is separable or inseparable.
- Examples of separable verbs are: *give up, put off, show off, turn down, stir up, hand out, mix up.*
- Examples of inseparable verbs are: *try out for, watch out for, come across, join in, look for, deal with.*

CHAPTER 5


If-clause review

- Conditional sentences are made up of two clauses: the *if*-clause that states the condition (*if it rains*) and an independent clause that states the result (*we won't go to the park*): *If it rains, we won't go to the park.*
- The *if*-clause can come before or after the other clause: *If he calls, I'll talk to him. = I'll talk to him if he calls.*
- There are two types of conditionals: *real*, which describe situations that are true, and *unreal*, which describe situations that are untrue or contrary to fact.
- The real conditional can be used to talk about the present and the future. To talk about a present habitual action, the present tense is used in both clauses: *If I study hard, I get good grades.* To talk about a future situation, the present tense is used in the *if*-clause and the future tense in the result clause: *If it rains, the concert will be cancelled.*
- To use the unreal conditional to talk about the present, the simple past is used in the *if*-clause and *would, could, or might* + the main form of the verb is used in the result clause: *If I knew the answer, I'd tell you. / If they lived closer, they might visit more often.*
- To talk about the past, the past perfect is used in the *if*-clause, and *would have* or *could have* + past participle is used in the result clause: *If he hadn't called, we would have left for the airport.*
- *If* and *unless* can both be used to state conditions: *We'll get there in time if we hurry. = We won't get there in time unless we hurry. = We won't get there in time if we don't hurry.*

1 Complete the sentences using the correct word(s) from the box.

morale scheduled long hours turned things around make up the time input

- The new version of the software is _____ for release next week.
- Just when it seemed that there was no hope for us to finish on time, our manager got more involved in the day-to-day work and really _____ for us.
- In order to keep the project on schedule, we've been putting in _____ the past two months.
- We'd like to get your _____ on the design of the prototype.
- The further we fell behind in our work, the lower our _____ got.
- We did everything we could to _____ in the schedule, but we still completed the project several days late.

2  **TRACKS 33-37:** Listen to each speaker and circle the best response.

- He's got everything under control.
 - Yes, he promoted two people.
- I'm concerned about my parents' health.
 - I'm worried about job security.
- I think poor staff morale is a key issue.
 - We'll meet the company's sales targets.
- It wasn't so much that. It was the staff rising to the occasion.
 - The bonuses were very generous.
- Yes, his leadership made a big difference when things got difficult.
 - Yes, the entire team was involved in every aspect of the project.

3 Put the words in the correct order.

Example: at / all-time / morale / low / right now / is / an

Morale is at an all-time low right now.

- the / on schedule / back / is / project

- brought / the manager / together / the situation / to explain / everyone

- strong / helped / turn / leadership / the situation / around / her / skills / the manager's

- is building / delays / the pressure / due to / several / at work / schedule

- hours / in / to make up / long / will have to / the schedule / we all / the time / put in

Practice

4  **TRACKS 38-43:** Listen to each question. Then match it with the best response.

- ___ a. I might stop by after work if I can.
- ___ b. I think so. He should be able to tell us a lot about the client.
- ___ c. Yes, it should be here any minute.
- ___ d. I should be free. I'll give you a call.
- ___ e. He could still be going over our report.
- ___ f. It wouldn't be a bad idea.

5 Write three sentences about possible plans for this coming week and/or weekend. Use **may**, **might** and **could**.

Example: I might see a movie.

- _____
- _____
- _____

6 Complete the conversations using the words in the box.

trust tense and impatient bring out care prioritize

- My manager tries to do everything himself. He doesn't delegate well.
- It sounds like he doesn't _____ anyone to do the job the way he wants it done.
- How do you want to go about this?
- Well, first let's _____ the tasks. It will be easier to organize ourselves if we do.
- Does your manager ask for your input?
- No, she doesn't seem to _____ about anyone else's ideas.
- What do you think your manager's most impressive quality is?
- He knows how to _____ the best in us.
- Do you like your new manager?
- No, not particularly. He's very _____ when he's under pressure.

7 Write three sentences about activities you do to help you handle stress.

Example: I like to play golf on the weekend.

- _____
- _____
- _____

1 Choose the best word to complete the sentences below.**A.** When the economy grows,

- | | | |
|--------------------------------|---------------|-----------|
| 1. _____ increases. | a. output | b. input |
| 2. workers are _____. | a. fired | b. hired |
| 3. consumers spend more _____. | a. cautiously | b. freely |
| 4. stock prices _____. | a. rise | b. fall |

B. When the economy shrinks,

- | | | |
|------------------------------|--------------|---------------|
| 1. consumer _____ decreases. | a. recovery | b. confidence |
| 2. consumers become _____. | a. frugal | b. eager |
| 3. workers are _____. | a. recruited | b. laid off |
| 4. _____ are frozen. | a. salaries | b. promotions |

2 Complete the sentences using a word from the box.

put	forced	move	terms	absorb
-----	--------	------	-------	--------

- At what point in your career did you _____ into sales?
- The staff needed some time to _____ the bad news.
- The entire division is going to be _____ out of work.
- It wasn't a _____ retirement. I chose to retire.
- We parted company on excellent _____.

3 Rewrite the sentences in the passive voice following the example.

Example: A larger company may take over our company.

Our company may be taken over.

- The airline should announce our flight soon.


- The waiter should bring your dinner in a few minutes.

- The manager could review our status reports this afternoon.

- They might restructure the Chicago office.

- The company ought to organize a party when the project is finished.

Practice


- 4**  **TRACKS 44-49:** Listen to each question. Then write a short answer to the question using the verb in parentheses.

Example: It should be. (should)

1. _____ (might)
2. _____ (may)
3. _____ (could)
4. _____ (might)
5. _____ (should)

- 5** Choose the best word to complete the sentences below.

1. Dan was _____ to hear that he was not among the employees laid off. (*relieved / furious*)
2. Sharon was _____ to start a new job at a new company. (*disappointed / excited*)
3. I'm very _____ to you for calling me to let me know about the new position in your department. (*confident / grateful*)
4. After he was laid off, Michael felt _____ and didn't know where to begin his search for a new job. (*hopeless / hopeful*)
5. I know that some of you feel _____, but I can assure you that you are definitely not responsible. (*guilty / glad*)
6. How are you going to find a new job if you're _____ all the time? (*optimistic / depressed*)


- 6**  **TRACK 50:** Listen to the conversation. Write the missing words in the blanks provided.

- Hi, Leonard. How are you? I heard you were (1) _____.
- Wow! Bad news travels (2) _____. Actually, it was my wife. It happened last week. It seems the head office of her company decided that the only way to remain (3) _____ was to reduce staff. So they lowered the ax. As of next Friday, she's (4) _____.
- How is she taking it?
- (5) _____ than I thought she would. When she first got the news, she was understandably (6) _____. She's been with the company ten years, you know.
- So what's she planning to do?
- She's getting a generous (7) _____, so she's planning to take some time to think about what she wants to do next.
- It sounds as though you're both (8) _____ the news very well.
- We are. Linda's pretty well connected. She's hopeful that by tapping into her network of (9) _____ she'll be able to get some leads on a new position when she's ready to start looking. And, at the moment, my job is (10) _____. All in all, we're not doing so badly.

1 Complete the sentences using the words in the box.

in stock	selection	features	repair	haggle
----------	-----------	----------	--------	--------

- The store offered to _____ our TV for free.
- Brian needs to decide which _____ he wants to have on his new car.
- When you shop in a supermarket, you can't _____ to get a lower price. Prices are fixed.
- The computer I wanted wasn't _____, so the salesperson ordered it for me.
- The store had a great _____ of furniture to choose from.

2  **TRACKS 51-55:** Listen and choose the best response.

- a. Let me check with our other store.

b. Yes, it has the latest features.
- a. It's of the highest quality.

b. It was a bargain.
- a. Yes, we have several in stock.

b. It depends on how old your TV is.
- a. It is. I just bought it last week.

b. It was. I paid through the nose.
- a. Thanks. It's a steal.

b. Does it cover all maintenance and repairs?

3 Rewrite the sentences using the infinitive of the appropriate verb.

Example: We tried buying a new part for our car, but the supplier was out of stock.

We tried to buy a new part for our car, but the supplier was out of stock.

- Rafael began collecting coins after his visit to Albania.

- Mary Ann can't stand shopping on the weekend when the stores are crowded.

- Victoria likes looking for bargains on line.

- We continued calling until we were finally able to get through to John.

4 Rewrite each sentence following the example.

Example: Returning a gift can be difficult.

It can be difficult to return a gift.

- Finishing the project took a lot more time than expected.

Practice

2. Understanding the fine print on a warranty is essential.

3. Shopping for a gift can be frustrating if you don't have an idea what to buy.

4. Waiting a long time on hold for customer service is annoying.

5 Put a check in front of the correct response.

1. In which sentence has Dawn *already* made the appointment?

___ a. Dawn remembered setting up the appointment.

___ b. Dawn remembered to set up the appointment.

2. In which sentence was Greg *not* already reading the advertisement?

___ a. Greg stopped reading the advertisement.

___ b. Greg stopped to read the advertisement.

6  **TRACK 56:** Listen to the conversation. Then answer the questions.

1. Why did the customer come to the store?

2. Is this the first complaint the store has received?

3. What did the customer want the store to provide first?

4. How does the store prefer to handle the transaction?

5. What does the customer decide to do?

7 Match the statements and the responses.

1. I'm calling about a jacket I ordered from your Website. ___

a. Would you like to exchange it for a different size?

2. I'd like to speak with the manager. ___

b. Have you checked the box thoroughly?

3. Do you have the sales receipt? ___

c. Yes, how can I help you?

4. There seem to be some parts missing. ___

d. No, it was a gift.

5. This coat is the wrong size. ___

e. I'll see if she is available.

1 Complete the sentences with a word from the box.

crafts	fireworks	missed	painted	highlight
--------	-----------	--------	---------	-----------

- We had a great time but, unfortunately, we _____ the live music.
- The _____ of the day was the hot-air balloon ride.
- My children loved the street performers and really enjoyed having their faces _____.
- We enjoyed looking at the arts and _____ on display.
- The _____ were fantastic! They lit up the whole sky!

2 Match the sentences with the answers.

- | | |
|---|--|
| 1. How was the festival this weekend? _____ | a. Yes, we found a great spot in the park. |
| 2. Were there any folk dancers? _____ | b. I don't know. We left before it got dark. |
| 3. Was there any place to picnic there? _____ | c. Definitely. I wouldn't miss it. |
| 4. Wasn't there a concert that night? _____ | d. Yes, and they wore beautiful costumes. |
| 5. Do you think you'll go again? _____ | e. It was a lot of fun. |

3 Answer the questions in complete sentences. Use the words in parentheses in your answer.

Example: Have they **set up** the stage for the street performers yet? (*this afternoon*)

No, they're setting it up this afternoon.


- Did Susan **bring up** the idea of going to the Cherry Blossom Festival? (*last night*)
- Yes, _____
- Has Mr. Simms **worked out** a vacation schedule? (*yet*)
- No, _____
- Did you **come across** any information on hiking in the area? (*on the Internet*)
- Yes, _____
- Did Ellen **write down** the directions to the jazz festival? (*before leaving*)
- Yes, _____
- Did your children **join in** with the dancers? (*for a little while*)
- Yes, _____

Practice

4 Complete the conversations using the phrases in the box.

feeling up to it get back to you keep up with him turns out fill in for you

- Do you still jog with Nick?
- No, I can't _____ anymore!
- I'm not going to be in the office tomorrow for the meeting.
- Do you want me to _____?
- Are you still free for lunch tomorrow?
- I'm not sure. Can I _____ this afternoon?
- Didn't we say we would go for a bike ride along the coast this weekend?
- Would you mind if I canceled? I'm not _____.
- Have you found anything interesting to do on Saturday night?
- Yes, it _____ there's a theater festival going on downtown.

5  **TRACK 57:** Listen to Marcia talking about a festival in her town. Then answer the questions.

1. When is the spring festival in Marcia's home town?

2. How long has the city been hosting the festival?

3. What are some of the festival events?

4. What does Marcia enjoy most?

5. What does it take to win first prize in this event?


6 Circle the word that best completes the sentence.

- The running of the bulls was _____. (*thrilling / charming*)
- The fireworks were _____. (*relaxing / dazzling*)
- The view from the balloon was absolutely _____. (*embarrassing / breathtaking*)
- The children who performed were _____. (*charming / stunning*)
- The jugglers and street performers were _____. (*challenging / astonishing*)

1 Complete the sentences using the words in the box.

bitter snowed scorching mild chilly

1. It's a little _____ today. I suggest you take a sweater with you.
2. It's absolutely _____ out there today! I can't remember it ever being this cold.
3. It's _____ outside. And they're calling for more hot weather the rest of the week.
4. I like places with a _____ climate — not too hot and not too cold.
5. Look! It's completely white out there. We're going to get _____ in.

2  **TRACKS 58-62:** Listen to each speaker and circle the best response.

1. a. It has a mild, pleasant climate. b. You don't need your winter coat.
2. a. It was cool and clear here, too. b. I heard there was a blizzard there.
3. a. It's below freezing for the most part. b. Yes, it's a great place to visit.
4. a. I've lost my umbrella. b. It's OK. There are just a few flurries.
5. a. It rained the entire time we were there. b. It was scorching hot in our part of town.

3 Write three sentences about the weather where you live.

1. _____
2. _____
3. _____

4 Using the phrases provided, write sentences using *if*.

Example: listen to the forecast / take our umbrellas

If we had listened to the forecast, we would have taken our umbrellas.

1. know that the weather was going to be bad / bring my winter coat

2. ever win the lottery / I / travel around the world

3. have a cell phone / can call the airline on your way to the airport


4. know that the road was closed / Sam / take another way home

5. call us before leaving / tell them that a storm was coming

Practice

5 Fill in the blank with the correct word – *if* or *unless*.

1. _____ it's not too hot tonight, I'll go for a bike ride after work.
2. You won't be able to get a table at Café Bernard _____ you call in advance.
3. Emil's parents won't be allowed in the country _____ they bring their passports with them.
4. _____ we stay at our friend's house, we won't be able to afford a ski vacation this year.
5. Lydie would speak better English _____ she had more opportunities to practice.
6. _____ you get snowed in, give me a call. I'll drive over in my truck.
7. You shouldn't stay in that hotel _____ you don't feel safe there.
8. You won't be able to get your hair cut today _____ you call for an appointment.
9. You're not allowed to bring your camera into the gallery _____ you have an authorization from the management of the museum.
10. _____ they don't start saving soon, they won't have enough money for their retirement.

6  **TRACK 63:** Listen to the conversation between Mr. Bianchi and a travel agent. Then answer the questions.

1. What does the travel agent recommend that Mr. Bianchi buy?

2. Why does she think this is important?

3. What happens if someone becomes very ill?

4. What happens if you lose your passport?

5. What is the travel agent going to do next?

7 Read each situation. Then write what you would do.

1. Your government issues a travel advisory for a country you are planning to visit.

2. You are going to a developing country, and you don't know what foods are safe to eat.

3. You don't know what immunizations you need before you travel to China.

Answer Key

CHAPTER 1

Exercise 1

1. scheduled 2. turned things around 3. long hours 4. input 5. morale
6. make up the time

Exercise 2

1. a 2. b 3. a 4. a 5. b

Exercise 3

1. The project is back on schedule. 2. The manager brought everyone together to explain the situation. 3. The manager's strong leadership skills helped her turn the situation around.
4. The pressure at work is building due to several schedule delays. 5. We all will have to put in long hours to make up the time in the schedule.

Exercise 4

1. c 2. f 3. a 4. b 5. d 6. e

Exercise 5

Answers will vary.

Exercise 6

1. trust 2. prioritize 3. care 4. bring out 5. tense and impatient

Exercise 7

Answers will vary.

CHAPTER 2

Exercise 1

- A. 1. a 2. b 3. b 4. a
B. 1. b 2. a 3. b 4. a

Exercise 2

1. move 2. absorb 3. put 4. forced 5. terms

Exercise 3

1. Our flight should be announced soon. 2. Your dinner should be brought in a few minutes.
3. Our status reports could be reviewed this afternoon. 4. The Chicago office might be restructured.
5. A party ought to be organized when the project is finished.

Exercise 4

1. It might be. 2. They may be. 3. They could be. 4. They might be. 5. It should be.

Exercise 5

1. relieved 2. excited 3. grateful 4. hopeless 5. guilty 6. depressed

Exercise 6

1. laid off 2. fast 3. profitable 4. out of a job 5. Better 6. upset
7. severance package 8. taking 9. contacts 10. secure

Answer Key

CHAPTER 3

Exercise 1

1. repair 2. features 3. haggle 4. in stock 5. selection

Exercise 2

1. a 2. b 3. b 4. a 5. b

Exercise 3

1. Rafael began to collect coins after his visit to Albania. 2. Mary Ann can't stand to shop on the weekend when the stores are crowded. 3. Victoria likes to look for bargains on line. 4. We continued to call until we were finally able to get through to John.

Exercise 4

1. It took a lot more time to finish the project than expected. 2. It is essential to understand the fine print on a warranty. 3. It can be frustrating to shop for a gift if you don't have an idea what to buy. 4. It is annoying to wait a long time on hold for customer service.

Exercise 5

1. a. Dawn remembered setting up the appointment. (*First Dawn set up the appointment, and then she remembered doing it.*) 2. b. Greg stopped to read the advertisement. (*First Greg stopped, and then he read the advertisement.*)

Exercise 6

Answers will vary. Possible answers:

1. The zipper broke on the travel bag she bought. 2. No, they've had several complaints. 3. The customer wanted a refund first. 4. The store wants the customer to look around for another bag. 5. She decides to look around.

Exercise 7

1. c 2. e 3. d 4. b 5. a

CHAPTER 4

Exercise 1

1. missed 2. highlight 3. painted 4. crafts 5. fireworks

Exercise 2

1. e 2. d 3. a 4. b 5. c

Exercise 3

1. Yes, she brought it up last night. 2. No, he hasn't worked it out yet. 3. Yes, I came across information on the Internet. 4. Yes, she wrote them down before leaving. 5. Yes, they joined in for a little while.

Exercise 4

1. keep up with him 2. fill in for you 3. get back to you 4. feeling up to it 5. turns out

Exercise 5

Answers may vary. Possible answers:

1. It's the first Saturday in May. 2. They've been hosting it for 50 years. 3. There's a big parade, street vendors, and flower displays. 4. She enjoys the flower displays. 5. There is a contest for the best flower arrangement.

Exercise 6

1. thrilling 2. dazzling 3. breathtaking 4. charming 5. astonishing

Answer Key

CHAPTER 5

Exercise 1

1. chilly 2. bitter 3. scorching 4. mild 5. snowed

Exercise 2

1. a 2. b 3. a 4. b 5. a

Exercise 3

Answers will vary.

Exercise 4

1. If I had known that the weather was going to be bad, I would have brought my winter coat. 2. If I ever win the lottery, I will travel around the world. 3. If you had a cell phone you could call the airline on your way to the airport. 4. If Sam had known that the road was closed, he could have taken another way home. 5. If they had called us before leaving, we could have told them that a storm was coming.

(Note: There is more than one possible response for some of the questions. The following are also correct: 2. If I ever won the lottery, I would travel around the world. 3. If you have a cell phone, you can call the airline on your way to the airport.)

Exercise 5

1. If 2. unless 3. unless 4. Unless 5. if 6. If 7. if 8. unless 9. unless 10. If

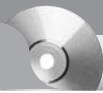
Exercise 6

Answers will vary. Possible answers:

1. She recommends that he buy travel insurance. 2. It will cover him for medical care around the world. 3. They will fly him back home. 4. They can help get a new one. 5. She's going to send him information.

Exercise 7

Answers will vary.



CHAPTER 1

ACTIVITY 1 | TRACK 1

- Barry Harmon.
- Hi, Barry. It's Ciro.
- Hi, Ciro. Are you calling to confirm our meeting tomorrow?
- Actually, I'm calling to say that I have to cancel.
- Oh, that's too bad. Is everything OK?
- Remember that big project I told you I was working on?
- Yeah.
- Well, it just got bigger. My boss decided to expand certain parts of it. To make matters worse, we're understaffed right now.
- Sounds pretty rough, Ciro. Listen, there's no pressure on us to meet this week. Why don't you give me a call when things get a little better?
- That may not be for a couple of weeks yet, Barry.
- That's all right. What I'd like to discuss can wait a while longer.
- Thanks, Barry. I appreciate your understanding.

ACTIVITY 6 | TRACK 2 | One

- You have reached Ed Norton, Director of Planning for Coulter Enterprises. Please leave a message, and I'll return your call. Thank you.
- Hi, Mr. Norton. It's Paolo Rossi. We've come up with several responses for the issues you raised during last week's meeting. The situation may not be quite as bleak as you suggested. We'd like to have an opportunity to share our ideas with you. Please give me a call at 212-555-4689. Thank you.

TRACK 3

- You have reached Ed Norton, Director of Planning for Coulter Enterprises. Please leave a message, and I'll return your call. Thank you.
- Hi, Mr. Norton. It's Paolo Rossi. We've come up with several responses for the issues you raised during last week's meeting. The situation may not be quite as bleak as you suggested. We'd like to have an opportunity to share our ideas with you. Please give me a call at 212-555-4689. Thank you.

TRACK 4 | Two

- Hello. This is Olivier Cheneau. I'm away from my desk for a moment. Please leave a message, and I'll call you back as soon as I can.
- Olivier, it's Linda. I got your e-mail. I'm concerned about the project, too, but I have a few ideas. I think they could make a difference. Give me a call so we can discuss. All right? Thanks.

TRACK 5

- Hello. This is Olivier Cheneau. I'm away from my desk for a moment. Please leave a message, and I'll call you back as soon as I can.
- Olivier, it's Linda. I got your e-mail. I'm concerned about the project, too, but I have a few ideas. I think they could make a difference. Give me a call so we can discuss. All right? Thanks.

TRACK 6 | Three

- Hi, this is William Stiles in R&D. I'm either away from my desk or on the other line. Please leave a message at the tone.
- Hi, William. It's Sarah. I'd really like to talk to you about the situation. Would you have time today? Let me know, OK? My extension is 3078. Thanks.

TRACK 7

- Hi, this is William Stiles in R&D. I'm either away from my desk or on the other line. Please leave a message at the tone.
- Hi, William. It's Sarah. I'd really like to talk to you about the situation. Would you have time today? Let me know, OK? My extension is 3078. Thanks.

ACTIVITY 9 | TRACK 8 | Yoshio

I can't say enough about my supervisor. She's excellent. She knows how to bring out the best in people. She worked her way up to her current position in our department from staff level. That makes a big difference — she knows our jobs inside and out. The work isn't always easy. There are plenty of stressful moments. But when things get really difficult, she rolls up her sleeves and pitches in with us. We know that we can go to her anytime we have a question or problem. She's supportive and knows how to motivate us. The bottom line is that she's committed to her team, and we all know it.

TRACK 9 | Shirley

A few years ago, I had a manager who — how can I say this? — who left a lot to be desired. He was rather disorganized, and he wasn't very reliable. Half the time he didn't even answer my e-mail. When I would ask him a question, he was evasive — I almost never got an answer out of him. It was stressful at times because all of us in the department needed guidance in our work and we weren't getting it. We sometimes wondered if he knew what he was doing. It sure didn't seem like it.

TRACK 10 | Simon

My current manager is a bit of a tyrant. She takes all important decisions herself. She would never dream of asking us for input. It's a shame because some of us have ideas, and we'd love to share them. The fact that our opinions mean nothing has



gradually eroded the morale of our entire group. How would you feel in our shoes? She doesn't trust us, she doesn't support us, and she doesn't respect us. It's not a great situation.

TRACK 11 | Hiroko

I once had a manager who was too friendly with us. She acted as though she was our buddy. She also had a hard time directing us in our work. That was a problem. Some people took advantage of her management style and didn't really do their jobs, but she never said anything to them. That made us feel that it didn't matter if we were doing our job or not. We also discovered that when it came to discussions with upper management, she suddenly wasn't our buddy anymore. She never stood up for us. When we found that out, some of us left the company. It shows that one person can make a big difference, either in a positive way or in a negative way.

CHAPTER 2

ACTIVITY 1 | TRACK 12

- Have you heard the news? Our entire division is going to be eliminated.
- Yes, I heard about it this morning. How are you taking it?
- Not great. I've been here eighteen years, you know. I'm having a hard time believing this is really happening to me.
- Listen, Dan, I know this must have hit you like a ton of bricks. You've got a lot to think about. If there's anything I can do to help.
- Oh, yeah, thanks, Al, I appreciate that. I'd better get going. I've got to make some calls.
- Can I stop by to see you later?
- I'm OK, Al. Really. I just need a little time to absorb this. Let's talk tomorrow, all right?

ACTIVITY 7 | TRACK 13 | Jerome

Last month, we were told that our division would be moving to Boston. Management is reorganizing the company and they feel that our division will be more efficient in the Boston location. We were all surprised at the announcement. What it means for the employees is selling our houses and changing our children's schools. And our spouses will have to find new jobs. It's not an easy decision. Of course, the company is going to pay for the move — they even take care of selling employees' homes. But we just bought our house last August. I still have a couple months to make a final decision. If we don't make the move, I'll either have to find a job in another part of the company *if* there's something for me, or I'll have to quit and look for a new job. My wife and I are really struggling with this decision.

TRACK 14 | Bridget

Ten years ago, I started a small company. Business has been good — so good, in fact, that one of the larger companies we do business with has made an offer to buy me out. The offer is very generous and very tempting. They've even offered me a managerial position within their organization. My friends and family say I should jump at it. Perhaps, but the reason I started my own company in the first place was to get away from the corporate world. I wanted to be my own boss, run my own show. I suppose I could always accept the buy-out and refuse the job, but this business is my life. This is not going to be an easy decision.

TRACK 15 | Alissa

I had my annual performance review last week. I got quite a surprise from my manager: He offered me a promotion. Sounds great, right? Well, it's for a position that I'm not dying to have. It involves more responsibility, of course, which I'd like. But it would also require a lot of travel. My husband and I have a small child. I've found a nice balance between work and family in my current position. But with the new job, I feel as though everything would be thrown out of whack. I don't think it would be good for my career to refuse the promotion. But I don't think it will be good for my family life, if I accept it. I asked my manager if I could think about it.

TRACK 16 | Mitchell

About six months ago, my boss told me that I was going to be "reassigned." What he meant was demoted. He explained that the company was trying to put people in positions that would be a better fit with their skills. I felt angry and humiliated. Later, when I found out that I wasn't the only one in the company being reassigned, I felt a little bit better. Then, after talking to my wife about it, I realized that the new position might actually be good for me for a while. I had been experiencing so much stress in my work ... I realized that a change could be good in some ways. My wife pointed out that I could try the new job for a while and if it didn't work out, I could look elsewhere. In the end, I think the hardest thing to accept was the cut in pay. That hurt.

ACTIVITY 11 | TRACK 17

- Did you hear the news? Allen was canned this morning.
- What?
- You know, severed, surplussed, downsized, non-retained, discontinued.
- You mean he was fired?
- That's it! Let go, disemployed, vocationally relocated —
- But why? His position wasn't redundant, was it?



- No, it was part of a policy of belt-tightening, resource reallocation, payroll adjustment, reorganization ...
- Got it. Understood. Message received.

CHAPTER 3

ACTIVITY 1 | TRACK 18

- What did you do this weekend, John?
- Lots of little projects around the house. We bought some shelves for the bedroom closet a couple months ago, but had never gotten around to putting them up. So this weekend we decided to install them.
- Are you happy with the closet now?
- Well, it wasn't as easy as we thought. Once we started building the shelves, we discovered that an entire bag of parts was missing.
- Oh no. So what did you do?
- You won't believe this, but we put all the pieces back in the box and went to the store where we had bought it to see if they could give us the missing parts.
- What did they do?
- They took the shelves back and gave us a brand new set of shelves. No questions asked. We were so surprised.
- Wow, that's great service.
- You can say that again.

ACTIVITY 8 | TRACK 19 | Olivia

I went to a department store the other day to buy a blouse. When I got to the cash register to pay for it, the salesperson asked me if I had a coupon. She said it would give me an extra 25% off. I told her I didn't have it. She had one by the register. She entered the code, and my shirt cost me 25% less! I thought that was really nice of her to give me the extra discount.

TRACK 20 | Jean-Pierre

Last summer I went to an ice cream place. I wanted to buy a triple scoop ice-cream cone. The employee told me they only served single and double scoops. So I said: "OK, just put three scoops on a cone, and I'll pay for one single and one double scoop." But no, he couldn't do that — it was against company policy. So he put two scoops into one cone and one scoop into another. I took the single scoop out of the cone and put it on top of the double scoop and gave the empty cone to my dog. The employee thought I was crazy.

TRACK 21 | Samantha

I subscribe to a couple of magazines. Last week I

called the customer service number of one of them to let them know that I was changing my address. What an ordeal! First of all, you never get a human being on the phone anymore. It's all automated. When I reached customer service, I was put on hold. That went on for ten minutes. When I finally got a live person on the phone, I was told that I had the wrong department. So I was transferred. Then the phone rang and rang, but nobody answered, and there was no way to leave a message. Finally, I got so annoyed that I hung up. I don't think I'm going to renew my subscription.

TRACK 22 | James

I went to a furniture store this weekend to buy a new sofa. I was looking around when one of the salespeople came up to me and asked if I needed help. I was glad she did because I was totally lost — there were too many choices. She helped me pick out the perfect sofa. She also told me that the store offers a free decorating service. A decorator comes to your house and gives you some ideas for setting your place up. Of course the decorating plan includes furniture from their store, but still, it's a nice service. After the sofa's delivered, I think I'll give it a try.

ACTIVITY 12 | TRACK 23

- Hello. TechToys.
- Hi, I'm calling about the electronic water gun that I ordered from your Website for my son.
- Yes. How can I help you?
- It seems to be missing a few parts.
- Have you checked all the parts against the list in the box?
- Yes, I have. I can tell you everything that's missing.
- OK. Just give me a moment.

TRACK 24

- Buongiorno. Moda Nuova.
- Hi, I visited your store in Rome when I was there on vacation. I'm calling to see if I can return or exchange a jacket I bought there. I didn't try it on when I was there, and I just found out that it's much too small for me.
- Some of our inventory is the same as in our stores overseas, but there are many items we don't carry here. If you'd like, you could bring the jacket in and we could see if we have it in stock.
- Actually, I don't live very near the store. I was hoping I could mail it to you.
- Could you hold just a moment? I'll check with the manager.



CHAPTER 4

ACTIVITY 1 | TRACK 25

- How was the long weekend?
- Very nice, thanks. On Sunday, we went to the Labor Day Festival at the park.
- How was it?
- It was a lot of fun. There was a parade, activities for the children, and some live music.
- Really? Who was playing?
- A local group. I've never heard of them before, but they played all kinds of music. At one point, people started dancing.
- It sounds great. Did your children have a good time?
- Oh, yes. They got their faces painted — I think that was the highlight of the day for them. And they always love picnicking. We pretty much spent the whole day there.
- I'm sorry I missed it.
- Well, there's always next year, you know.

ACTIVITY 7 | TRACK 26 | Australia National Day

Once I was in Australia on January 26 — that's Australia National Day. It's a big national holiday. It was incredible. I loved it. National Day commemorates the day the British captain, Arthur Phillip, arrived in Australia in 1788. He was the one who started the first permanent British settlement there. But nowadays, National Day is more of a big community day. The towns have lots of activities for the family — parades, fireworks, flag-raising, concerts, theater productions, and sports activities — a little bit of everything. One of my Australian friends told me there's a big carnival in Canberra, but I didn't see that. I was in Sydney. Anyway, National Day is a big, festive day when different groups — sporting clubs, theater troupes and so on — get out and celebrate and have fun together.

TRACK 27 | The running of the bulls in Pamplona

I was really lucky last summer. I was in Spain, in Pamplona, for the running of the bulls. It happens over one week — from the 6th to the 14th of July. I'd seen it on TV before, but that's nothing compared to being there in person. It's a wild scene. The streets are jammed with people. Young men — and sometimes young women — dress in white trousers and t-shirts. They wear red scarves around their necks. Together they sing a short song three times. They sing it at 7:55 a.m., 7:57, and 7:59. Then at exactly 8 o'clock, a rocket is fired. Everyone starts running because there are six bulls running right

BEHIND them. The bulls run through the streets to the bullring, where they fight. It only takes them about four minutes to run to the bullring. Everyone has to run very fast, obviously, or they'll get hurt by the bulls. Sometimes people do get hurt. After that, the streets get very crowded. There are a lot of activities going on — music, dancing, singing contests, and so on. It's one big party all night long. If you ever get a chance, go to Pamplona for the running of the bulls. It's a must-see.

TRACK 28 | Carnaval in Brazil

When people think of Carnaval, they usually think of Rio, but, actually, Carnaval takes place all over Brazil. It's a four-day celebration, usually in February or March. During those four days, the country basically stops all normal activity while people dance the Samba in the streets. There is a Samba Parade with dancers in incredible costumes dancing all night long. People who come to watch also dance and have fun and try to forget about their everyday problems. We have these associations — called Samba Schools — and they compete in the parade. Each school tries to do its best to win — their costumes are fantastic — it's just incredible to see. It's a huge, four-day party!

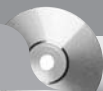
CHAPTER 5

ACTIVITY 1 | TRACK 29

- Hello, Mr. Uchida. Welcome to Cardec Industries. May I take your coat?
- Yes, thank you.
- How was your trip?
- Fine, thank you. The weather here is cooler than I had expected.
- Yes, it's been unusually chilly the past few weeks. What's the weather like in Tokyo this time of year? Is it warmer there?
- Yes, warmer and a lot more humid. Our rainy season just ended, and it's starting to get very warm. This cool weather is a nice change for me.
- I'm glad to hear that. Could I offer you some coffee before I show you around our facility?

ACTIVITY 7 | TRACK 30

- I've decided to take a bike trip across the south of France. I want to start in Biarritz and end up in Nice. I've never done this before, so if you have any tips, I'd love to hear them.
- I hope you're in shape, Richard. It's very hilly. Don't put too much in your backpack. And be sure to take some good rain gear. There can be showers at any time. But it's beautiful country, with many charming villages. I think you're going to love it.



TRACK 31

- Did you visit the World Health Organization's Website?
- Yes, I found it had a lot of great information if you are traveling to certain countries. For example, they had some general tips about what to eat and drink, or should I say what NOT to eat or drink ... what to avoid. They said that for many parts of the world it's a good idea to avoid drinking the water unless it's bottled or has been boiled. In addition, it's recommended not to eat raw vegetables or fruits. They also suggest not eating from food vendors on the street and to avoid milk and dairy products in many places. It depends on the country, of course. Trying new foods is one of the best parts of traveling, but it's not a bad idea to be careful about what you eat and drink.

TRACK 32

- We're planning a hiking trip in the mountains this weekend.
- That should be fun. One thing you need to pay attention to this time of year is how fast the weather changes. In the early morning, it can be very foggy. Then as the day progresses, it can get very sunny and warm. There could also be thunderstorms this time of year. Of course, the storms often pass as quickly as they begin. The thing is, you don't want to be out walking when a storm hits. So just pay attention to the weather. Keep an eye on the sky. If it starts to get dark, you know you need to find shelter fast.

PRACTICE: CHAPTER 1

EXERCISE 2 | TRACK 33 | One

Listen to each speaker and circle the best response.
How is the manager handling the situation?

TRACK 34 | Two

What is your biggest concern at work these days?

TRACK 35 | Three

We need to address the problems we've been having.

TRACK 36 | Four

Your strategy was brilliant.

TRACK 37 | Five

Did you rely on your staff for input?

EXERCISE 4 | TRACK 38 | One

Listen to each question. Then match it with the best response.

Is the train running on schedule?

TRACK 39 | Two

Do you think we'll need to take umbrellas?

TRACK 40 | Three

Are you going to the party for Mark Tatum's promotion?

TRACK 41 | Four

Are you going to ask Mr. Yoshida to participate?

TRACK 42 | Five

Will you be able to meet me for lunch some time next week?

TRACK 43 | Six

I wonder why the client hasn't called back yet.

PRACTICE: CHAPTER 2

EXERCISE 4 | TRACK 44 | Example

Listen to each question. Then write a short answer to the question using the verb in parentheses.

Is the package going to be delivered today?

TRACK 45 | One

Will the tour still be given today at 3:00?

TRACK 46 | Two

Will the positions be filled soon?

TRACK 47 | Three

Are more employees going to be laid off?

TRACK 48 | Four

Are year-end bonuses going to be eliminated?

TRACK 49 | Five

Will the new strategy be discussed at tomorrow's meeting?

EXERCISE 6 | TRACK 50

Listen to the conversation. Write the missing words in the blanks provided.

- Hi, Leonard. How are you? I heard you were laid off.
- Wow! Bad news travels fast. Actually, it was my wife. It happened last week. It seems the head office of her company decided that the only way to remain profitable was to reduce staff. So they lowered the ax. As of next Friday, she's out of a job.
- How is she taking it?
- Better than I thought she would. When she first got the news, she was understandably upset. She's been with the company ten years, you know.
- So what's she planning to do?
- She's getting a generous severance package, so



she's planning to take some time to think about what she wants to do next.

- It sounds as though you're both taking the news very well.
- We are. Linda's pretty well connected. She's hopeful that by tapping into her network of contacts she'll be able to get some leads on a new position when she's ready to start looking. And, at the moment, my job is secure. All in all, we're not doing so badly.

PRACTICE: CHAPTER 3

EXERCISE 2 | TRACK 51 | One

Listen and choose the best response.

Do you think you can track down the model I want?

TRACK 52 | Two

How good a deal did you get on the sofa?

TRACK 53 | Three

Do you think this DVD player will be compatible with my TV?

TRACK 54 | Four

Your car looks brand new!

TRACK 55 | Five

Are you interested in a service contract?

EXERCISE 6 | TRACK 56

Listen to the conversation. Then answer the questions.

- Can I help you?
- Yes, I bought this travel bag last week. I used it one time and the zipper broke. There must have been something wrong with it.
- I'm sorry. We've been having trouble with that shipment of travel bags. Several other customers have complained about the zipper breaking. Would you like to exchange your bag for another one?
- Well, I don't want to exchange it for a new bag, then get it home and have the zipper break again.
- If you still have your receipt, I can refund your money. Or, if you'd like to look around and see if you can find another bag you'd like instead.
- Could you give me the refund first? Then I'll take a look around and see if there's another bag I want.
- Actually, it's easier for the store not to do the refund separately. So if you think you might like another bag, I'll wait for you to look around.
- All right. Just give me a minute to see what else you have.
- Let me know if you have any questions.

PRACTICE: CHAPTER 4

EXERCISE 5 | TRACK 57

Listen to Marcia talking about a festival in her town. Then answer the questions.

The spring festival in our town is an exciting event. It involves the entire community. This year we're celebrating the 50th anniversary of the festival. Thousands of people come from all over the country for it. It takes place the first Saturday in May. There's a big parade with school bands, firefighters, and street performers. Spectators sit along the parade route to watch and wave. Street vendors sell food and handmade art. There's a lot going on. The absolute highlight for me are the flower displays. Every year, there is a contest for the best flower arrangement. They're all so gorgeous. Anybody can enter the contest. The winner receives a prize from one of our local businesses. One year, they gave away a trip to Holland. That was definitely the best prize yet.

PRACTICE: CHAPTER 5

EXERCISE 2 | TRACK 58 | ONE

Listen to each speaker and circle the best response.

Do you know anything about Santa Barbara, California?

TRACK 59 | Two

We had such bad weather during our vacation in Montreal.

TRACK 60 | Three

Moscow is not the warmest place in the winter, is it?

TRACK 61 | Four

I don't think you should drive in this weather.

TRACK 62 | Five

How was the visit to the harbor?

EXERCISE 6 | TRACK 63

Listen to the conversation between Mr. Bianchi and a travel agent. Then answer the questions.

- Silvio Bianchi.
- Mr. Bianchi, this is Anita from Brooks Travel. I have your itinerary ready. I'll fax it over to you this morning.
- Good. So I'm all set?
- Yes, and I'm also going to send over some information on travel insurance. If you travel outside the country, it's a good idea to have travel insurance. It covers you for medical care around the world, as well as a few other things.

Audio Script



- That sounds like a good idea. Could you briefly just tell me a little more about it?
- Sure, hold on for a moment. ... Mr. Bianchi?
- Yes?
- It says here that you get 24-hour travel assistance and coverage for medical bills, hospital expenses, and unexpected trip expenses. So, for example, if you lose your passport, they can help you get a new one. If you need a doctor, they will put you in touch with one. And, if you were to become very ill or get injured — which, of course, we hope won't happen — they will fly you back home. Basically, you know that if anything happens to you, you can get help without facing big out-of-pocket expenses.
- It seems like something to consider. How much does it cost?
- There are several options. Why don't you take a look at the information I'm sending you. If you have any questions, just give me a call.
- Great. Thank you for your help, Anita.
- Have a good day, Mr. Bianchi. Bye-bye.