

Lesson 2B

GRAMMAR | ellipsis and substitution
VOCABULARY | industry competition
PRONUNCIATION | phrasal stress

VOCABULARY

industry competition

1 A Choose the correct word to complete the sentences.

- 1 New technology can help the business to **gain / pull / push** a competitive edge.
- 2 It's important to nurture staff so they **become / forge / fulfil** their potential.
- 3 The two businesses decided to **form / make / gain** an alliance, to compete better.
- 4 If we put the effort in now, I'm sure we can **push / throw / pull** beyond our limits.
- 5 The two managers have always been **sour / bitter / hard** rivals.
- 6 We really want the company to do better than its main **alliance / adversary / partnership**.

B Read what the managers say about their business. Then choose the best second sentence (a or b).

- 1 'We won't get anywhere if we try to go it alone!'
a I believe collaboration is the future.
b Cooperation will not help us increase profits.
- 2 'Our rivals are determined to be more successful than us this year.'
a We need to help them push beyond their limits.
b But we mustn't allow them to outdo us.
- 3 'We've managed to increase our profits since other companies started to compete with us.'
a The rivalry has been good for us.
b We need to form more alliances like this.
- 4 'We will monitor your career progress and make sure you are moving forward.'
a We will soon gain a competitive edge.
b We will help you to fulfil your potential.
- 5 'The company needs everyone to work together and work extra hard this year.'
a We all need to push beyond our limits.
b This kind of rivalry will bring huge benefits.
- 6 'We are forging a partnership with our rival.'
a We want them to gain a competitive edge.
b We believe this cooperation will benefit both of us.

PRONUNCIATION

2 A phrasal stress | Read the sentences. Choose the word in each phrase in bold that has the main stress.

- 1 I hope I can be successful and **fulfil my potential**.
- 2 We should **form an alliance** with our rivals.
- 3 I think I really **pushed beyond my limits** last year.
- 4 These new products will help us **gain a competitive edge**.

B 2.04 | Listen and check.

C Practise saying the sentences in Ex 2A. Remember to stress the correct words in the phrases.

GRAMMAR

ellipsis and substitution

3 A Choose one or two words that can be omitted in each sentence without changing the meaning.

- 1 The meeting was long and it was boring!
- 2 I think Sam should accept the job offer, but I don't think he will accept it.
- 3 The company refuses to pay its staff a decent wage – it's disgusting!
- 4 The company plans to spend millions of pounds on new machinery – that's a bold strategy!
- 5 I was delighted when we won the contract and my colleagues were delighted, too.

B Choose the correct word or phrase to complete the sentences.

- 1 Companies that cooperate are more successful than those that are unwilling to
a do b do so c did so
- 2 We didn't make a profit but our rivals
a did it b did too c did
- 3 Our main competitor produces a small electric car and we produce a very similar
a one b that c it
- 4 I'm not sure if we'll be successful, but I hope
a this is b so c that
- 5 The company may close, but I hope
a it isn't b not c doesn't
- 6 We cut some staff and other departments
a so b did it c did the same

READING

4 A Read the article on page 13. Choose the best title.

- a Is football going out of fashion?
- b Return of the beautiful game?

B Read the article again. Are the statements True (T) or False (F), according to the writer?

- 1 Three-sided football is intended to be less competitive.
- 2 In three-sided football games, teams decide at the beginning who they will cooperate with.
- 3 Three-sided football lacks detailed rules.
- 4 Three-sided football is already extremely popular all over the world.

C Look at the phrases in bold (1–6) in the article. Choose the correct meaning for each one (a or b).

- 1 a directly with each other b for a short time
- 2 a dull and boring b completely fixed
- 3 a cooperate with b betray
- 4 a very quickly b after careful thought
- 5 a impossible with b a natural part of
- 6 a at an early stage b becoming popular

It hardly needs stating that football is hugely popular around the world, but as well as the pleasure that fans take from watching their favourite teams, there are concerns about the way the game has developed. Many now see it simply as a big business, one that's more concerned with making money than the original principles of fair play and sportsmanship. There are also more philosophical objections. Because two teams compete **'head-to-head'**, the game can be seen as encouraging division, creating an 'us vs them' culture. Some would like a return to the sense of fun and enjoyment that were always part of what has been called 'the beautiful game'.

With this in mind, Dutch artist Asger Jorn devised three-sided football in 1962, to create an alternative version which encourages cooperation as well as competition. He believed that having three teams instead of two better reflected the complexity of the society we live in, in which partnerships shift and change and divisions between different groups are not **'set in stone'**.

So, how does three-sided football work? Three teams of five players, each with their own goal, play on a hexagonal pitch. Unlike the traditional game where scoring goals is the most important aim, in this version, the team conceding the fewest goals wins. This sets up some interesting dilemmas. Suppose your team and one other team have each conceded a goal. It is then in your interest to make sure the third team also concedes one. So you temporarily form an alliance of ten players, in order to target the five players in the third team. But here's the tricky bit. Your allies may decide that it's in their interest to see you concede a second goal. So if you give them the ball, they may **'double-cross'** you and kick it into your goal!

There are as yet no concrete rules about how long each period of play lasts and only loose guidelines on free kicks and throw-ins. As a result, three-sided football has been described as 'organised confusion'. But it is in fact a complex game of strategy and tactics – both a mental and physical workout. Because of the continually shifting alliances and rivalries, players interact with each other across the teams and there are no hard feelings when players betray each other, as it is all part of the game. It also allows individuals to make decisions **'on the spur of the moment'** about which players to cooperate with and which goal to attack. The ever-shifting nature of the relationships on the pitch mean that games tend to be good-natured, with fun and laughter almost **'hard-wired'** into the sport.

So far, the game is still **'in its infancy'**. There are a small number of local leagues operating in a handful of countries and the first official World Cup took place in 2014 in Denmark, with teams from six countries taking part. Fans hope to take the sport forward as an alternative to the cut-throat competitiveness of the more traditional two-sided version of the game.

WRITING

an article

5A Read the first paragraph of an article about the benefits of less competitive sports. Match the words and phrase (1–5) with the functions (a–e).

- a introduces a reason
- b introduces a contrast
- c avoids repeating a verb used earlier
- d refers back to a noun mentioned earlier
- e refers back to a whole idea mentioned earlier

Sport doesn't have to be competitive

We tend to assume that competitiveness in sport is a positive, driving people to perform at a higher level than they would **'do'** if the game were just for fun. **'Nevertheless'**, there are also downsides to focusing solely on competition. Firstly, this encourages the mindset that winning is the sole aim of taking part. **'Such'** a mindset can lead to feelings of failure when, as is inevitable, players fail to come out on top. Of course, it is impossible to remove the element of competition entirely from sport, **'owing to'** the very nature of many games. But should we try to focus on less competitive sports instead and might **'this'** bring benefits?

B You are going to write three more paragraphs to complete the article. Make some notes about the benefits of more competitive sport and the benefits of less competitive sport.

6 Write your three paragraphs to complete the article using your notes from Ex 5B and words and phrases to connect your ideas. Write 220–260 words.



Lesson 3C

HOW TO ... | engage with other people's views
VOCABULARY | persuading and motivating
PRONUNCIATION | intonation: responding tactfully

VOCABULARY

persuading and motivating

1 Complete the conversation using words from the box.

coax drives enticed manipulates
motivating pressurise reasons win

A: What's your new boss like?

B: She's excellent. She's very good at ¹ _____ everyone to work hard.

A: Does she unfairly ² _____ you into working long hours, when you don't want to?

B: No. She seems to understand what ³ _____ each individual. She ⁴ _____ with staff and tries to ⁵ _____ them over.

2 Choose the correct words to complete the sentences.

- I'm feeling under a lot of **pressure** / **manipulation** to work long hours at the moment.
- I hate it when people use **manipulation** / **drive** techniques to control other people's behaviour.
- I'm so ambitious – I've got lots of **persuasion** / **drive**!
- I feel really tired at the moment and I have no **motivation** / **pressure** to study.
- It took a lot of patient **drive** / **coaxing** to get him to agree to the idea.
- I'm sure you can use your powers of **persuasion** / **pressure** to win her over!

How to ...

engage with other people's views

3A 3.05 | Listen to two conversations between four people who work at a college. Choose the two things they want to encourage students to do.

- choose healthier food in the canteen
- complete their homework by the deadline
- arrive at lessons on time

B 3.05 | Complete the extracts. The first letter of each word is given. Listen again and check.

- I can see where you're c _____ from ...
- But on a practical l _____, it would be difficult to ...
- Yes, that m _____ sense.
- A reward, on the other h _____, might be easier to put in place.
- It might be more e _____ to give students some kind of small extra bonus ...
- That's quite a neat i _____.
- I can s _____ why you're suggesting that ...
- ... one d _____ of that would be that some students might stop using the canteen ...
- Alternatively, what a _____ reducing the cost of the healthy options?
- I can see the s _____ in that.

PRONUNCIATION

4 3.06 | intonation: responding tactfully | Listen and look at the words in bold. Choose the correct word to complete the rule.

- I can see where you're **coming from**, but it might cause us some problems.
- That's quite a neat **idea**, but I'm not sure it would be effective.
- I can see the sense in **that**, but on a practical level, I'm not sure we could make it work.
- That makes **sense**, but it might be more effective to try something different.
- I can see why you're **suggesting that**, but one disadvantage would be the cost.

The speakers use a **high** / **low** tone on the words in bold, to show that a criticism will follow.

SPEAKING

5A Complete the conversation with one word in each gap.

A: Whenever we meet up for an evening out, Rob's always late! I'm thinking of telling him not to bother turning up if he can't make it on time.

B: I can see the ¹ _____ in that, but on the other ² _____, there's often a good reason why he isn't on time. It's sometimes because his bus is late.

A: That does sometimes happen. Maybe we could ask him to come by bike, like I do.

B: I can see ³ _____ you're suggesting that, but on a practical ⁴ _____, I don't think it's a great idea. He doesn't live in the city centre like you do. I doubt he'd like to go back home on a bike late at night.

A: That's true. Maybe we should just accept that he's always going to be late.

B: Alternatively, why ⁵ _____ simply tell him we're meeting half an hour earlier than we really are? That way, he'd probably be on time.

A: ⁶ _____ a really neat idea. Let's do that!

B 3.07 | Listen and check.

C 3.08 | You are B in Ex 5A. Listen and speak after the beep. Record the conversation if you can.

D Listen to your recording and compare it with Ex 5A.



Lesson 3D

LISTENING | role models and young people
READING | motivational speakers

LISTENING

- 1 **3.09** | Listen to a podcast about role models. Choose the aspect of role models it focuses on.
- recruiting teachers from different backgrounds, to be better role models for their students
 - using role models from the community to motivate students in schools
- 2 **3.09** | Listen again. Choose the correct words to complete the sentences.
- Good role models should allow teenagers to imagine **other people's lives / their own future**.
 - According to Nick, celebrities don't make good role models because they **come from very different backgrounds / are too successful**.
 - Nick defines a successful person as someone who **has a high level of income / has a job and a life they enjoy**.
 - The role models Nick chooses give students **a dream they are able to achieve / financial support to help them**.
 - Teenagers feel **especially / less** motivated by role models who did extremely well at school.

READING

- 3 Read the magazine interview about motivational speakers. Match the questions (a–e) with the paragraphs (1–5).
- What qualities do you need to be a motivational speaker?
 - What is a motivational speaker?
 - Do motivational speakers need to have an interesting personal story?
 - Why are motivational speakers important?
 - Do you need to be a good presenter?
- 4 Complete each sentence with a word from the article.
- The main role of a motivational speaker is to _____ people. (paragraph 1)
 - When people start to lose interest in their job, they become less _____ at work. (paragraph 2)
 - Motivational speakers have often experienced _____ in their own lives, which they have overcome. (paragraph 3)
 - The most important quality in a motivational speaker is to be able to communicate their own _____ to the audience. (paragraph 4)
 - Speakers must be able to present their talks in a _____ manner. (paragraph 5)

The role of motivational speakers

¹ _____ First and foremost, it's someone who is paid to inspire an audience. They are often people who have had unusual lives, perhaps have done unusual jobs or somehow achieved success against all the odds. They are usually hired by businesses to talk to their staff about their stories and their beliefs.

² _____ A good speaker gives people a new perspective, a new way of looking at things. It's very easy for people to start to feel that their life has become dull. When this happens, people lose the passion they once had. They lose the inspiration they once felt, which made them want to get up every morning and do the best they could. This loss of interest and motivation can begin to have an impact. So, from a business point of view, employees like this aren't as productive as they once were – they've lost their energy. A good motivational speaker can restore people's energy levels by giving them new ambitions, new reasons to do their best every day. A good motivational speaker can also help people who are struggling with their own issues, especially mental health problems.

³ _____ Well, it certainly helps. The best motivational speakers are those who can talk about their own experiences. It might be an explorer who has undertaken a particularly challenging journey and can relive the high and low points with the audience, or someone who has managed to succeed despite suffering serious setbacks. The goal of a motivational speaker is not to inform an audience, but to get them to respond on an emotional level. The best way for a speaker to do this is by relating their own journey through life, how they felt when times were tough and what motivated them to battle on.

⁴ _____ Well, you need to be likeable. People need to feel drawn to you on a personal level in order to be inspired by you. They need to feel that you're like them, so if you can overcome difficulties and succeed in life, they can, too. As well as this, you have to be good at getting things across in a way that's clear and easy to take in. Most of all, I would say you need to be able to get across your individual passion – the thing that drives you to succeed – so the audience will listen and respond.

⁵ _____ Yes. Being a good motivational speaker is about engaging people so they want to listen to you. It's essential that speakers are confident in the way they deliver their content. They're usually clever at combining words with images, and able to crack the odd joke in order to keep the mood light.

Lesson 4C

HOW TO ... | steer a conversation towards a topic
VOCABULARY | skills, abilities and experience
PRONUNCIATION | intonation: sounding professional

VOCABULARY

skills, abilities and experience

- 1 Complete the conversation using words from the box.

beyond competent handy hopeless
inexperienced proficient trained unskilled

- A: You've been fully ¹ _____ to be an accountant.
Why do you want to do ² _____ work in a café?
B: I need a break from my stressful career.
A: OK. So as an accountant, I guess you'll be ³ _____
at working out people's bills. Do you think you'd
also be ⁴ _____ with a coffee machine?
B: Yes, I've got one at home. I'm sure this job won't be
⁵ _____ me!

- 2 Complete the sentences with the correct form of the word in brackets.

- 1 The new sales rep is completely _____. She keeps losing all the customers' details! (competent)
2 I'm sure I could build a wall. I mean, it isn't exactly a _____ job, is it? (skill)
3 I don't think you should apply for a senior job until you're a bit more _____. (experience)
4 The young people we take on are completely _____ so we have to teach them everything about the job. (train)
5 It takes nearly seven years of _____ to become an architect. (train)

How to ...

steer a conversation towards a topic

- 3A 4.04 | Listen to three extracts from job interviews. Choose the job (a-c) each person is applying for.

- a waiter
b receptionist
c telephone sales assistant

- B 4.04 | Match the sentence beginnings (1-6) with the endings (a-f). Listen again and check.

- 1 I've thought about
2 What I can say
3 Well, that's quite
4 Can I just say that I am
5 Perhaps I could just talk
6 That's an

- a is that I believe in giving great customer service.
b well aware that this is a top-end establishment.
c about my experience of dealing with complaints.
d interesting question.
e this quite a lot.
f a broad topic.

PRONUNCIATION

- 4A 4.05 | intonation: sounding professional | Listen to the sentences (1-5) from job interviews. Choose the two that sound neutral and professional.

- 1 I'm experienced with training new staff members, so I'm confident about helping colleagues develop the skills they need for the job.
2 One of my main skills is managing budgets, so that won't be an issue for me.
3 I'm proficient in French and German, which will help me a lot in the role.
4 I'm very competent in managing people. I think that's one of my greatest strengths.
5 I have a lot of experience in working internationally and I enjoy the challenges it presents.

- B Practise saying all the sentences in Ex 4A in a neutral, professional way.

SPEAKING

- 5A Complete the conversation with the words in the box.

just perhaps point question
quite say thought

A: So, you're applying to work as an assistant manager at one of our garden centres. Have you got much management experience?

B: Well, can I ¹ _____ say that I have quite a lot from my previous job.

A: OK. Our work here is quite seasonal – very busy in the spring and summer and often quiet at other times. This will be a big change for you, won't it?

B: I've ² _____ about this a lot. It will be different, but the most important ³ _____ here is that I'm good at adapting to new situations.

A: And obviously, we sell everything connected to gardening, but you don't have any specialist knowledge of plants. Don't you think this will be a problem for you?

B: That's an interesting ⁴ _____. What I can ⁵ _____ is that I'm a quick learner and happy to take advice from other people in the team.

A: We pride ourselves on working as a team. How important do you think teamwork is?

B: That's ⁶ _____ a broad topic. ⁷ _____ I could just talk about an example of how I worked well as a team in my last job ...

- B 4.06 | Listen and check.

- C 4.07 | You are B in Ex 5A. Listen and speak after the beep. Record the conversation if you can.

- D Listen to your recording and compare it with Ex 5A.



Lesson 5A

GRAMMAR | mixed conditionals
VOCABULARY | decision and indecision
PRONUNCIATION | 'd and 'd have

VOCABULARY

decision and indecision

1 A Choose the correct word to complete the sentences.

- I thought _____ of lending him money.
a again b better c first
- Are you having _____ thoughts about getting married?
a more b changing c second
- I hope they _____ a decision quickly.
a reach b get c do
- I'm having a change of _____ about moving abroad.
a decision b thought c heart
- I'm so _____ – I can never decide what to do!
a decided b deciding c indecisive
- I'm _____ between staying in my job or leaving.
a torn b hurt c broken

B Complete the conversation using words from the box.

decide decision dilemma heart impulse
outcomes sleep thoughts

- A: I don't know if I'll accept the job. It's a real ¹ _____.
It would be great, but I don't want to move.
- B: Well, take your time before you reach your ² _____.
You don't want to accept it and then have second ³ _____.
- A: You're right. I'll think about all the possible ⁴ _____
before I decide, but it won't be easy.
- B: Well, ⁵ _____ on it and decide tomorrow.

GRAMMAR

mixed conditionals

2 A The sentences below have a mistake. Choose the best option to correct the mistake.

- You'd feel better about the exam today if you do more revision!
a had done c should do
b didn't do
- She would have called me if she hadn't her phone.
a didn't have c had
b would have had
- You were fitter now if you hadn't cancelled your gym membership.
a had been c will be
b would be
- If I accepted that job, I'd be earning a fortune now!
a would have accepted c had accepted
b would accept

B Complete the sentences with the correct form of the verb in brackets.

- You'd be earning more money now if you _____ (complete) your course and got your qualification.
- I _____ (contact) her ages ago if she was on social media.
- If I hadn't decided to go to drama school, I _____ (enjoy) the movie star lifestyle, as I am now!
- You _____ (have) such an interesting life now if you'd become an accountant.

PRONUNCIATION

3 5.01 | 'd and 'd have | Listen and choose the words you hear. Then practise saying the sentences.

- I think I 'd be / 'd have been happier if I'd studied medicine.
- I 'd enjoy / 'd have enjoyed the film more if it wasn't so long!
- You 'd pass / 'd have passed your exam if you spent more time studying.
- If we'd moved to South America, I 'd be / 'd have been fluent in Spanish.
- If the weather was better, I 'd organise / 'd have organised a barbecue.

READING

4 A Read the article on page 33. What important decision (a–c) did Matteo and Ana make?

- to change to better-paid careers
- to sell many of their possessions
- to move to a different country

B Are the statements True (T) or False (F)?

- Matteo and Ana made their big decision before they chose their careers.
- Moving home made them realise how many possessions they had acquired.
- The idea of extreme downsizing is to keep your life as simple and cheap as possible.
- They never buy new things now.
- They have sometimes had second thoughts about their decision.

C Choose the extracts in bold in the article (1–8) that use irony to express the ideas (a–d).

- This is a way of living that we don't like at all.
- That was a complete waste of money!
- Other people didn't understand our decision.
- We are not at all jealous of things other people do.



My big decision by Matteo Bocelli

If you think of people making big life decisions, you might picture someone just starting out in life, choosing the path they'll follow for the next thirty years. Or maybe a couple nearing the end of their working life suddenly opting to sell their home and buy a house in another country, **'living the dream they were unable to pursue when they were younger**. But for me and my partner Ana, it happened in our late twenties, right in the middle of our chosen careers, just when our friends were planning to buy their own apartments.

We were both working long hours and, as you do through your twenties, gradually accumulating more stuff. It was our move to a bigger rental apartment, to accommodate all this stuff, that triggered the big change. We had all our possessions packed up in boxes and Ana suddenly looked at me and said, 'Do we really need all this?' **²It was like a lightbulb suddenly lighting up in my head.** If we carried on as we were, we'd be endlessly working harder and harder to accumulate more and more possessions that we would drag around with us to ever more luxurious homes. **³The perfect life!**

What was the alternative? After having researched several options, we finally came across an article promoting the idea of 'extreme downsizing'.

The theory is that you reduce your living costs to a bare minimum. You live in as small and cheap a space as you comfortably can and your only possessions are necessities that you couldn't possibly live without. **⁴So, no more wardrobes full of clothes you hardly ever wear,** and no more purchases of over-priced but useless gadgets that you look at six months later and say, **⁵'Wow! I'm glad I spent half a week's salary on that!'**

Two years later, we were living in a tiny apartment at less than half the rent we had been paying. We'd sold off about five suitcases' worth of clothes, our entire collection of books, the mini pool table, the framed pictures and most of our kitchen equipment. Now, we have strict guidelines on any new purchases we're tempted to make. We've never regretted our decision. Because our expenditure is so much lower, we've been able to change to less senior jobs – **⁶explaining that to friends and family was an interesting experience!** But we're now much less stressed and we have loads more time and energy to do things that give us pleasure, like going for walks or sitting in the park or cooking a meal together. **⁷We watch our friends working all hours and saving up to go on expensive holidays for two weeks,** so they can spend time together. **⁸Of course we're green with envy** – that's what we do every day of the year!

WRITING

an informal message

5A Read the email. Choose the reason why Marta is writing to Louis.

- a to encourage him to quit his job and downsize
- b to reassure him about a decision he has made
- c to ask for advice

B Read the email again. Match the phrases in bold in the email (1–6) with the ways in which Marta creates rapport (a–f).

- a using first names
- b showing empathy to Louis' situation
- c showing she respects his time
- d asking for his opinion
- e using humour
- f referring to future communication

6 A friend of a friend has just decided to quit their job, downsize and move to your neighbourhood. Write an email to them. Build rapport and offer to meet. Write 130–150 words.

¹Hi Louis,

A friend of a friend gave me your email address and suggested I get in touch with you. I gather you've just decided to quit your job and downsize. Welcome to the club! I did exactly the same six months ago. **²I'm sure you won't have any regrets.** Life in the slow lane has loads of advantages (**³although I do sometimes miss being able to splash out on an overpriced coffee in town!**).

⁴I'm sure you've got hundreds of things to organise, but it would be great to meet up. I can describe my experiences and I can also introduce you to other 'downsizers' if you want, so you don't need to feel as if you're on your own – yes, there's a whole community of us!

⁵What do you think? Message me if you're interested and **⁶we can take it from there.**

Marta

Lesson 6A

GRAMMAR | inversion

VOCABULARY | algorithms

PRONUNCIATION | sentence stress: inversion

VOCABULARY

algorithms

1 A Choose the correct word to complete the sentences.

- 1 It isn't true that the amount you earn will _____ how happy you are.
a generate b dictate c categorise
- 2 It will only take a few minutes for the computer to _____ the results for us.
a output b reinforce c miscalculate
- 3 We can _____ these computer systems into three broad types.
a determine b input c categorise
- 4 Experiencing a noisy children's party _____ my opinion that I didn't want children!
a processed b forecast c reinforced
- 5 I _____ the amount of food we needed and bought far too much!
a determined b reinforced c miscalculated
- 6 Even experts find it difficult to _____ what will happen to the economy.
a generate b forecast c input

B Complete the text with the correct form of the verbs in the box.

determine forecast generate input
miscalculate process

We accept that computer algorithms can ¹ _____ the weather fairly accurately, but most of us would assume that people are better when it comes to predicting human behaviour. However, in a project at the Massachusetts Institute of Technology, teams of people competed against a computer to predict which students would drop out of a course. A wide range of data about students' study habits was ² _____ into the computer. The computer program ³ _____ all the data and ⁴ _____ some interesting results, which turned out to be more accurate than the human predictions. It seemed the two most important factors which ⁵ _____ how likely students were to drop out were how early they began working on projects and how much time they spent on the course website. However, it seems the humans ⁶ _____ and wrongly assumed that students who handed in their work late were more likely to abandon their studies.



38

GRAMMAR

inversion

2 A The sentences below have a mistake. Choose the best option to correct the mistake.

- 1 Never before we were so dependent on computers and technology!
a we had been b have we been c shouldn't we be
- 2 In no way I feel happy with these results.
a I do feel b feel I c do I feel
- 3 Under no circumstances you tell anyone our plans.
a tell you b you do tell c should you tell
- 4 Not only he arrived late, but he forgot to bring any money with him!
a arrived he b did he arrive c does he arrive

B Complete the second sentence with between three and five words so that it has the same meaning as the first.

- 1 I had never felt so embarrassed before!
Never _____ so embarrassed!
- 2 We will only know the final results next week.
Only _____ the final results.
- 3 I don't agree with you at all!
In no way _____ with you.
- 4 He only realised later that he had lost his passport.
Only _____ that he had lost his passport.
- 5 It rained during our barbecue and it was cold!
Not _____ during our barbecue, but it was also cold!
- 6 I won't agree to this proposal under any circumstances.
Under _____ to this proposal.


PRONUNCIATION

3 A 6.01 | sentence stress: inversion | Listen to the sentences. Choose the phrase (a or b) that is stressed.

- 1 In no way do I think we should rely on computers to this extent.
a In no way
b we should rely on computers
- 2 Never before have computers been able to predict the weather so accurately.
a Never before
b predict the weather
- 3 Under no circumstances would I ever lie to my friends.
a Under no circumstances
b to my friends
- 4 Only in ten years' time will the consequences become clear.
a Only in ten years' time
b the consequences become clear

B Practise saying the sentences in Ex 3A.

READING

- 4  Read the paragraph and answer the questions. Use no more than three words from the paragraph for each answer.

We are all used to paying regular bills for services such as electricity, our phone use or online subscriptions. However, because the majority of us use direct debits to pay them, we are barely aware of the money slipping out of our account each month. We probably know that we should check that the amounts being taken are correct, but due to a lack of time, most of us never do. So, we'd probably be horrified to learn that mistakes are actually relatively common. It's tempting to blame computer errors when mistakes are made, but in the majority of cases, it's actually human error that is to blame.

- 1 How do most people pay their regular bills?
.....
- 2 Why do most people not check their bills regularly?
.....
- 3 What do people assume leads to mistakes?
.....
- 4 What in fact causes most mistakes with bills?
.....

- 5A Read the article. Match each paragraph (1–3) with the summaries (a–c).

- a A computer error caused the company to charge me too much.
- b I received a sum of money by mistake and had to pay it back.
- c Human error led the company to set up my account incorrectly.

- B Read the article again and choose the correct person or people, *Luke*, *Elise* or *Maria*, to answer the questions.

- 1 Which two people feel that they were partly to blame for the situation?
- 2 Who feels the experience will have a positive effect on their behaviour in future?
- 3 Which two people feel annoyed that they lost money?
- 4 Which two people are generally positive about the way the company responded?
- 5 Who accepts that no individual was to blame for the situation?
- 6 Who feels particularly annoyed that the company did not express regret?



Check your bills!

Do you trust the computer systems that generate your bank statements and regular bills? We hear from three people who paid the price for not monitoring their incomings and outgoings sufficiently.

Luke Hardy

¹I don't check my bank statements regularly and I'm no expert at budgeting. If there's money in my account, I spend it. If there isn't, I hold back until payday. So, I guess I have to take some responsibility for what happened to me. It was last year. I had a new job and was going out a lot, and money didn't seem to be an issue. Until, that is, I received a letter from my bank telling me their systems had accidentally deposited £2,000 in my account and now they wanted it back. That explained why I'd been feeling so well-off! I have to say, when I spoke to the bank, they were pretty understanding about it and agreed a repayment plan that I could manage, so I've decided to treat it as a valuable life lesson and be more careful from now on.

Elise Wilson

²I don't really pay much attention to bills so I must admit I didn't notice until it was too late that I'd been charged too much for three months in a row. Apparently, they'd just got a new computer system and it had caused quite a few customers to be charged the wrong amount. They were really good about it as soon as I pointed out the error. They acknowledged it was their fault and sent me a refund. The problem was the high bills had sent my bank account into overdraft, so I ended up paying a load of bank charges, which was annoying to say the least! Still, these things happen. No one at the company could have prevented it. I suppose it was partly my fault for not checking my bills and my bank balance carefully enough.

Maria Benson

³It isn't only computers that make mistakes. I switched phone companies last year and specifically went for a contract that offered unlimited internet use. It was around six months later when I started to notice that towards the end of the month, I always seemed to be short of cash. I checked my bank statements and that's when I realised the mistake. The person who had signed me up had messed up and put me on a price plan that limited my minutes online, so every month I was going over my limit and getting loads of extra charges. I was furious, especially as it took me ages to get through to someone at the company to sort it out. It was quite clearly their mistake, but I got no apology and no compensation! Outrageous!