Business Upper Intermediate

Unit 2: Motivation

Objectives

- Talk about motivation
- Encourage conversations
- End and leave conversations politely
- Use different questions to check information or start a conversation

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Working with words 1 | Motivation at work

1. Read the complaints below that some people have about their jobs. Which do you think are most common? What can you add?

I'd like a job with more responsibility, but there are no job advancement opportunities

All I do is work, work, work.

My job is boring

I don't like open space offices

They don't pay me enough

There are rumors that jobs are going to be cut

My boss doesn't appreciate the amount of work I do

2. When people become demotivated at work, what do you think would help to improve the situation?

Motivation at work

3. *'True motivation comes from within. It is the job of a leader not to motivate people but to remove demotivating forces.'* **Dan Price**

Do you agree with the statement? Why/why not?

4. Read this article and answer the questions below. Then read the full article (next page) and see how well you were able to infer answers.

1. What happened in 2015?
2. What's the company's business?
3. What does 70,000 stand for?
4. Who cut his own wage?

Keeping people happy is a
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'At Gravity, we pay a $70,
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says Price.

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Payments is still in business.
Revenue and profits skyrock
job applications but more
chose to stay are more eng
not only told that they wer
value financially.

Thus, we have still a lot to l
on productivity, job satisfa
turnover.

Motivation at work

5. Read the text again. Are these statements true (T) or false (F)?

1. Gravity Payments is a credit card processing company.
2. Price's announcement was well received by everybody.
3. At Gravity, they don't offer raises or incentives anymore because the salaries are high.
4. Revenue and profits decreased after Price's decision to pay his staff a minimum wage of $70,000.
5. The company went bankrupt in 2022.

Keeping people happy is a tough trick. These days employees are getting more money and better **benefits** such as paid time off, health insurance, training courses.

At some point workers might also **appreciate** non-cash **rewards** such as **praise**, **recognition** of their **achievements**, or the satisfaction of a job well done rather than an increase in salary.
But pay is a major motivator; there is no getting away from that.

In early 2015, a video of Gravity Payments' employees whooping at the news went viral when Dan Price (CEO of Gravity Payments, a credit card processing company) announced that he was going to pay all his staff a minimum wage of $70,000 – the average at the time was $48,000. To do that, he cut his own wage from $1.1M down to $70,000 per year

The announcement hit home and was met with both **enthusiasm** and skepticism. Some commentators applauded Price's move, calling it generous and inspiring. Others were strongly critical and called him 'lunatic of all lunatics'.

'At Gravity, we pay a $70,000 minimum living wage to all employees not because we think it motivates them, but because we don't want them to be stressed out and demotivated by not making enough. We still offer raises and **incentives**, but we view them as **acknowledgment** for good **performance** rather than **motivation** for future work', says Price.

There had been bumps in the road, of course, but Gravity Payments is still in business.
Revenue and profits skyrocketed, Price received thousands of job applications but more importantly, the employees who chose to stay are more engaged because these people were not only told that they were valued, they were shown their value financially.

Thus, we have still a lot to learn from the impact a fair wage on productivity, job satisfaction, growth, engagement, and turnover.

6. Complete the sentences with the words on the left.

- recognition
- achievement
- appreciate
- motivation
- praise
- enthusiasm
- benefit
- performance
- incentive
- reward

- The employees' hard work was recognized with a benefit package and a letter of _____ from the CEO.
- The team's _____ and dedication to the project led to a significant result.
- The company implemented a _____ system to incentivize high _____ among staff.
- The manager's recognition of her team's efforts served as _____ for them to continue exceeding expectations.
- The staff _____ the extra vacation days as a benefit for their outstanding performance.
- Health insurance, staff discount and other _____ offered by the company are great motivation for employees to do their best.
- The praise and _____ received by the employee for his hard work serves as a great _____ for him to continue to excel.
- The _____ of the sales target was rewarded with a bonus, which was a great incentive for the team to work harder.

7. Discuss the following questions with your teacher/partner.

- Do you think that employees work harder if they get an increase in pay or productivity drops with time anyway?
- What motivates you in your job?

extra writing

You've just read Dan Price's announcement on Facebook:

"This morning we cut the ribbon on the new @GravityPymts Boise office AND announced that all of our employees here will start earning our $70k min salary. "I'm so grateful to work with this amazing team and to be able to compensate them for the value they bring to our community."

Comment on his post (80-100 words)

extra vocabulary

Earnings - the total of the sums earned by an employee during regular pay periods

Income – money we receive from work, investments, etc. Income can be earned (wages or salary) or unearned (dividends, interest, etc.)

extra vocabulary

Salary – money paid monthly directly into a bank account, normally to professional people and office.

Wages – money paid weekly and usually in cash, normally to manual workers.

1. These three people are at very different stages of their careers. Which of the motivational factors below do you think would most influence them, and why?

Name: Cathy
Age: 25
Status: Single
Job: Junior copywriter

Name: Richard
Age: 38
Status: married with two children
Job: Team leader

Name: Monica
Age: 46
Status: married with one grown-up daughter
Job: International Sales Manager

Motivational factors

- Status within the company
- Regular promotion opportunities
- Time for a social life
- Time for the family
- Flexible working hours
- Job security
- Annual bonuses
- High levels of responsibility
- Lively office environment

Motivation at work

Audio 2.1

2. Listen to four people talking about what they like/dislike about their jobs. What reason do they give? What benefits, rewards and incentives does their company provide?

- Kate _____
- Paul _____
- Andrew _____
- Rebecca _____

3. Which of the benefits below does your company offer? What benefits would you like to have?

- (personal) development
- (sense of) achievement
- appreciation
- attendance reward
- autonomy
- be acknowledged
- commission
- company car
- compensation plan
- staff discount
- feel valued
- fulfillment
- non-contributory pension plan
- on-time bonus
- praise
- positive feedback
- private medical insurance
- profit-sharing scheme

4. You're setting up your own company, an IT start-up. You need to hire 3 people but, unfortunately, you can't offer competitive pay because your salary budget is quite low, and there is no way to increase it. Find a solution *(optional)*.

5. Role-play. Work with your partner/teacher.

Student A

You are an HR manager. Head of sales, one of your top performers, decided to resign. Convince him/her to stay.

Student B

You are head of sales, one of the top performers. You found a better job and decided to resign. Explain it to your HR manager.

extra writing

You're an HR manager and you need to fill a KAM (Key Account Manager) position.

Write a job ad and describe the reward or recognition program that your company has.

1. Answer the questions:

   - When you start conversations with clients or colleagues, what do you talk about?
   - Can you think of any rules of making small talk typical for your country?
   - Here are some examples of rules that exist in various cultures. Are they true for your country?

1. Never interrupt your interlocutor.
2. It's not polite to talk about yourself.
3. Never disagree with someone of a higher status.
4. It's impolite to ask too many questions.
5. Silence in a conversation is very bad.
6. Always exchange business cards first.

Encouraging conversation

2. Read and discuss the following tips. Do you agree or disagree with them. Why?

Tip 1
Try to keep the conversation equally balanced, invite the other person to speak and avoid monopolizing the conversation.

Tip 2
Talking about mutual acquaintances is a safe small-talk topic, especially with someone you don't know very well. Avoid gossiping though.

Tip 3
A compliment works well, just be sure to transition the conversation afterward.

Tip 4
Use open questions to encourage the other person to provide more details.

Tip 5
Echoing (repeating a key word of phrase from what the other person has just said) is a way to show that you are listening and interested.

Encouraging conversation

3. Listen to businesspeople chatting at a corporate event and complete the tasks:

Audio 2.2

Conversation 1:
Correct the sentences below:

1. Matt is a Team Leader.
2. Rob's company is based in Oslo.
3. Matt has never heard of RDX before.
4. RDX is a consultancy.

Conversation 2:
What's the connection between Giovanna and Peter?
Complete the expressions below:

1. I'm really pleased _____. I've heard so much about you!
2. What a _____!
3. Greg and I _____. _____ world.

Conversation 3:
What expressions does Nick use to show interest?
Match the two parts of the phrases 1-4 to a-d below.

1. I'm terribly sorry, I'm sure we've met before,
2. I thought I …
3. I'm more of a …
4. You don't mind if I …

a. small town person myself.
b. go and get myself a coffee?
c. but I can't quite place you.
d. recognized you!

4. Match the phrases to make mini-dialogues.

Person A	Person B	Person C
Did you enjoy your visit to Milan?	No, this is my first time. What about you?	How about you?
So, Brian, can you tell me a little bit more about your company?	We found this fantastic B&B right in the city center.	And you're part of a larger group, aren't you?
I guess you're based in Paris. I'd really like to live there.	Oh yes, it's a great city. Really vibrant and full of life.	Actually, I was here once before, in 2021.
Happy Monday! Did you have a good weekend?	Yeah, really good. It was a bit busy, but I had a lot of fun.	I know. Fantastic, isn't it?
Where did you stay when you were there?	Well, as you probably know, we're very well-established.	Sounds great! Could you give me the name?
Have you been to Ankara before?	Yes, it's a great city, but oh so expensive.	Yeah, I guess it must be ... like New York and London.

5. What would you say? Have a conversation with your partner/teacher.

- A client is staying in your town for the week. You want to find some common interests and show them around.
- You're talking to your boss at an office drinks party. The boss is of the opposite gender to you.
- You are going to work on a new project with a colleague from Germany. He visits your office, and you haven't met before. You're talking to him during the coffee break.
- You're talking to one of your suppliers at a Christmas party.

6. Read the Key Expressions and clarify the meaning of the phrases you do not understand.

Starting a conversation

- Hi, I don't think we've met.
- Hello. It's Adriana, isn't it?
- You must be (Adriana).
- Hello, I saw you ... but I didn't have a chance to speak to you.
- Hello / Hi, I'm ... (from / based in ...)
- I thought I recognized you / might see you (here).
- How lovely to see you here.
- How are things?
- We've often spoken on the phone, but it's great to meet you in person.
- I'm really pleased we've finally met. I've heard so much about you.
- Sorry, I didn't get / catch your name – Paola, was it?
- I'm terribly sorry, I'm sure we've met before, but I can't quite place you.

Keeping a conversation going

- By the way ...
- Well, ...
- Apparently ...
- I've heard ... - is that true?
- In fact ...
- So ...
- Don't you / Aren't you ... ?

Showing interest

- Really?
- What a coincidence!
- That's amazing!
- That sounds interesting.
- Oh, dear ... / Oh, I'm sorry to hear that
- That must be tough / hard / difficult.
- How awful / terrible / sad.
- What about you?
- It's a small world!

Following a conversation

- Sorry, I don't quite follow you.
- What was that you said about …?
- What was that again?
- I didn't get a bit about …

Ending a conversation

- See you later.
- It's been nice talking to you.
- Look, I have to go. Catch you later.
- You don't mind if I go and get myself (a coffee)?
- I'd better get going. / I must be going.

Encouraging conversation

7.1 Have a conversation with your partner/teacher.

Student A

You are at a social event organized by your company with Student B, a very important client. You've been having a great time so far, but your interlocutor seems to be very bored. You don't know them very well, so try to make conversation and find out what they are interested in. Use the list of conversation starters and keep changing the topic until you find what your client is passionate about. Remain cheerful and positive no matter how dull and unfriendly they may be.

Student B

You are at a social event with Student A, one of your many suppliers. You hate this kind of event, you are bored and so far you've had a miserable evening. Look at the list of topics and choose just **two** you are prepared to have a conversation about. If Student A tries to speak about anything else apart from these two topics, say very little. Do nothing to change the topic, but show enthusiasm if one of them comes up.

Conversation starters

- How are you enjoying…? Do you attend a lot of these things?
- Isn't this weather …? Apparently, the forecast is for …
- How's business? I hear …
- Have you heard about …? … news, isn't it?
- I see the stock markets are … It's probably a good time to put money into …
- Are you into (sport) at all? Did you see the game/match on …?
- Do you know …, by the way? S/he is a bit/very…, isn't /he?
- Do you get to do much travelling? Have you ever been to …? I've always wanted to go there.
- Have you seen those new …? I wonder if they're any good because I heard …
- Have you been away on holiday this year? Anywhere nice? I was planning to go to …
- Shall we get ourselves …? What do you fancy? How about …?

Topics

- Food/drink
- The event
- Holidays
- The economy
- Recent news
- Sport
- Mutual friends
- Gadgets
- Work
- The weather
- Travel

7.2 Have a conversation with your partner/teacher. **(Optional)**

Student A

You've just enjoyed the best Christmas dinner ever; you are in a very good mood and seem to be very talkative tonight. Look at the list of topics and choose one. Try to engage Student B, in a conversation on this topic, which you are sure they must be as interested in as you. If other topics come up, just deal with them quickly and try to get back to what you really want to talk about.

Student B

This is the worst Christmas dinner your company has ever held, and you are utterly exhausted. The person sitting next you is talking non-stop about the same boring topic. You can't ignore them or leave because they're an important client. So, be polite, but try to steer the conversation towards something more interesting. Use the list of conversation starters and topics.

Conversation starters

- How are you enjoying…? Do you attend a lot of these things?
- Isn't this weather …? Apparently, the forecast is for …
- How's business? I hear …
- Have you heard about …? … news, isn't it?
- I see the stock markets are … It's probably a good time to put money into …
- Are you into (sport) at all? Did you see the game/match on …?
- Do you know …, by the way? S/he is a bit/very…, isn't /he?
- Do you get to do much travelling? Have you ever been to …? I've always wanted to go there.
- Have you seen those new …? I wonder if they're any good because I heard …
- Have you been away on holiday this year? Anywhere nice? I was planning to go to …
- Shall we get ourselves …? What do you fancy? How about …?

Topics

- Food/drink
- The event
- Holidays
- The economy
- Recent news
- Sport
- Mutual friends
- Gadgets
- Work
- The weather
- Travel

1. Think about a situation when you have to leave an appointment or meeting. What would you normally say and do?

- What do you find most difficult about ending a conversation?

2. Look at the list below and decide which ways to end a conversation are appropriate and inappropriate. Give reasons.

1. Give a reason and leave.
2. Introduce your conversation partner to someone else.
3. Recap the conversation.
4. Show gratitude.
5. Make future plans.
6. Just walk away from the person when you're done talking.
7. Wait for the person to end the conversation.
8. Give them permission to stop helping you.
9. Turn away and say nothing.
10. Say, "I'm done with this conversation now" or “I’m very busy, bye
11. Start up a new conversation about a new topic.
12. Grab a drink/food.
13. Look at them and smile.
14. Talk to a friend or acquaintance.

3. Match (1-7) with (a-k).

1. Give a reason and leave.
2. Introduce your conversation partner to sb. else.
3. Recap the conversation.
4. Show gratitude.
5. Make future plans.
6. Give them permission to stop helping you.
7. Talk to a friend or acquaintance.

a. It’s been great talking with you Paul. Actually, my friend Dan here is also in marketing.
b. I have taken up enough of your time. I’m sure you’ve got other people to chat with. It was great to talk with you. See you around.
c. Thanks so much for chatting to me. I appreciate it. Catch you later.
d. Well, I’ll let you off the hook now, thanks for the chat. Bye.
e. Thanks for spending time with me. May I connect with you on LinkedIn?
f. Sorry I can't talk longer. I have a meeting to go to.
g. Let's talk more at lunch. I have a report I have to get back on.
h. I apologize, but I've got to go to my meeting now.
i. I appreciate your thoughts on the issue.
j. I've really enjoyed talking with you. Will you be at the next meeting? Maybe we can continue our conversation then.
k. Is that Robert over there? It’s been a pleasure talking with you, but I should catch up with him.

4. Listen to the conversation. Which ways to end a conversation in 3 are used?

Audio 2.3

5. Listen again and complete the missing words.

Audio 2.3

A: ... I'm sorry, but I really _____. I have a meeting to go to.

B: Yes, of course. You mustn't miss it.

A: I appreciate _____. May I _____?

B: Of course! I'm looking forward to our collaboration.

A: Likewise! I should ____ now, bye!

6. Put the words in the correct order. **(Optional)**

1. spending / Thanks / for / with / me / time.
2. other / you've / sure / with / people / I'm / to chat / got.
3. thoughts / I / on / your / the issue / appreciate.
4. chatting / much / for / Thanks / to / so / me.
5. with / great / It's / talking / been / you.
6. to / I / but / I've got / meeting / now / my / apologize / to go.

Ending and leaving a conversation

7. Read the situations below. Which phrases would you use? Distribute roles and role-play conversations with your partner/teacher.

Situation 1

Student A: You have met a potential client for your product. You want to develop the contact over dinner. Invite Student B and try to persuade him/her to join you. Student B is in a hurry and has no time.

Student B: You have been talking to Student A about his/her products, but you don't want to continue the discussion and need to leave. Refuse the invitation politely, but suggest another time.

Situation 2

Student A: You are a sales rep pushing student B to accept your terms.

Student B: You're not very interested in A's product. Try to put him/her off and leave.

Situation 3

Student A: You have a problem. Ask your boss for advice.

Student B: You are A's boss. You are very busy and don't want to hear about A's problem.

- It's been a real pleasure. / It was great to talk with you.
- See you around.
- I'll be in touch very soon.
- I'm glad we ran into each other.
- Well, it's getting late, anyway I should get going.
- Sorry, but I'm afraid I need to …
- It's been good talking with you.
- I'm in a bit of a hurry.
- I should really head off now.
- I must be going now unfortunately.
- It's been great talking with you. Actually, my friend (name) here he's also in marketing.
- I have taken up enough of your time. I'm sure you've got other people to chat with.
- Thanks so much for chatting to me. I appreciate it. Catch you later.
- Well, I'll let you off the hook now, thanks for the chat. Bye.
- Thanks for spending time with me. May I connect with you on LinkedIn?
- Sorry I can't talk longer. I have a meeting to go to.
- Let's talk more at lunch. I have a report I have to get back on.
- I apologize, but I've got to go to my meeting now.
- I appreciate your thoughts on the issue.
- I've really enjoyed talking with you. Will you be at the next meeting? Maybe we can continue our conversation then.
- Is that (name) over there? It's been a pleasure talking with you, but I should catch up with him/her.

1. You are at a corporate event talking to a person that looks very familiar, but you can't remember where you know them from. Which of these questions would you ask?

a. Aren't you in marketing?
b. Could you tell me where your company is based?
c. We met last year, didn't we?
d. This is your first time here, isn't it?
e. Don't you work for Smart Solutions?
f. I was wondering if you could take me to the airport.

2. Match (a-f) in 1 to the question types in the *Language point.* Then choose the correct option in *italics*.

LANGUAGE POINT

Indirect questions _____, _____

1. **Indirect questions** are often used to make a question sound more ***polite/direct***.
2. Word order in indirect questions ***is the same as/different from*** positive statements.
3. When there ***is/isn't*** a question word in the direct question, add *if or whether* in the indirect question.

Negative questions: _____, _____

1. begin with ***positive/negative*** form of 'be, do, have'.
2. are used when the speaker expects or hopes for a ***negative/affirmative*** answer.

Question tags: _____, _____

1. Use **question tags** to ***confirm/ask*** for information.
2. Question tags are used to ***open/end*** a conversation.
3. To form a question tag, use the ***auxiliary/main*** verb.
4. After the auxiliary verb, use a ***noun/pronoun***.
5. If the sentence is ***positive/negative***, the question tag is negative.
6. If the sentence is negative, the question tag is ***positive/negative.***

Question forms

3. Find and correct the mistake in each sentence.

1. You won’t go to that conference, won’t you?
2. We have met before, didn’t we?
3. Joe has a company car, doesn’t Joe?
4. I’d like to know what company do you work for?
5. Could you tell me there are opportunities for development in your company?
6. Does Smart Solutions offer not a non-contributory pension plan?
7. Do you have staff discount not?

extra grammar

Positive verb, positive tag
When we use a positive verb and a positive tag, we are showing surprise.

You liked the film, did you? (I didn’t expect that you would like it)

We add a tag ‘will you?/won’t you?’ or ‘can you?/could you?’ to ask somebody to do something.

Wait here a minute, will you?
Pass me that document, could you?

4. Rewrite the questions using the words given.

1. What are your terms of payment?
   Could you tell me _____?
2. Which company are you working for?
   I'd like to know _____ .
3. Why did you leave your last job?
   Could I ask you _____.
4. Can you help me make an indirect question?
   I wonder _____ .
5. Are you in web design?
   You are in web design, _____?
6. Do you appreciate non-cash rewards?
   _____ appreciate non-cash rewards?
7. Does your company offer a lot of incentives?
   Your company offers a lot of incentives, _____?
8. Was the announcement about pay rise met with enthusiasm?
   The announcement about pay rise was met with enthusiasm, _____?
9. Your company views incentives as acknowledgment for good performance, doesn't it?
   _____ your company view incentives as acknowledgment for good performance?

5. Role-play. Work with a partner/teacher.

Write three true and three false (but believable) statements about yourself, your company, your job, your interests. Swap lists with your partner/teacher.

Imagine the two of you are talking at a corporate event. Take turns to ask questions about each other using the lists.
If you think that the statement is true, ask a negative question or a question tag.

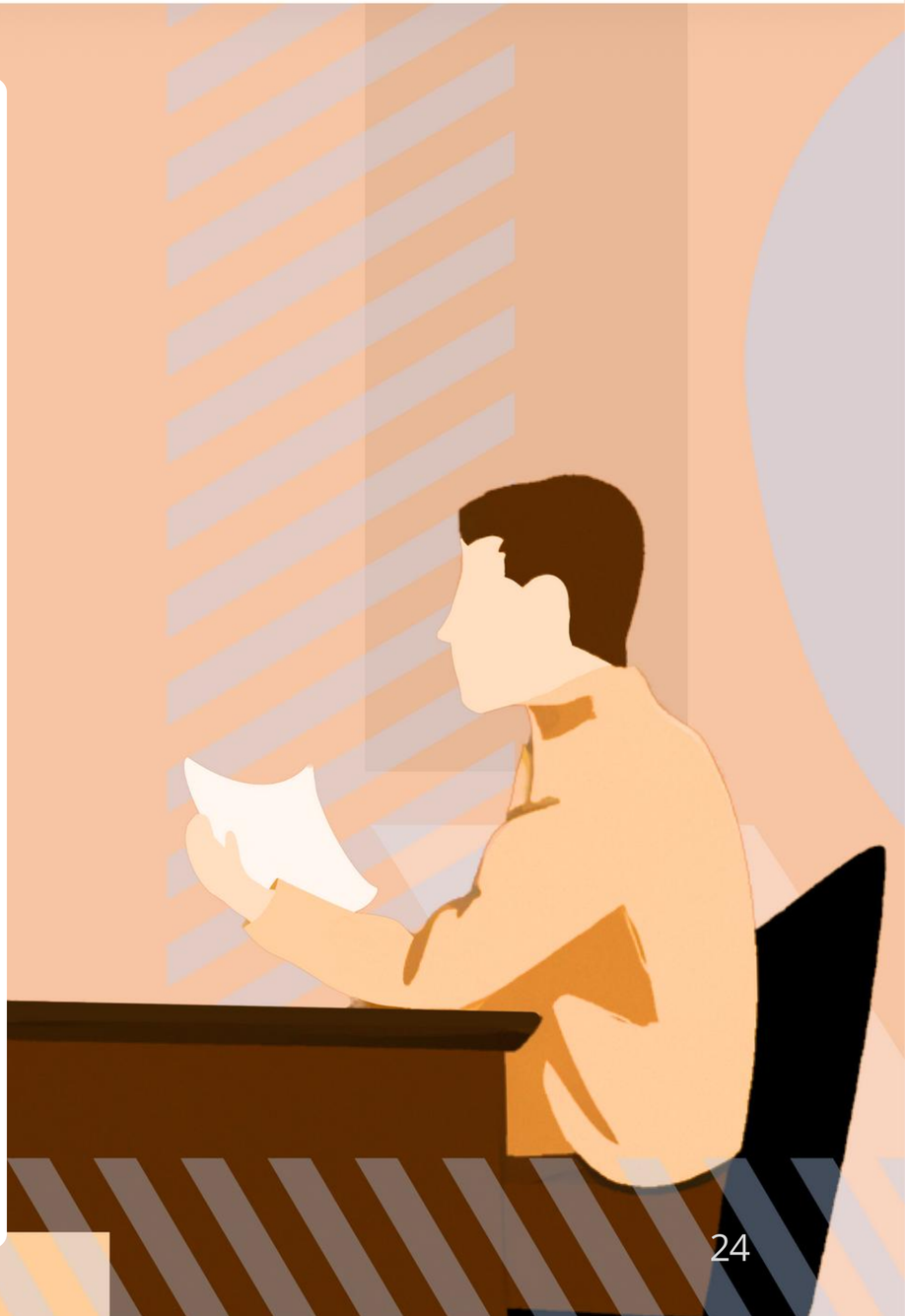
If you believe that the statement is false, ask an indirect question. Your partner should answer and tell the truth.
Keep count of true and false statements. Whoever guesses the most statements wins.

Example:

A: I've been working at Unilever for 5 years.
B: You've been working at Unilever for 5 years, haven't you?
A: Yes, I have!

A: My job is very rewarding.
B: Isn't your job rewarding?
A: Yes, it is.

A: I'm a professional football player.
B: Could you tell me if you're a professional football player?
A: No, I'm not.



Talking point

1. Answer the questions.

- How satisfied are you with your job?
- What does job satisfaction mean to you?
- What factors increase job satisfaction?

2. Watch a video about what people think about job satisfaction.

- What factors do they mention?
- Were your ideas in 3 the same?
- https://www.youtube.com/watch?v=hgKGSng2t6U

3. Watch the video again and jot down all the factors. Then choose 5 that you think are the most important. Explain.

4. Complete the text with the words below.

- evaluation
- growth
- burn
- carried out
- leave
- accomplishment
- acknowledgement
- perks
- autonomy
- satisfying
- accountable

Herzberg's Theory of Job Satisfaction

Frederick Irving Herzberg, a behavioural scientist, known for his 'Motivation-Hygiene Theory', claimed that there are five factors that boost motivation and job satisfaction:

Achievement

a feeling of [1]_____ when a demanding task is [2]_____ successfully.
For example, employees can be encouraged to set clear and reachable goals for themselves.

Recognition

the [3]_____ of an employee's efforts and hard work.
Managers can develop a system of [4]_____ and reward employees with on-time bonuses or extra days off, praise their efforts and contributions in projects or give a positive performance [5]_____ .

Challenging Work

For work to be [6]_____ , the tasks must be challenging or motivating because people prefer some tasks to others, and find some things more challenging than others.

Responsibility

Job satisfaction increases when staff are involved in the decision-making process and feel [7]_____ for their own work. Managers can gradually increase employees' [8]_____ as they gain experience.

Growth and Development

Everyone needs to develop personally and professionally on the job. When there are few opportunities for [9]_____ and development, motivation decreases and employees may [10]_____ or seek other employment. Managers can encourage staff to attend training programmes or even give educational or special training [11]_____.

5. Did the 5 factors you chose from the video coincide with those from the text? Order the factors from the most important to least important for you. Explain.

- Achievement
- Recognition
- Challenging work
- Growth and development
- Equal opportunities
- Fair compensation
- Colleagues
- Responsibility

extra vocabulary

Roll up your sleeves - to prepare for hard work

Task

6. You work for a company that has a problem with morale. Employees are not motivated, they are not making effort to achieve their targets and seem to be going through the motions.

What would you do to boost motivation and job satisfaction?

Roll up your sleeves and come up with a solution!

extra vocabulary

Go through the motions - do something without any enthusiasm or commitment

1. Match each word in (1-5) to the correct definition, a or b.

1 **reward / incentive**
a. something that encourages a person to do something
b. something given in exchange for a useful idea, excellent work

2 **achievement / performance**
a. how well someone does their job or duties
b. something very good and difficult that you have succeeded in doing

3 **praise / recognition**
a. the act of praising or rewarding someone for something they have done
b. things that you say that express your admiration or approval of someone or something

4 **benefit / appreciate**
a. something that an employee receives in addition to their salary
b. to recognize how good someone or something is and to value them or it

5 **enthusiasm / motivation**
a. willingness to do something
b. a feeling of energetic interest in an activity and a desire to be involved in it

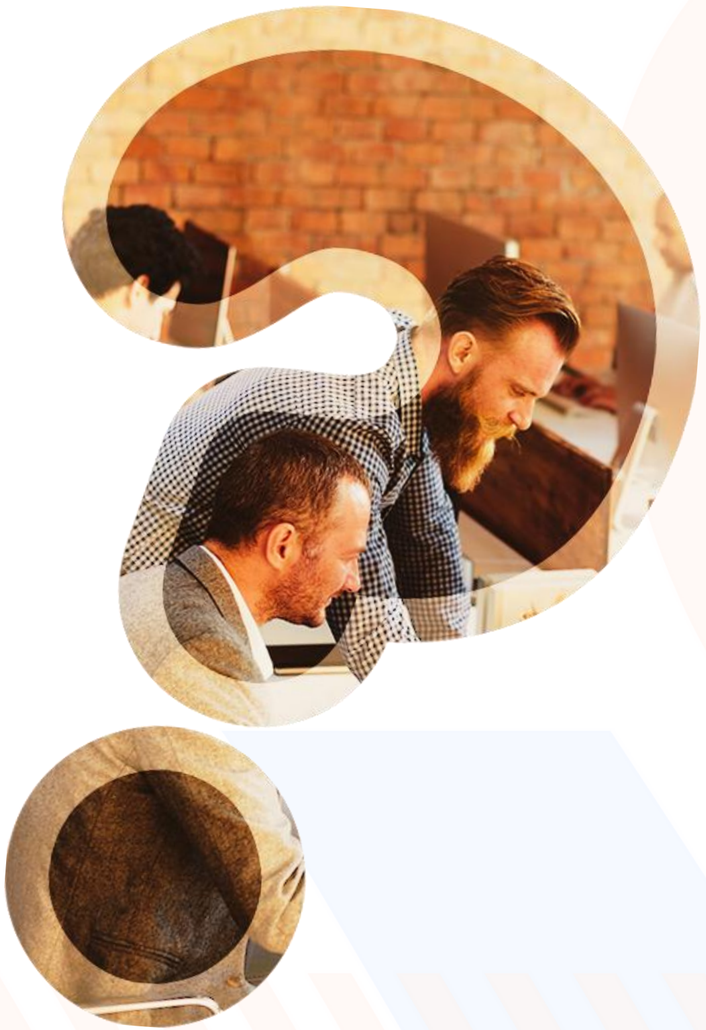
Grammar

2. Add a question tag to each sentence.

1. We're nearly there, aren't we?
2. You know the Portuguese market, ____?
3. You went to Switzerland in November, ____?
4. She hasn't been to Germany, ____?
5. He's never been to Spain, ____?
6. You won't be late, ____?
7. George isn't going to retire, ____?
8. We had a great time last night, ____?

3. Make negative questions.

1. I think you went to France last week. Didn't you go to France last week?
2. I think that's John over there.
3. I believe you worked at Google.
4. Perhaps this is your laptop.
5. I think her husband is a product manager.
6. I thought Joe was on a business trip.



Grammar

4. Rewrite each question, beginning as shown. Do not change the meaning.

1. What's the time?
   Could you tell me what the time is?
2. Is this Alexanderplatz?
   I was wondering _____.
3. What time does the museum open?
   I'd like to know _____.
4. When does this train leave?
   Could you tell me _____?
5. How much does this cost?
   Do you know _____ ?
6. Am I in the right seat?
   Could you tell me _____?
7. Where's Passeig de Gràcia?
   Do you know _____ ?
8. What does this mean?
   I'd like to know _____.

5. Complete the sentences with your ideas.

1. Can I ask …?
2. Would you mind…?
3. Is there some chance…?
4. Are you able to…?
5. Do you know…?
6. I was hoping…
7. I was wondering…
8. Do you think…?
9. Would it be possible…?