

Present tenses

Present simple (1)

Form I / you / we / they **work**.
He / she / it **works**.

I / you / we / they **do not work**.
He / she / it **does not work**.

Do I / you / we / they **work**?
Does he / she / it **work**?

Uses 1 Presenting factual information, e.g. about company activities

Our company **employs** over 100,000 people, **operates** in many overseas markets, and **offers** a wide-range of hi-tech products for the 21st century.

2 Actions and situations which are generally true

Imperial Tobacco **belongs to** the Hanson group.

High taxation **discourages** investment.

We **sell** our products into many markets.

A good brand **guarantees** a certain level of quality to customers.

British wines usually **have** a sweet taste.

Competition **brings out** the best in products and the worst in people.

3 Verbs used only in the present simple

There are a number of verbs which are almost always used in the present simple and not with *-ing*. These verbs usually refer to:

mental states: believe, doubt, forget, imagine, know, realise, recognise, regret, remember, suppose, think, understand

likes and dislikes: admire, dislike, hate, like, love, want, wish

possession: belong to, contain, have, include, own, possess

appearance: appear, look like, resemble, seem

being: be, consist of, depend, exist

perception: hear, see, smell, taste

4 Saying how often you or other people do things

We usually use the present simple with frequency adverbs:

I *never* **smoke** at work.

He **plays** golf *every Sunday morning*.

I *often* **take** files home at the weekend.

When she **gets** to the office she *always* **checks** her e-mail first.

Practice

A Mission statements

A mission statement talks in general terms about a company's overall policies and objectives. Read the two mission statements below and use the verbs to complete them, paying attention to the verb endings. The first one has been done for you in both cases.

~~admit~~ introduce lead welcome mean
work depend improve stay come spend

Restless? Yes. Dissatisfied? True. We cheerfully *admit* it. We always¹ change and continuous improvement. Today consumers² more than \$25 billion a year on our products. We³ – or⁴ a very close second – in all our business segments, which⁵ that vigorous growth⁶ on our own imagination, commitment and skill. So we regularly⁷ new products,⁸ distribution channels and⁹ round the clock to be more efficient. Most of all, we¹⁰ absolutely, and unequivocally, 100% geared towards the customer, who's definitely No. 1 in our book!

believe strive cultivate deliver enable help
give endeavour acknowledge foster

Eastman Kodak Company *believes* that a diverse group of highly skilled people, in an organisational culture which¹¹ them to apply their collective talents to shared objectives,¹² the greatest value to customers and shareowners alike. The company and its employees¹³ to support an inclusive Kodak culture that¹⁴ unique thinking in the context of teamwork and common business goals. Kodak¹⁵ to provide a flexible, supportive work environment that¹⁶ employees as partners in the business and community. To this end, it¹⁷ employees access to a multitude of work/life resources and¹⁸ programs that¹⁹ individuals balance their commitment to meeting business needs with their personal, family, and community responsibilities.

B General truths

Complete these sayings appropriately, using these verbs.

buy believe believ  tend promise say put mean talk

- 'Every time we a foreign car we someone else out of work.'
(Woodrow Wyatt)
- 'Money they ; all it ever said to me was "Goodbye".'
(Cary Grant)
- 'Democracy government by discussion but it is only effective if you can stop people talking.'
(Clement Attlee, British Prime Minister)
- 'Politicians are the same all over. They to build a bridge even where there's no river.'
(Khrushchev)
- 'In a hierarchy every employee to rise to his level of incompetence.'
(L. J. Peter)
- 'Not all Germans in God, but they in the Bundesbank.'
(Jacques Delors)

Present simple (2)

5 Asking for and giving directions and instructions

'How do I **get** to your office?'

'You **turn** left after the station, **cross** the bridge and it's the second building on your right.'

Place the CD in the drive and **click** on the icon.

6 Talking about timetables and scheduled events

The bus **leaves** at 8.35 tomorrow morning.

The exhibition **opens** on 25 January.

The legislation **comes** into force on 1 January.

These are seen as fixed and the speaker is unlikely to be able to influence them.



Future 2.5 page 30

7 Providing a summary or abstract at the beginning of a report

The first section of this report **provides** introductory comments, **focuses** on important new developments and **highlights** some of our operations outside the United States. The second section **analyses** the results for the group as a whole. The final two sections **address** our consolidated cash flows and financial condition. The report **concludes** by pointing out the need for further investment if the group is to continue its expansion policy.

8 Newspaper headlines

The use of the present simple creates a sense of dramatic impact.

Unilever sells coffee operations

Russia doubles tea import duties

MARKETS TUMBLE
AS INVESTORS
TAKE PROFITS

PepsiCo link with Suntory

Shortages force up food prices

BANK REGULATOR BLOCKS MERGER

9 Doing by saying

We use the present simple with certain verbs which say what their function is. When we say them we 'perform' the action. For example, saying 'I **promise** to meet you at the airport' is making a promise. Other examples include:

I **resign!**

I **apologise.**

I **declare** this meeting open.

I **demand** to see the manager.

I **admit** I was wrong.

I **advise** you to look again at our proposal.

Practice

A A travel booking

Read the following dialogue about travel arrangements. Make any necessary changes to the verbs in brackets.

Traveller Hello, I¹ (need) to go to London next Friday and come back on the same day. I've a meeting which² (start) at 11 o'clock.

Agent you³ (want) to fly or take the train?

Traveller That⁴ (depend) on the price. How much it⁵ (cost)?

Agent The train⁶ (be) cheaper and⁷ (get) you right into the centre of London. It⁸ (take) just three hours.

Traveller OK, that's fine. What about times?

Agent Well, the Eurostar⁹ (leave) Paris at 7.19 and¹⁰ (arrive) in London at 10.13 local time.

Traveller What time I¹¹ (have to) check in?

Agent Not later than 20 minutes before departure.

Traveller OK, How I¹² (make) a reservation?

B A summary of a report

Complete the introduction to this report, using these verbs.

highlight recommend focus call for provide

This report¹ on the employment of women and children in a number of emerging nations. In particular, it² the conditions endured by thousands of workers in places where child labour, poverty wages and health risks are endemic. Each chapter³ an analysis of the situation on a country-by-country basis.

The report⁴ that retailers should lay down tough rules to make sure overseas suppliers pay sufficient wages to meet basic needs. It also⁵ companies to draw up a code of conduct and employ inspectors to make manufacturers keep it.

C Headlines

Match the beginning and ends of the headlines.

- | | |
|----------------------------|--------------------------------|
| 1 FORD SEEKS TO CUT | a) SENDS OUT SHOCK WAVES |
| 2 BOURSES SLIP | b) DEATH OF EMPLOYMENT |
| 3 SÃO PAULO DEBT CRISIS | c) ON US TECHNOLOGY REPORT |
| 4 CHINA RENEWS ATTACK | d) BACKING TO STAY AFLOAT |
| 5 PESSIMISTS FORESEE | e) AS DOLLAR FALLS AGAINST YEN |
| 6 UNDERWATER VENTURE NEEDS | f) 1bn IN COSTS |

Present progressive (1)

Form	I am working .	Am I working ?
	You / we / they are working .	Are you / we / they working ?
	He / she / it is working .	Is he / she / it working ?
	I am not working .	
	You / we / they are not working .	
	He / she / it is not working .	

Uses 1 Talking about an event in progress at the moment of speaking

'What **are you doing**?' 'I'm **trying** to find a file.'

I'm afraid Mr Bansall can't see you right now. He's **interviewing** someone.

We also often use the progressive with verbs of movement when the action has just started:

I'm **leaving**. Can you tell Rosemary I'll see her tomorrow?

'Can I speak to John?' 'Sorry, he's out. No, hold on, he's just **coming** down the corridor.'

2 Describing current situations and ongoing projects

The time reference is at and around 'now', before and after the situations referred to. But the situation may not be in progress literally at the exact moment of speaking.

We're **waiting** for permission to go ahead with the project.

Big Japanese companies **are thinking** again about uniform pay systems.

My boss **is dealing** with your enquiry but you won't get a rapid answer.



From the *Financial Times*

3 Describing temporary situations

When the present progressive is used in this way, the situation described will not last permanently.

They're **staying** at the Crillon Hotel until the end of the week.

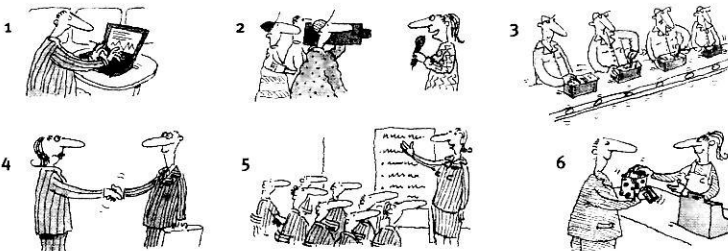
He's **working** in Libya on a fixed-term contract.

They **are offering** a 20% discount for the duration of the trade fair.

Practice

A Events in progress

Look at the pictures and decide what is happening in each one.



B News in brief

Read these extracts about projects that various companies are currently involved in. Match the extracts in column A with those in column B.

A

- 1 Ford is aiming to corner 10% of car sales in the Asia-Pacific region within the next 10 years.
- 2 IBM in Europe chooses schools with the technology to teach collaboration, writes Della Bradshaw.
- 3 Showa Shell Sekiyu and Cosmo Oil are stepping up plans to cut costs and improve cash flow.
- 4 The New Zealand government has decided to sell the country's second-biggest electricity generator.
- 5 Sales of DVD video should take off in Europe next year when nearly 500,000 players will be sold, according to a new study.

B

- a) The chief reforms are the elimination of 900 jobs and the reduction of sales, general and administrative expenses.
- b) The firm is opting for external management training in a big way and is using its purchasing power to push the business schools involved into adopting the very latest technology to deliver their courses.
- c) After a slow start, the compact disc version of the video cassette is now selling well in North America.
- d) It currently has about 1% of the region's market but hopes to significantly expand its operations in China, Japan, Thailand and India.
- e) It is seeking commercial advisers for the sale of Contact Energy, which produces 27% of the country's energy supply.

C Temporary situations

Complete these sentences appropriately.

- 1 There are no trains this week because of the strike so ...
- 2 Her boss is off sick at the moment so ...
- 3 We've got builders in our house so ...
- 4 There are rumours of a devaluation so ...

Present progressive (2)

4 Changing, developing situations

We use the present progressive to describe changes which have not yet finished:

The number of people using the Internet **is growing**.

The Amazon rainforest **is disappearing** at an alarming rate.

Consumers in the industrialised world **are becoming** increasingly concerned with healthy living.

5 Personal arrangements and plans

We use the present progressive to refer to future time when talking about arrangements and fixed plans made before the time of speaking. We often use a time expression unless we are sure that the other person knows we are talking about the future:

I'm seeing Mr Poorhassan next weekend.

I'm taking the client to the best restaurant in town.

She's got a new job so **she's leaving** the firm in October.

We also use the present progressive with verbs of movement to talk about actions which are just beginning:

It's 1 o'clock. **I'm going** to the canteen for lunch. **Are you coming?**

6 Talking about repeated actions

His daughter **is taking** driving lessons.

His wife **is always telling** him not to work so hard.

We **are** constantly **monitoring** our products for quality.

If we describe repeated situations using the present progressive with *always*, the situation is often unplanned. Compare:

I always **meet** Marilyn in the car park. (planned in advance)

I'm always **meeting** Marilyn in the car park. (by chance)

Practice

A Changes

Write about the changes the government of your country is currently making in the following sectors, as in the example.

Example:

business and finance *The government is setting up new enterprise schemes...*

- 1 the environment
- 2 taxation
- 3 the law
- 4 transportation
- 5 education
- 6 health

B Arrangements

Complete this dialogue appropriately, using verbs in the present progressive.

A Are you free next Wednesday?

B No, sorry. I'm afraid I

A Well, I can't make it on Thursday so what about Friday?

B In the morning I² but in the afternoon I³ anything special.

A Fine, that's OK by me.

C Present simple or present progressive?

Which of these ideas do you associate with the present simple (PS) and which with the present progressive (PP)?

- | | |
|------------------------------|--|
| 1 regular activities | 6 permanent and factual situations |
| 2 temporary situations | 7 a present arrangement for the future |
| 3 fixed timetables | 8 mental states |
| 4 giving instructions | 9 trends and changing situations |
| 5 an event in progress | 10 doing by saying |

Study these sentences and decide which example corresponds to each of 1–10 above.

- a) I'm replacing Bill because he's off sick.
- b) The scheduled flight leaves next Monday at 8.15 from JFK.
- c) The technician is mending the photocopier so you can't use it right now.
- d) I'm seeing Bill Sykes tomorrow afternoon, I've got it in my diary.
- e) The conference room measures 164 square metres.
- f) I admit there has been a mistake.
- g) I understand they have gone bankrupt.
- h) Enter PIN number, select menu, choose language, press OK.
- i) With the Internet the world is getting smaller.
- j) We have a planning meeting once a month.

Past simple

Form	I / you / he / she / it / we / they worked .	I / he / she / it was late.
	I / you / he / she / it / we / they did not work .	You / we / they were late.
	Did I / you / he / she / it / we / they work ?	Was I / he / she / it late?
		Were you / we / they late?

Uses 1 Talking about completed actions that happened in the past

Alexander Graham Bell **invented** the telephone.

'**Did** you read the contract?' 'Yes, and I **sent** it back to the legal department.'

2 Referring to a definite moment or period in the past

I **met** the president *yesterday*.

I **spoke** to them *an hour ago*.

Ted Turner **launched** CNN *in 1980*.

The standard of living in Europe **went up** *during the 1960s*.

Did you **discuss** the problem *at last week's meeting*?

3 Describing something, e.g. the history of a company



When George Eastman **introduced** the first Kodak camera in 1888, he **wanted** to supply the tools of photography at the lowest possible price to the greatest number of people. The rapid growth of his business **made** large-scale production a necessity. The creation of ingenious tools and processes for manufacturing film **enabled** the Eastman company to turn out high-quality merchandise at prices that **put** them within the reach of the general public.

4 In reports, e.g. a company's annual report

We use the past simple in annual reports when they refer back to the previous year's trading:

Last year **was** a tough year for our group. On the one hand, we **earned** more than a billion dollars, we **generated** record cash flow and many of our businesses **posted** big gains in sales, profit and market share. On the other hand, our total earnings **declined**, our overseas subsidiaries **experienced** major problems and our US production facilities **underperformed**.

Practice

A Important firsts

What made these people famous? Write true sentences, and change the form of the verb.

Example: *John Logie Baird gave the first public demonstration of television in 1926.*

- | | | |
|--------------------------|----------|---|
| 1 John Logie Baird | invent | the first flight in 1903. |
| 2 The Wright brothers | discover | radium in 1902. |
| 3 Neil Armstrong | make | the first commercial sewing machine in 1851. |
| 4 Pierre and Marie Curie | patent | the first public demonstration of television in 1926. |
| 5 Gutenberg | give | the printing press in 1434. |
| 6 Isaac Singer | land | on the surface of the moon in 1969. |

B The Bell story

Complete each paragraph, using the verbs in the boxes.

have say begin introduce open

In 1985 Simon Bell¹ his computer business at the University of Southampton. In 1987 his company² the Z5000 machine which the magazine *PC Journal*³ 'may become the next industry benchmark'. The following year he⁴ an office in the United States and soon⁵ offices in 28 countries.

amount decide employ run go

In 1989, Bell⁶ public. By now the firm⁷ 750 people and sales⁸ to over \$159 million. Then two years later employees⁹ to celebrate 1 April by hanging a giant inflatable banana outside company headquarters, the first of many publicity stunts. On another occasion the CEO¹⁰ the London marathon.

set up launch total offer

In 1992 Bell¹¹ free installation of applications software as a standard option and in 1993¹² the low-priced Explorer PCs, one of the most highly praised systems in the industry. In 1996 Bell¹³ an Internet computer store, through its website www.bell.com. Last year sales¹⁴ more than \$10 million a day.

C An annual report

Complete the extract choosing from these verbs. There are more verbs than necessary.

delay choose improve give make stabilise hinder

Last year the international situation in the hydrocarbons industry¹ to some extent. However, the volatile foreign exchange rates² currency management more difficult and relatively weak demand³ expansion projects. We therefore⁴ to focus our efforts on specific opportunities where our know-how⁵ us a technical advantage over particularly aggressive competition. As a result we propose doubling our dividend.

Past progressive

Form I was working.

You / we / they **were working**.

He / she / it **was working**.

I **was not working**.

You / we / they **were not working**.

He / she / it **was not working**.

Was I working?

Were you / we / they working?

Was he / she / it working?

Uses 1 *Emphasising the duration or continuity of a past event*

He **was working** on the report all day long.

During the 1990s computer scientists **were trying** to deal with the millennium bug.

2 Describing a background event

We use the past progressive to describe an event which was in progress when it was interrupted by another one. The second, shorter event, is in the past simple:

I **was just leaving** the office when he **arrived**.

We **were talking** about safety procedures when the fire alarm **went off**.

3 For repeated events

He **was visiting** clients all last week and didn't come into the office. (a number of different clients)

Last month we **were having** a lot of problems with the production line. (a number of different problems)

However, the past progressive is *not* normally used for the same action which is repeated, or for habitual past actions:

The production line **stopped** five times yesterday. (NOT *was stopping)

When I was at business school we often **worked** on case studies. (NOT *were working on)

4 Making polite requests

I **was wondering** if you could give me a lift downtown.

There is no idea of past time here. The past verb form is a polite formula and makes the request less direct.

5 For events planned in the past which did not take place

I **was planning** to visit the exhibition but I went to the football match instead.

She **was going** to phone them yesterday but didn't have the time.

Practice

A The reasons why

Use the words in the box to give explanations for the following events.
The first has been done for you.

funds	plummet
the president	suffer
the fire bell	run out
my work	complain
their value	ring
customers	speak

- 1 We scrapped the project because *funds were running out.*
- 2 They evacuated the building because
- 3 He sold his shares quickly because
- 4 He didn't wish to interrupt because
- 5 I cut down on drinking because
- 6 We were forced to withdraw the model because

B Steve Jobs

Read the following passage and choose where to insert these sentences.

- a) Magazines such as *Fortune* and *Business Week* were all mocking him.
- b) But it is true that Jobs was still losing money. In the early 1990s he was going bankrupt at an alarming rate.
- c) Pixar Animation Inc. was also bleeding cash fast.
- d) His two businesses, Next (a computer firm) and Pixar (a computer animation company), were rapidly going bankrupt.

Entrepreneurs can go through long periods of bad luck and fall on hard times. Steve Jobs, the founder of Apple, is one of these people. Since enjoying tremendous success in the 1980s he spent 11 years of humiliating failure.

After he was sacked by Apple, he lost millions of dollars by selling his shares at the wrong time.¹. Next had spent \$180 million of its shareholders' money and had nothing to show for it.².

For five years, the criticism from the business press was universal and deafening.³. Then a writer called Randall Stross published a book called *Steve Jobs and the Next Big Thing* which accused him, among other things, of fostering false optimism on successes that didn't exist and having no financial know-how. It was a humiliating attack.⁴. By 1995 he had lost \$200m out of a fortune of \$300m.

Now all that is behind him. Pixar now makes animated movies in partnership with Disney. Toy Story was the third-highest earning animation of all time and the launch of the iMac was a huge success. We haven't heard the last of Mr Jobs.

Past perfect simple

Form I / you / we / they **had worked**.

He / she / it **had worked**.

I / you / we / they **had not worked**.

He / she / it **had not worked**.

Had I / you / we / they **worked?**

Had he / she / it **worked?**

Uses 1 Talking about events that happened before other events

In this extract the events in bold type refer to an earlier past:

had climbed into the dryer = before the accident

his employer had not given him proper training = before the accident

had been an unlawful killing = before the trial

had died = before the trial

Paul Bennett was killed after he **had climbed** into a giant industrial tumble dryer to free a piece of cloth trapped inside. The machine started accidentally and he was spun to death at a heat of 43°C. It became evident that his employer **had not given** him proper training and a jury decided that there **had been** an 'unlawful killing' – it was satisfied beyond reasonable doubt that Mr Bennett **had died** as a result of manslaughter.

2 With *I wish*, *If only* and *I'd rather*

We use the past perfect to talk about events that did not happen:

*I wish I **had been** more interested in English at school.*

*If only I **had bought** those shares; they've gone up 27%.*

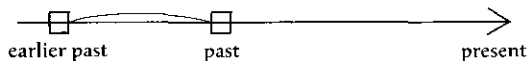
*I'd rather he'd **asked** me before taking my car.*

In the negative, the sentence expresses a regret for events that did take place:

He wishes he **hadn't left** his previous job. (but he did)

3 Emphasising the recent nature and/or duration of actions

If we want to focus on continuous activity taking place in an earlier past we use the progressive form:



They **had been testing** the drug for years before it came onto the market.

She had to take a break because she'd **been working** far too hard.

Practice

A Susan George's CV

Read the CV and complete the sentences about Susan George using these verbs.

develop market be obtain spend

- 1 Before she went to Lancaster University, Susan three 'A' levels.
- 2 Before she got her degree in biology, she three years in Lancaster.
- 3 Before she joined Fisons, she on a marketing course.
- 4 Before she worked at Rootes AgriTec, she disease-resistant rice plants.
- 5 Before she became a Product Manager at Boots, she remedies for Alzheimer's disease.

NAME: Susan Mary GEORGE

ADDRESS: 31 Whitstable Road, Canterbury, Kent.

DATE OF BIRTH: 9.7.75

QUALIFICATIONS: **Simon Langton Grammar School 1993**
GCE 'A' Levels: Maths (Grade B), Biology (Grade B),
Chemistry (Grade C)

Lancaster University 1993–1996
BSc 2.1 Biochemistry

Keele Management College 1997
Eight-week course in marketing

WORK EXPERIENCE: **1997–1999 Fisons Pharmaceutical Products**
Research assistant responsible for the development of
genetically modified disease-resistant rice plants.

1999–2000 Rootes AgriTec
Junior executive responsible to Product Manager for
commercialising new remedies for Alzheimer's disease.

2000–Boots
Product Manager, responsible for over-the-counter medicines.

B Regrets

Susan has been relatively successful but things did not always turn out as she had hoped. Change the verb form in brackets.

- 1 She wishes she (get) better 'A' level grades.
- 2 She wishes she (obtain) a distinction at degree level.
- 3 She wishes she (do) a doctorate.
- 4 She wishes the marketing course (last) longer than eight weeks.

Past perfect progressive

Form I / you / we / they **had been working**.
 He / she / it **had been working**.
 I / you / we / they **had not been working**.
 He / she / it **had not been working**.

Had I / you / we / they **been working?**
Had he / she / it **been working?**

Uses 1 Talking about events that happened before other events

Like the past perfect simple (see page 18), the past perfect progressive looks back to an event that took place before another past event.

The main difference is that the progressive form emphasises the duration of the first event.

So we normally use the progressive with an expression indicating how long: *for over an hour, for a long time, since 1999, etc.*

I'd **been trying** to get through *for over an hour* before someone answered the phone.

He'd **been thinking** of going abroad *for a long time* and then he got a post in Singapore.

Before they closed down the subsidiary, it **had been losing money** *for years*.

2 Finished and unfinished activities

Compare:

a) When I last saw her she'd **been planning** a new sales strategy.

b) When I last saw her she'd **planned** a new sales strategy.

In sentence (a) the planning *may* or may not have been completed; we don't know whether the new sales strategy was abandoned or not.

In sentence (b) it is clear that the planning had reached an end-point.

Note that we do not use the progressive form with verbs describing permanent states, perception, etc. (For a list see Present simple (1) on page 6.) In such cases we use the past perfect simple.

The man who said there was no future in computers **hadn't understood** their significance.

(NOT *The man who said there was no future in computers hadn't been understanding their significance.)

Practice

A Previous and subsequent events

Complete the following sentences using either the past perfect simple or progressive.

- 1 My flight from Sydney arrived late because there (be) a bomb alert before the plane took off. When we finally left we (wait) for over five hours.
- 2 I (work) hard all year so I felt I needed a rest.
- 3 I (see) the designs before they went on show but they (not impress) me.
- 4 When I bought my BIP shares, their value (fall) for some time.
- 5 The merchant bank didn't know that one of their traders (hide) huge losses.
- 6 The employee was dismissed because he (steal) company property ever since he was taken on.
- 7 It took me 20 minutes to realise I (look) in the wrong file.

B Marcel Bich

Read the extract about Marcel Bich's early career and complete the sentences. If it is not possible to use the past perfect progressive, use the simple form.



Marcel Bich set up in business in 1949 and created France's most successful company and its third best-known brand after Dior and Chanel.

He was educated in Italy as a child, followed by two years at the Lycée Français in Madrid. He completed his secondary education in Bordeaux where he received the nickname 'Baron' – a title that he carried for the rest of his life. At 18, he began selling torches door-to-door and later said that this experience was critical to his entrepreneurial success. At university he studied mathematics and philosophy and after graduation began work as a production manager for an office machine company. He then joined Stephens, a large French pen manufacturer, as a production executive, but the Second World War interrupted his career and when it was over he decided he wanted to set up on his own.

- 1 Before he died in 1994 he (create) France's most successful company.
- 2 Before going to Bordeaux he (study) in Italy and Spain.
- 3 Before he went to university, he (sell) torches door-to-door.
- 4 Prior to becoming a production manager he (study) maths and philosophy.
- 5 Before the Second World War broke out he (work) for Stephens as a production executive.

Combining past and present

Present perfect simple (1)

Form I / you / we / they **have worked**.
 He / she / it **has worked**.
 I / you / we / they **have not worked**.
 He / she / it **has not worked**.

Have I / you / we / they **worked**?
Has he / she / it **worked**?

Uses 1 Talking about present results of past actions

In this extract, the impact of information technology over the last few years is described in terms of its present significance:

IT **has shaken up** company structures just as much as external markets, says Vanessa Houlder.

To enthusiasts, information technology is forging a productivity revolution. It **has changed** not just the nature of markets and competition. Inside companies, it **has also changed** behaviour. It **has broken down** the barriers of geography and time. It **has flattened** organisational structures, eliminating vast numbers of jobs, while making others more demanding and effective.

2 Announcing news

The use of the present perfect focuses on current relevance:

Our fax number **has changed**.

We've just **lowered** our prices.

They **have updated** their website.

The government **has announced** a decrease in corporation tax.

Telecom Italia **has asked** its chief executive to complete negotiations over the company's plans to participate in a new digital pay TV system.

3 With time adverbs

We use the present perfect simple to say how long a situation that began in the past has lasted up to the moment of speaking:

He's **been** vice-president *for* 10 years.

He's **had** the same job *since* 1996.

She's *always been* a creative person.

Practice

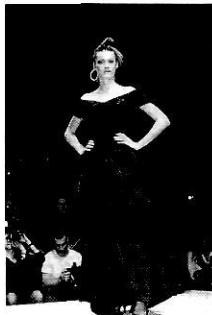
A Stella McCartney

Choose between the past simple and present perfect. The first one has been done for you.

Stella McCartney, Paul McCartney's daughter, *joined / has joined* the troubled Paris fashion house Chloé barely a year ago. It *took / has taken*¹ her just one year to reverse its fortunes. Previously Chloé *was / has been*² virtually invisible as a major force in the world of fashion. But almost single-handedly she *transformed / has transformed*³ Chloé into the most talked about fashion brand in the world. She *increased / has increased*⁴ sales fivefold. Paris *didn't see / hasn't seen*⁵ anything like it since the young Yves St Laurent *took / has taken*⁶ the city by storm 30 years ago.

When she *was / has been*⁷ appointed it *was / has been*⁸ clear she *knew / has known*⁹ what she *had / has had*¹⁰ to do. 'I want to bridge the gap between the consumer and the press. At the moment fashion is just sort of stuck in the middle.'

So far, Stella *stuck / has stuck*¹¹ to her philosophy of avoiding outrageous and uncommercial catwalk creations. She *kept / has kept*¹² to the simple philosophy of designing clothes that she or her friends would want to wear. As her best friends are Kate Moss, Naomi Campbell and Yasmin Le Bon, it also brings her big publicity.



B Market news in brief

Complete these announcements, read out today during a radio programme called *Business in Action*. Complete each one, using these verbs in either the past simple or the present perfect.

agree buy give issue slump

In a gigantic deal, BRITISH AMERICAN TOBACCO, the world's second-largest international cigarette maker,¹ to take over ROTHMANS (the fourth-largest) for \$8.7 billion.

Shares in MARKS AND SPENCER, Britain's biggest retailer,² by more than 10% in the last 24 hours after the firm³ a profits warning.

Europe's postal market is becoming increasingly competitive. Only weeks after the British government⁴ the state-controlled POST OFFICE greater commercial freedom, it⁵ Germany's third-largest private carrier. GERMAN PARCEL has a big distribution network and a large stake in GENERAL PARCEL, which operates Europe-wide.

Present perfect simple (2)

4 Talking about life experiences

He's **done** many jobs in his time. He's **sold** encyclopaedias, he's **been** a journalist, he's **worked** in a shoe factory and now he's a trade unionist.

There is no focus here on *when* he did these things in the past. Only the experiences are important.

5 With expressions referring to 'time up to now'

Have you **ever visited** Beijing?

I've **never seen** the Niagara Falls.

I've **already had** a word with Bruce.

Hasn't she **decided** what to do *yet*?

We've **had** a good year *so far*.

We've **grown** rapidly *over the last few years*.

(*ever* = at any previous time up to now)

(*never* = at no previous time up to now)

(*already* = before now)

(*yet* = until the present time)

(*so far* = up until now)

(= recent years up until now)

See page 14 for the time expressions which are used with the past simple and not the present perfect.

6 After *this is the first / second time*

This is the first time we **have (ever) received** a complaint.

It's only the second time **we've met**.

7 Referring to a completed event in the future after *when, as soon as, etc.*

I can't make a decision *if I haven't received* all the data.

I'll phone you *when I've received* confirmation. (OR *when I receive*)

I won't make a decision *until I have spoken* to the CEO. (OR *until I speak*)

I'll leave *as soon as I've finished*. (OR *as soon as I finish*)

🕒 Future 3.11 page 32



I've been on more headed notepaper than you've had business lunches.

Practice

A Previous experience

Look at Christopher Harvey's CV and ask and answer questions using the present perfect or past simple when appropriate.

EDUCATION

1997-1999

Master's degree in Financial Administration
Project: setting up an import company in Spain

1993-1996

Business Studies, Henley Management School
Project: market survey of perfume sales in France,
Spain and Italy

EMPLOYMENT

1996-1998

Steelcase Strafor (Spain)

Marketing assistant reporting to the marketing director. I was in charge of a dealer development programme involving five other members of staff, responsible for the creation of a mail order catalogue sent to 5,000 customers, creating a database on competing products and planning roadshows for the launch of new products.

1994-1995

American Cyanamid (Spain)

Export assistant in charge of order processing, customs clearance, dealing with delivery delays.

LANGUAGES

Spanish: fluent English: fluent

COMPUTER LITERACY

Windows, Microsoft Office, QuarkXpress, Photoshop

Examples:

live abroad?

Has he ever lived abroad? Yes, he has. He lived in Spain for a number of years.

study economics?

Has he ever studied economics? No, he hasn't, but he has studied finance.

1 be in charge of a team?

4 use Excel?

2 set up a business?

5 organise exhibitions?

3 have direct sales experience?

6 deal with export procedures?

B Time words

Sort these words into two categories: *Used with the present perfect* and *Used with the past simple*.

ago yet so far lately since last year over the last two years
for the past three weeks yesterday at 3 o'clock during the 1990s

Choose the correct adverb.

1 I've yet /already /so far spoken to Peter about it.

2 We've made a lot of progress over the past three years /since three years /during three years.

3 We set up two years ago /during the 1970s /over the last two years.

Present perfect progressive

Form I / you / we / they **have been working**.
 He / she / it **has been working**.
 I / you / we / they **have not been working**.
 He / she / it **has not been working**.

Have I / you / we / they **been working?**
Has he / she / it **been working?**

Uses 1 Talking about continuous activities

We use the present perfect progressive when the focus is on an extended period of time. The situation or activity started in the past and has been in progress for a period until now.

Exports **have been growing** steadily over the past six months.

Foreign earnings **have been moving** ahead to record levels.

The above situations are incomplete; the present perfect simple, on the other hand, tells us that the action has finished.

Compare:

I've been reading your proposals. (the focus is on the activities)

She's been checking the calculations.

I've read your proposal.

(the focus is on their completion)

She's checked the calculations.

2 Talking about the effect of recent events

'Why are your hands so dirty?' **'I've been trying** to repair my car all afternoon.'

'You look tired!' 'I am. **I've been working** on the report all day.'

What is important is the present result or evidence of this recent activity – in the first example, his hands are dirty; in the second, he looks tired.

3 Talking about repeated actions

Compare:

Have you seen my wife? (I'm looking for her)

Have you been seeing my wife? (I suspect you're both having an affair)

But we cannot use *-ing* if we specify the number of occasions or a quantity:

I've been playing a lot of golf recently.

I've played golf twice this week. (NOT *I've been playing ...)

I've written 15 pages today. (NOT *I've been writing ...)

Practice

A Recent activities

Answer these questions with reference to your own situation.

- 1 What projects have you been working on recently?
- 2 Who have you been working with?
- 3 What have you been trying to do, but have not yet succeeded in doing?

B The effects of recent events

- 1 What explanations could there be for the following?
 - a) Thomas always looks worried and in a hurry. He also finds it difficult to sleep at night.
..... *He's been working too hard.*
 - b) There are fewer knives and forks in the canteen than a month ago.
.....
 - c) Top secret company information often gets reported in the press.
.....
 - d) A lot of dead fish have been found in the river next to the chemicals plant.
.....
 - e) Pamela was unable to speak any Spanish on her last trip to Madrid but now she can.
.....
- 2 Complete each of these sentences, using the present perfect simple or progressive.
 - a) How long (you / wait)?
.....
 - b) I (play) tennis four times this week.
.....
 - c) Look outside. It (rain); the pavement's still wet.
.....
 - d) 'You look tired.' 'I (drive) all day long.'
.....
 - e) I (know) John since we were at school together.
.....
 - f) The government (announce) a drop in unemployment.
.....
 - g) I (read) a book on negotiating skills but I don't think I'll finish it.
.....
 - h) He (work) as a consultant for three different firms in the same sector of activity; I think there's a conflict of interest and he should resign.
.....
 - i) He (work) as a consultant for three different firms in the same sector of activity, but was fired from the first two.
.....

Future (1)

Form There are a number of ways of making reference to future time. These include:

present progressive:

I'm **seeing** Kamil tomorrow.

going to:

We're **going to** discuss the new secret deal.

present simple:

His plane **gets** to Heathrow at 12.45.

will:

It **will** probably arrive late owing to air traffic congestion.

future perfect simple:

I'll **have arranged** his hotel accommodation by then.

future progressive:

He'll **be staying** at the Mansion House Hotel.

be + infinitive:

You **are to tell** nobody of our discussions.

Uses 1 Talking about plans or arrangements

We can talk about plans using the present progressive:

I'm **meeting** Mr Wong next week. He's **arriving** on Tuesday.

2 Talking about present intentions

We use *going to* rather than *will* for plans, decisions and firm intentions:

She is **going to** leave in a month's time. (Avoid ~~She will~~ leave ...)

When are you **going to** visit us next? (= When do you intend to ...?)

How much money are you **going to** offer? (= have you decided to offer?)

In general, we prefer a present form when the future event involves some sort of present plan, intention or arrangement. We prefer *will* when we are not focusing on a present idea. Compare:

He's **going to take** early retirement. (present intention / arrangement)

He's **taking** early retirement. He'll have a lot more free time. (future situation)

3 Making predictions

To make a prediction we can use either *will* or *going to*:

I'm sure you **will / are going to** enjoy your visit to our Head Office.

We use *going to* when there is present external evidence for a future event and *will* when we state our own intuitions:

Look at those clouds ~ it's **going to** rain.

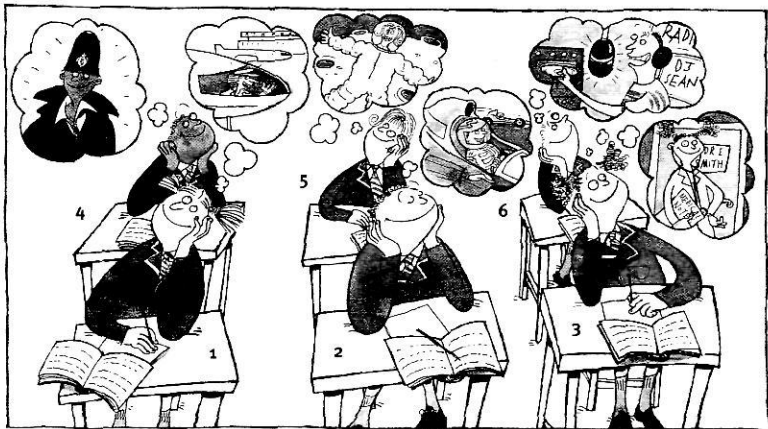
I expect he'll want to stay in the best hotel. (I know what kind of person he is)

Practice

A Ambitions

Each of the children has an ambition. What do they intend to be when they grow up?

Example: *Susan is going to be a pilot.*



1 Susan 2 Linda 3 Elizabeth 4 Michael 5 Kevin 6 Sean

B Predictions

These forecasts were made by the *Financial Times* at the beginning of 1999. Match the questions to the answers. Did the predictions come true?

- 1 Which science will make the news?
 - 2 Will PCs start talking?
 - 3 Will international telephone calls cost less?
 - 4 Will recession hit the UK?
- a) Yes. The Treasury's forecast of 1–1.5% growth in 1999 will turn out to have been too optimistic and economic activity will slow abruptly in the early part of 1999 as companies shed excess stocks of unsold goods.
 - b) Yes. As the world's telecommunications markets open up, newcomers are using price to take market share from the domestic operator.
 - c) The past year has been dominated by biomedical stories: genes, clones and embryo research. No doubt they will hit the headlines again but there is a good chance that physics, space and astronomy will get more media attention.
 - d) More potent microprocessors and further improvements in the various voice and other technologies underlying computer 'speech' will gradually enable PCs to handle more complex tasks including speech. It probably will not be long before computers speak rather than display messages.

Future (2)

4 Making promises or offers

Will is used to make a commitment for the future:

'Could you lend me \$50? I'll pay you back tomorrow.'

I don't know if I can finish the job by Friday but I'll do my best.

We use *will* (usually contracted to 'll) when an offer is made at the moment of speaking:

'Are you going? I'll give you a lift to the station if you like.'

'I haven't got any means of transport.' 'Don't worry, I'll lend you my car.'

5 Official calendars and schedules

For a future event based on an official calendar or schedule we use the present simple. The event is unlikely to change between now and then.

The train **leaves** from Waterloo at 17.59.

Our next planning meeting **is** on Wednesday.

6 Events completed before a future time

For events that will be finished before a time in the future we use the future perfect simple:

By the time they arrive we **will have gone home**.

At the end of the year we **will have recovered** our initial investment.

7 Events happening as a matter of course

We use the future progressive to describe situations which will arise in the future if things go on as predicted and follow their expected pattern:

No doubt the unions **will be asking** for more money.

She **ll be retiring** at the end of the year.

Over the next few years average temperatures **will be rising**.

Practice

A Making offers

How could you offer to help in these situations?

- 1 'It's really hot and stuffy in here.'
- 2 'I don't understand this English and it needs translating.'
- 3 'This desk is too heavy. I can't move it.'
- 4 'Damn! I've missed the last bus.'
- 5 'I don't know how I'm going to find time to prepare any slides.'

B Schedules

Look at the timetable and ask the questions which elicit the following answers.

London Heathrow → Birmingham			London Heathrow → Manchester		
Depart	Arrive	Flight No.	Depart	Arrive	Flight No.
10.40	11.25	BA 3277	10.55	11.55	BA 3266
11.40	12.25	BA 3287	11.55	12.55	BA 3276

- 1
'At 12.25.'
- 2
'An hour.'

C Future perfect or future progressive?

You may not agree with these predictions but you can choose the right verb form anyway!

- 1 By 2020 the first men (land) on the planet Mars.
- 2 In the next 100 years, the Netherlands (disappear) under water.
- 3 In the second decade of the 21st century people (eat) more genetically modified food.
- 4 By 2030 Chinese (become) the language of international scientific communication.
- 5 Many people (live) to over 100 as medical science advances.

Future (3)

8 Future events still in progress

If an event is still in progress at a future time we use the progressive form:

This time next year I'll **be lying** on a beach in the Bahamas.

During the seminar you'll **be learning** about negotiation strategies.

The future progressive is also used to talk about arrangements:

During your visit you'll **be staying** at the Plaza hotel and **meeting** the commercial attaché. You'll also **be visiting** some of the most important potential clients.

9 Making polite enquiries

The future progressive can be used to ask a question without giving the impression that we want to influence or direct people's actions. Compare:

Will you be staying for dinner? (an enquiry about plans)

Will you stay for dinner? (a request)

10 Using the present simple after *if, when, until, as soon as*

In time clauses we use the present simple to refer to the future. It is incorrect to use *will* in a time clause:

If you give us a discount we'll place a bulk order.

Switch off the lights *when you leave*.

We won't begin *until everyone arrives*.

I'll give you a ring *as soon as I get* there.

11 Stating conditions

If a condition has to be met before something else can happen, we use the present perfect to refer to the future event in the time clause beginning with *if, when, until, as soon as*:

I can't go *if I haven't obtained* a visa.

I'll send you a fax *when I've made* all the arrangements.

We won't make a decision *until we have consulted* everyone.

I'll get back to you *as soon as I've spoken* to my boss.

12 Announcing official plans and arrangements

The infinitive is used to make official announcements:

Lear Corporation is **to axe** 2,800 jobs.

The President is **to visit** Iran next month.

The verb *to be* is often omitted in newspaper headlines:

Bonn to speed cut in corporate taxes

CENTRAL AMERICA TO GET \$6bn AID

Practice

A Travel arrangements

A group of travel agents has been invited by a tour operator on a familiarisation trip so that they can find out more about the holidays they sell. Look at the itinerary and complete the tour description using the future progressive.

North India Tour

- DAY 1** BA flight London Gatwick → New Delhi; check-in at Whispering Palms Hotel
- DAY 2** Exploration of ancient walled city of Old Delhi; visit to Jama Masjid, the largest mosque in India
- DAY 3** Travel by coach to the deserted red sandstone city of Fatehpur Sikri
- DAY 4** Shopping in Agra; Taj Mahal visit at sunset
- DAY 5** Return journey to New Delhi and return flight via Goa

On the first day you'll be flying British Airways to New Delhi. On arrival there'll be a short tour of the city with its wide boulevards and impressive government buildings. We¹ (stay) at the Whispering Palms, which is a pleasant four-star hotel. The next day we² (explore) the city of Old Delhi and³ (visit) Jama Masjid, the biggest mosque in India. Then on the third day we⁴ (take) a coach to Fatehpur Sikri, built by the Emperor Akbar as his capital. We check into a hotel and the next day, after some shopping in the bazaar, we⁵ (visit) the Taj Mahal at sunset, the best time to see it in its full splendour. On the Friday we⁶ (return) to Delhi for a flight to Goa Airport and⁷ (transfer) to another hotel for a rest before flying back to London.

B *if, when, until, as soon as*

Complete these sentences using appropriate verb forms. (There may be more than one possible answer.)

- I (get) in touch when I (return) from the Middle East.
- If they (shut down) the plant, a lot of people (lose) their jobs.
- We (start) until everyone (be) here.
- He can't make a decision until he (see) the president.
- A project to create a bacterial cell from inanimate chemicals (go ahead) as soon as it (receive) approval from an ethics committee.

C Announcements

Write suitable headlines for the first lines of these articles.

- Bill Gates, chief executive of Microsoft, the world's largest software company, has announced initiatives to improve the group's MSN website.
- BMW has announced that it will now go ahead with a \$2.7 billion project to replace Rover's 200 and 400 models.