

B1–B2

intermediate to upper-intermediate

Business Impact 1.1

Modules A, B and C

Stephanie Ashford
Louis Rogers
Jason Humphreys
Robert Kirstein



Access all the accompanying digital components for this book on **allango**, the DELTA Publishing language learning platform:



Scan the QR code
or go directly to
www.allango.co.uk

Enter this licence key to activate
the additional components:



When you see this symbol, accompanying digital content
is available.

DELTA Publishing

Authors Stephanie Ashford, Louis Rogers, Jason Humphreys, Robert Kirstein
Managing editor Helge Sturmfels
Editor Gillian Bathmaker
Layout and typesetting Anne-Katrin Enderlein, büro freilich
Cover picture Getty Images (LightFieldStudios), München
Cover Silke Wewoda

The authors and the publisher would like to thank everyone who contributed to the successful completion of this project.

Information and additional products / material for this series can be found here:

www.deltapublishing.co.uk/business-impact

1. edition 1³ 2² 1 | 2026 25 24

The last figure shown denotes the year of impression.

DELTA Publishing, an imprint of the Ernst Klett Sprachen GmbH
© Ernst Klett Sprachen GmbH, Rotebühlstraße 77, 70178 Stuttgart, 2024

All rights reserved. The use of the contents for text and data mining is expressly reserved and therefore prohibited.

www.deltapublishing.co.uk

www.klett-sprachen.de/delta

No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without prior written permission from the publisher.

Printing and binding Elanders Waiblingen GmbH

ISBN 978-3-12-501070-3



9 783125 010703

Business Impact

This innovative modular business English course covers two levels B1-B2 (intermediate to upper-intermediate) and B2-C1 (upper-intermediate to advanced) in six books (print + digital). Each of the six books comprises three modules, A, B and C. All modules are also available as stand-alone digital modules.

All **A Modules** have a strong focus on **personal encounters**, all **B Modules** focus primarily on **day-to-day business** and all **C Modules** focus on **business results**.

Modules can be chosen individually to suit the level, interests and requirements of classes, allowing full flexibility and control in terms of content and progress.

Welcome to **Business Impact 1.1** **Module A**

Business Impact 1.1.A is the A Module from *Business Impact 1.1*.

This module focuses on **personal encounters in the business world** and will help you master meetings and greetings in business situations.

Module A	Agenda	Language	Page
Session 1	› Greetings & small talk	› Forms of address	6
Greeting new colleagues	› Addressing clients & colleagues › Names & titles › First contacts	› Pronunciation of names › Formal and informal greetings › Checking and apologising	
Session 1 PLUS	› How embarrassing!	› Extension & consolidation	10
Session 2	› Job titles	› Job names	12
Job talk	› Describing your job › Getting tenses right	› Tenses & functions: simple present, present progressive, present perfect, simple past	
Session 2 PLUS	› Titan Solutions	› Extension & consolidation	16
Session 3	› Introducing a new colleague	› Phrases for introductions	18
Hello & goodbye	› Saying goodbye	› Saying goodbye › Addressing & signing off in writing	
Session 3 PLUS	› Tricky situations	› Extension & consolidation	22
Business English live	› Greetings & goodbyes	› True-to-life business dialogues	24
Milestone A		› Progress check	26
Magazine A.1	› Naming the baby	› Extensive reading & discussion	28
Magazine A.2	› Say goodbye to Mr and Mrs	› Extensive reading & discussion	30
Final Milestone			84
Essential phrases			88
Useful abbreviations & acronyms			91
100 useful business English words			92
Audio transcripts			94
Acknowledgements			104

The page numbers on this page refer to the printed edition of Business Impact 1.1.

Business Impact

This innovative modular business English course covers two levels B1-B2 (intermediate to upper-intermediate) and B2-C1 (upper-intermediate to advanced) in six books (print + digital). Each of the six books comprises three modules, A, B and C. All modules are also available as stand-alone digital modules.

All **A Modules** have a strong focus on **personal encounters**, all **B Modules** focus primarily on **day-to-day business** and all **C Modules** focus on **business results**.

Modules can be chosen individually to suit the level, interests and requirements of classes, allowing full flexibility and control in terms of content and progress.

Welcome to **Business Impact 1.1** **Module B**

Business Impact 1.1.B is the B Module from *Business Impact 1.1*.

This module focuses on **day-to-day business** and will help you master the organisation and carrying out of business meetings.

Module B	Agenda	Language	Page
Session 1 Meeting request	› Arranging a meeting › Confirming attendance › Turning down a request	› Phrases for scheduling & organising meetings › Formal & informal meeting requests › Responding formally & informally	32
Session 1 PLUS	› Email threads	› Extension & consolidation	36
Session 2 Meetings & agendas	› Formal agendas › Handling a meeting successfully	› Essential vocabulary for agendas › Language of meetings: starting a meeting, moving on, ending a meeting	38
Session 2 PLUS	› Top tips for meetings	› Extension & consolidation	42
Session 3 Minutes & more	› Writing minutes › Using the passive voice	› Writing & understanding agendas › Passive voice › Discussing different viewpoints	44
Session 3 PLUS	› Who's who of meetings	› Extension & consolidation	48
Business English live	› Language of meetings	› True-to-life business dialogues	50
Milestone B		› Progress check	52
Magazine B.1	› The best place to work	› Extensive reading & discussion	54
Magazine B.2	› Not another meeting	› Extensive reading & discussion	56
Final Milestone			84
Essential phrases			89
Useful abbreviations & acronyms			91
100 useful business English words			92
Audio transcripts			97
Acknowledgements			104

The page numbers on this page refer to the printed edition of Business Impact 1.1.

Business Impact

This innovative modular business English course covers two levels B1-B2 (intermediate to upper-intermediate) and B2-C1 (upper-intermediate to advanced) in six books (print + digital). Each of the six books comprises three modules, A, B and C. All modules are also available as stand-alone digital modules.

All **A Modules** have a strong focus on **personal encounters**, all **B Modules** focus primarily on **day-to-day business** and all **C Modules** focus on **business results**.

Modules can be chosen individually to suit the level, interests and requirements of classes, allowing full flexibility and control in terms of content and progress.

Welcome to **Business Impact 1.1** Module C

Business Impact 1.1.C is the C Module from *Business Impact 1.1*.

This module focuses on **business results** and will help you become proficient in dealings with numbers & figures and goals & plans.

Module C	Agenda	Language	Page
Session 1 Facts & stats	<ul style="list-style-type: none">› British & American numbering› Complex numbers› Talking about figures related to organisations› Asking about figures related to organisations	<ul style="list-style-type: none">› Numbers & statistics› Asking questions about an organisation: <i>what, how, where, when, how much?</i>› Using qualifiers: <i>approximately, almost, over, nearly, around</i>	58
Session 1 PLUS	<ul style="list-style-type: none">› Q&A Making an impact	<ul style="list-style-type: none">› Extension & consolidation	62
Session 2 Ups & downs	<ul style="list-style-type: none">› Talking about numbers, statistics & figures› Describing positive & negative change› Understanding & describing graphs & charts	<ul style="list-style-type: none">› Vocabulary for change› <i>raise & rise</i>› Describing charts & graphs	64
Session 2 PLUS	<ul style="list-style-type: none">› The numbers don't lie	<ul style="list-style-type: none">› Extension & consolidation	68
Session 3 Looking ahead	<ul style="list-style-type: none">› Talking about goals› Talking about the future› Understanding the difference between <i>will & going to</i>	<ul style="list-style-type: none">› Tenses: <i>will future & going to future</i>	70
Session 3 PLUS	<ul style="list-style-type: none">› What does the future hold?	<ul style="list-style-type: none">› Extension & consolidation	74
Business English live	<ul style="list-style-type: none">› Talking numbers & figures› Essential phrases	<ul style="list-style-type: none">› True-to-life business dialogues	76
Milestone C		<ul style="list-style-type: none">› Progress check	78
Magazine C.1	<ul style="list-style-type: none">› Are we drowning in a sea of numbers?	<ul style="list-style-type: none">› Extensive reading & discussion	80
Magazine C.2	<ul style="list-style-type: none">› Balancing work and wellness	<ul style="list-style-type: none">› Extensive reading & discussion	82
Final Milestone			84
Essential phrases			90
Useful abbreviations & acronyms			91
100 useful business English words			92
Audio transcripts			101
Acknowledgements			104

The page numbers on this page refer to the printed edition of Business Impact 1.1.

Greeting *new* *colleagues*

Agenda

- › Greetings & small talk
- › Addressing clients & colleagues
- › Names & titles
- › First contacts



› to give someone a high five | to press your hands together | to give a *namaste* (to someone) | to shake hands (with someone) | to bow (to someone) (Tip: 'bow' rhymes with 'how') | to hug (a person) | to take a person in your arms | to kiss a person on the cheek ‹

› Small talk

Start the session by chatting with a partner about the current weather for a few minutes. Your conversation can, of course, move on to other topics that come up naturally. Use the following phrases in your conversation.

I know exactly what you mean!

Oh, my goodness!

Tip

A quick chat at the beginning of every English class is a great opportunity to practise and improve your small talk skills.

› Down to business

1 Discuss the following questions in class.

1. Which of the ways of greeting people shown in the photos above have you experienced in a business or private context? Which have you never experienced?
2. What other ways of greeting people in a business context do you know, or have you experienced?
3. How do you and your colleagues usually greet each other (at different times of day)?
4. How do you usually greet English-speaking visitors?

- A.01** **2a** A visitor has arrived at reception in your company. Listen and find the badge offered (X) and the right badge for the visitor (✓).



- 2b** Talk in class: Have you ever made a mistake addressing people? How did you deal with the situation?

- 3a** Look at the forms of address below. Match each one to its correct usage (status, gender and context).

Form of address	Usage (status, gender, context)
1. Ms	<input type="checkbox"/> a) a man, marital status not relevant
2. Mr	<input type="checkbox"/> b) in written correspondence (email / letter) if the name is not known
3. Mrs	<input type="checkbox"/> c) formal and polite way of speaking to a man
4. Miss	<input type="checkbox"/> d) formal and polite way of speaking to a woman
5. Mx	<input type="checkbox"/> e) in an email or letter where the name is known
6. Dr	<input type="checkbox"/> f) woman, marital status not relevant
7. Dear Sir or Madam	<input type="checkbox"/> g) informal greeting, gender neutral
8. Dear Mr Jones	<input type="checkbox"/> h) gender and marital status not relevant
9. Ma'am, madam	<input type="checkbox"/> i) addressing members of an audience when giving a speech
10. Sir	<input type="checkbox"/> j) a single woman
11. Hi (+ first name)	<input type="checkbox"/> k) a doctor (medical or academic)
12. Ladies and gentlemen	<input type="checkbox"/> l) a married woman

- 3b** Look at the following guidelines for using titles in English. Read them and then discuss whether the same guidelines apply in your language.

Business Impact

- 1 If you're not sure of the gender, use the name without the title.
- 2 Using 'Mrs' and 'Miss' is becoming less common.
- 3 'Mx' and 'Ms' are normally written, not spoken.
- 4 One title is enough, e.g. Professor Jones or Dr Jones, not Mr Professor Jones or Mr Dr Jones.
- 5 Users of American English are more likely to add a full-stop after the title, e.g. Mr. Jones.

Module A . Session 1

4 Practise in pairs. Create a visitor's badge for your partner.

1. Ask your partner appropriate questions and complete the details for his / her badge.
2. When you've finished, ask your partner to check the details.
3. Change partners and practise again.

Visitor 1



Visitor 2



Enjoy watching this video clip.



5 Small talk: Many people introduce themselves by their first name, or soon switch to first name terms. What's the policy in your organisation? Chat with a partner and exchange your ideas.



6a Look at the names below and discuss the questions in class.

1. How do you think the names are pronounced?
2. Do you think the name is typically male (M), female (F), or gender-neutral (N)?
3. Which of the names do you think is the first name and which is the surname?

Ghislaine Guillaume

Phoenix Constantine

Siobhan Coughlan

Nguyễn Xuân Phúc

Tip

To check if a name is male or female, a surname or a first name, or how to pronounce a name, enter the name in a search engine and add, for example, "first" name or "surname".

A.02-05 6b Now listen. Underline the person's surname and add the additional information.

1. Ghislaine Guillaume

M F N

Title (if known): _____

Preferred form of address: _____

3. Phoenix Constantine

M F N

Title (if known): _____

Preferred form of address: _____

2. Siobhan Coughlan

M F N

Title (if known): _____

Preferred form of address: _____

4. Nguyễn Xuân Phúc

M F N

Title (if known): _____

Preferred form of address: _____

6c What would you say in the following situations? Suggest suitable phrases, then listen again to check.

- You're greeting someone face-to-face for the first time. Pleased to meet you!
- You're not sure you heard the name properly.
- You'd like the person to address you in a certain way, e.g. by using your first name.
- You want to check how to say the person's name.
- You'd like to ask someone how they prefer to be addressed.
- You want to apologise to a person for making a mistake with their name.
- You want to tell someone you don't know how to say their name.

7 Practise with different partners: Have a short conversation introducing yourselves and establishing how to address each other. Practise using phrases you noted down in 6c in your conversation.

› Review and AOB

Review what you have learned in this session:

- Suggest three ways in which people in different parts of the world greet each other.
- Explain when to use the terms Ms, Mrs and Mx.
- Suggest a phrase you can use to confirm whether to address a person by their first or last name.
- Suggest a fairly formal greeting for when you meet someone face-to-face for the first time.

› Final feedback

What did you find most useful in this session?
Tell the class. Any questions?

5 MORNING'S WORTH OF
CLICHÉ GREETINGS
ELIMINATED IN 6 SECONDS FLAT.



1 Read the following article about mistaken identities.

Business Impact



HOW *embarrassing!*

Making a mistake about a business partner’s name or identity shouldn’t happen – but sometimes it does! While it can be very embarrassing at the time, it’s often funny in retrospect. Here are some classic examples.

Mr or Mrs?

The most embarrassing thing happened to me a few years ago! I had to call a client to apologise for a wrong delivery. When he answered the phone, he seemed surprised to hear from me, but was more than happy to accept a refund. We ended up having a really nice chat about all sorts of things, including his new project and his dog - a poodle called Fluffy. I ended the call by asking “Is there anything else I can do for you, Mr Fabricious?”. There was an awkward silence, then the person at the other end of the line said, “Actually, I’m Mrs Fabricious. I just have a very deep voice.”. Luckily, she was very nice about it. Apparently, I wasn’t the first person to make the same mistake. *Jodie*

Just a joke?

I was at a job interview and the secretary met me at the reception. She took me to the interview room and told me to wait outside because I was early. So, I gave her my coat and asked her to get me a coffee with two sugars “and a double vodka to calm my nerves!”. She didn’t smile. She just gave me a funny look. Anyway, a few minutes later, she came back with my coffee and led me into the interview room. She invited me to take a seat, sat down next to one of the interviewers, and introduced herself as a member of the works council! *Franco*

A broken man

I was having a meeting with an important client in Italy when there was a loud buzzing sound. My client threw her arms up in the air, cried what sounded to me like “Signor Rotto”, went downstairs and came back with a visitor, one of her colleagues. We shook hands and I said “Pleased to meet you, Signor Rotto.”. He looked confused, then my client explained that before she left the room she had said “il citofono è rotto”, which is Italian for “the intercom is broken”. She and Signor Rotto tried to keep a straight face after that, but they kept cracking up. *Isaac*

Magazine

2 Explain the mistake that each of the people made in your own words.

3 Expand your vocabulary: Find the phrases in the article. (The paragraph numbers are in brackets.) Then choose (✓) the best meaning for the words in bold in the context of the anecdotes.

Phrase	Option 1	Option 2	Option 3
it's often funny (1)	odd	strange	comical
in retrospect (1)	on second thoughts	looking back	on review
classic examples (1)	typical	traditional	simple
more than happy to do something (2)	satisfied	willing	lucky
an awkward silence (2)	clumsy	stiff	embarrassing
Apparently ... (2)	Clearly	Seemingly	Possibly
keep a straight face (4)	serious	upright	honest

4 An online thesaurus can help you find new ways to express things. Look up the words in bold in an online thesaurus. (The paragraph numbers are in brackets.) Which options do you find? Which is the most appropriate in the context of the anecdotes?

Tip

Enter "online thesaurus English" into a search engine to find an online thesaurus.

	Best option	Alternative 1	Alternative 2
to be very nice about it (2)	<i>kind</i>	<i>friendly</i>	<i>fair</i>
a funny look (3)	_____	_____	_____
classic examples (1)	_____	_____	_____
to cry (4)	_____	_____	_____
to look confused (4)	_____	_____	_____
to crack up (4)	_____	_____	_____

5 Optional extra: Have you or anyone you know ever made a similar mistake in identity? Prepare a short anecdote to present in the next session. Try to include words and phrases from tasks 3 and 4 where possible.
