

**НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ БІОРЕСУРСІВ І
ПРИРОДОКОРИСТУВАННЯ УКРАЇНИ**

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**АНГЛІЙСЬКА МОВА:
МЕНЕДЖМЕНТ І АДМІНІСТРУВАННЯ**

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Навчальний посібник розраховано на студентів, що навчаються за галуззю знань “Менеджмент і адміністрування”. Мета навчального посібника – розвиток комунікативних і шнарматичних навичок, навичок читання та перекладу іншомовних джерел. Навчальний матеріал викладено з урахуванням професійної спрямованості курсу.

Зміст навчального посібника охоплює основні граматичні теми, необхідні для оволодіння діловою англійською мовою у сфері менеджменту і адміністрування.

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Introduction

To succeed in today's increasingly international business environment, you must be able to communicate effectively in English, and that means knowing a lot of specialist terms and expressions.

This book is a business English course for students of business English. It is especially designed for university students who want to use their English for international communication in professional contexts. It provides the practical reading and speaking skills necessary for people who need English for working in business. It also contains a wide range of essential business vocabulary and grammar.

The purpose of this book is to empower students with the language skills they need to carry out their career goals.

It consists of 14 units based on topics of great interest to everyone involved in international business, such as brands, travel, organization, changes, money, advertising, cultures, employment, trade, quality, ethics, leadership, innovation, competition.

The units are organized around major business issues. Each unit gives training and practice in a variety of skills. Each unit contains essential vocabulary input for business students. The exercises developed around the central theme of each unit give ample opportunities to review and practice important grammar and vocabulary.

The book is committed to your reading success. Every unit includes a number of the texts that will help the students to master this crucial skill. The book features authentic texts, reflecting the latest trends in the business world. The book uses realistic and topical material to present vocabulary in context and features a variety of stimulating tasks and activities for oral and written work.

The book is designed to teach basic words and expressions used in the world of international business. It also aims to build confidence in using the language and to expand vocabulary at a more general nature. The natural overlap between topics (for example, brands and advertising, ethics and competition) has been used to promote learning by recycling vocabulary and contexts. A range of exercise types, including gap-filling, multiple choice, dialogue completion is provided to stimulate and help the reader to internalize the vocabulary.

The book focuses on the language of skills that are necessary in business, such as those for presentation, meetings, telephoning, negotiations and using English in social situations.

Each unit provides a review of key grammar items, such as articles, modal verbs, conditions, relative clauses, passives. The book encourages students to consider the grammar points in a business context. The exercises allow students to consolidate their knowledge. All the examples are based on factual information taken from a variety of sources that will enhance students' knowledge of the general topic of the unit.

UNIT 1

BRANDS

STARTING UP

1. Answer the questions.

1. What are your favorite brands? Describe them using the following words: leading, major, principal, top, popular, well-known, own (= goods market with the name of a particular shop instead of that of the manufacturer).
2. Are you a brand loyalists? The brand loyalist has the following mindset:
 - I am committed to this brand.
 - I am willing to pay a higher price for this brand over other brands.
 - I will recommend this brand to others.
3. Give the examples of brands to which you are loyal? Why are you loyal to them?
4. Can you think of any products for which the name of the brand is totally unimportant, so that you do not even notice it?
5. When you are shopping do you prefer to buy well-known brands or is that not important to you?
6. What international brands do you know?
7. What is the difference between a logo, a brand and a trademark?
8. Why are some brands able to successfully extend beyond their original product market to other product markets? An example would be the Dove brand, which extended from a soap brand to shampoo and other hair and skin products. Could a brand like this extend further into dish washing liquids, for example?
9. Write a short description of a brand you are familiar with, pointing out its positive selling features and comparing it with other, similar products.
10. Guess the brands.
 - a. A Finnish corporation that is focused on wireless and wired telecommunications, with 112,262 employees in 120 countries, sales in more than 150 countries and global annual revenue of 51.1 billion.
 - b. This corporation is the world's largest chain of fast food restaurants, serving nearly 47 million customers daily.
 - c. One of the world's top-selling brands of instant coffee, made by Nestle
 - d. An Italian iconic fashion and leather goods label founded in 1921.
 - e. A major German sports apparel manufacturer. Besides sports footwear, the company also produces other products such as bags,

- shirts, and other sports and clothing related goods. The company is the largest sportswear manufacturer in Europe and the second largest sportswear manufacturer in the world.
- f. A brand of Procter& Gamble currently used for safety razors among other personal hygiene products.

KEY VOCABULARY

1. Match the phrases to their definitions.

1. brand awareness
 2. brand image
 3. brand leader
 4. brand equity
 5. brand extension
 6. brand loyalty
 7. brand leader
 8. brand promise
 9. product launch
 10. brand strategy
 11. brand name
-
- a. the debut of a product into the market, it signifies the point at which consumers first have access to a new product
 - b. multiproduct branding strategy whereby a firm markets one or more new products under an already established and well known brand name
 - c. long-term marketing support for a brand, based on the definition of the characteristics of the target consumers
 - d. extent to which a brand is recognized by potential customers, and is correctly associated with a particular product
 - e. the brand that sells the most
 - f. brand's power derived from the goodwill and name recognition it has earned over time, and which translates into higher sales volume and higher profit margins against competing brands
 - g. an opinion of a product which people associate in their minds with the brand name
 - h. the brand with the largest market share
 - i. the tendency to always buy a particular brand
 - j. the name given to a product by the company that makes it
 - k. benefits and experiences that marketing campaigns try to associate with a product in its current and prospective consumers' minds

2. Complete the sentences with the prepositions.

for with off by away back in of on to into out

1. Nokia stands _____ tradition and quality.
2. The Gucci brand is associated _____ luxury.
3. Perishable goods go _____ in a short time.
4. Unsold perishable goods usually have to be thrown _____.
5. If dairy products are not sold _____ the sell-by date, they can't be offered for sale.
6. If a safety fault is discovered in a product, the manufacturer may ask customers to bring _____ all examples of the product.
7. We aim to be No. 1 _____ the market within two years.
8. Attrition showed the company that brand loyalty could not be taken _____ granted.
9. The company is launching a new brand _____ soap.
10. This brand of chocolate is a favorite _____ the children's market.
11. They are working _____ a campaign to launch a new brand of cream.
12. Thousand of new products are put _____ the market every day, but only a few are successful.
13. Customers with a strong sense of brand loyalty are rarely prepared to switch _____ a competitor.
14. Powerful advertising may help a new product to eat _____ the market share of a rival brands.
15. The competition have brought _____ a new range of products.

3. Which word is the odd one out in each set?

- | | | | |
|-------------------|---------------|---------------|--------------|
| 1. a promote | b endorse | c generate | d advertise |
| 2. a image | b campaign | c brand | d symbol |
| 3. a renew | b revamp | c retire | d revive |
| 4. a conglomerate | b association | c corporation | d accolade |
| 5. a strategy | b retailer | c outlet | d store |
| 6. a innovative | b imaginative | c creative | d synonymous |

4. Choose the best answer to fit the gap.

1. The current economic conditions are creating an even _____ demand for our products.
A) big B) stronger C) harder
2. We have to work on our brand name _____ - 55% of consumers have never even heard of us.
A) aware B) awareness C) clarity
3. We want our image in the _____ to be strong, positive, and compelling.
A) marketing B) marketplace C) market

4. In the next six months, we have to _____ to increase our brand's equity (= worth).
A) take steps B) make steps C) do things
5. The process of gathering, recording and analyzing of data about customers, competitors and the market is called market _____.
A) review B) replay C) research
6. The _____ (= percentage/rate) of brand-loyal consumers is about 35%.
A) property B) proportion C) promotion
7. Price-_____ consumers are the ones for whom price is the determining factor as to whether or not to buy something.
A) sensitive B) sensible C) sensitivity
8. If two products are _____, this means they are perceived to be the same.
A) indifferent B) differentiated C) undifferentiated
9. Generally speaking, new products that _____ (= offer) unique benefits to the customer have a higher commercial success rate.
A) deliver B) give C) make
10. A product with no brand name is referred to as being _____.
A) branded B) unbranded C) unidentified
11. If a product is discontinued it is _____.
A) available B) no longer available C) free

5. Complete these sentences with the words.

range retailer refund perishable model
resistance flop launching awareness durables

1. Our sales staff must work harder to increase brand _____ in this area.
2. The launch of the new _____ has been put back three months.
3. The company is spending thousands of pounds on _____ a new brand of tea.
4. Of course, we also sell _____ goods like milk, cheese and meat, which need to be sold within a short time.
5. For larger consumer _____, like music systems and TVs, we provide an after-sales service.
6. A business of a _____ is to sell products.
7. If you are not completely satisfied with any product purchased in this store, you may return it and receive a complete _____ or exchange it for a different item.
8. A product which was expensive to develop, manufacture and launch, and which does not have the sales that the manufacture expected can be described as a _____.

9. They sent us a catalogue of their new _____ of products.
10. The new product met no consumer _____ even though the price was high.

6. Match the two parts of the sentence.

1. Pirated goods often closely resemble the originals
2. Brand-name goods are fashionable but very expensive
3. Since pirated goods are often much cheaper than the originals
4. Because famous brand-name goods are symbols of luxury and status
5. Since for many women the handbag is an important accessory
6. Companies sometimes dump unassembled product components
7. Due to the fact that many customs officials are not qualified to deal with counterfeiters
 - a. representatives from brands are called in when a fake is suspected
 - b. those are the ones that are most frequently copied
 - c. and this results in components being combined with inferior parts and sold as genuine articles
 - d. and so it is difficult to identify the fake
 - e. there is a huge demand for affordable fake handbags
 - f. consumers save money by buying the fake goods
 - g. and consequently, these goods are copied and sold at a cheaper price

7. Complete these sentences with the words.

launching relevance leader launch increase logo
date branding second values named made
own new produced endorse identified drop

1. In a survey, 72% of shoppers _____ our product before those of our competitors.
2. We aim to sell 500 000 units in the first year. Then sales will _____ quickly to about 15 000 a year. We'll have to _____ a new model in four year's time.
3. Our sales staff must work harder to _____ brand awareness in this country.
4. To succeed in _____ you must understand the needs and wants of your customers.
5. People want to invest in the brand _____ not the _____ brand.
6. Orange had no _____ to mobile phones, but it is now one of Britain's best-known brands.

7. When _____ a new product it's important to brand it well to make it stand out in the market.
8. I like your shirt, it looks brand _____.
9. An 'own brand' is a product which is _____ by the supermarket in which it is sold.
10. A 'named brand' is a product _____ by a well-known company which is sold in different places.
11. I always buy the supermarket's _____ brand washing powder, it's much cheaper than the _____ brands and it works just as well.
12. A brand is not only a _____ but it includes also some _____ and _____
13. idea so when you choose a brand you choose how to present yourself to the world.
14. Lots of sports stars _____ sports products for money.
15. Most brands _____ back no more than 150 years old, for example Coca Cola, Ford and Kellogg's.

8. Choose the best answer to fit the gap.

1. A _____ is a series of products that are somehow related.
A) product group B) product collection C) product line
2. Our product _____ includes tables, chairs and cupboards.
A) group B) portfolio C) package
3. We will be launching a new product _____ early next year.
A) brand B) cycle C) line
4. We want our brand _____ to be young, fast and exciting.
A) picture B) image C) logo
5. The purple color we use on all labels is a key part of our _____.
A) branding B) marking C) positioning
6. Our _____ name is recognized throughout Europe.
A) branding B) brand C) image
7. To maintain brand _____, we advertise in many magazines.
A) awareness B) aware C) position
8. The company will launch a new _____ of shampoo.
A) brand B) name C) product
9. Their products are only available through selected _____.
A) outlooks B) outlets C) outfits
10. The _____ new iPhone was launched last year.
A) people waiting on B) awaited much C) much awaited

9. Match the two halves of the sentences.

1. Brand names help customers identify

2. A brand name ensures that we can
3. Brand names that are familiar to us
4. The earliest types of brands helped
5. Some of the best-known brands
 - a. the manufacturer of a product
 - b. to identify the maker of a product
 - c. distinguish one product from others
 - d. can make us feel comfortable
 - e. have become status symbols

READING

1. Read the text.

Nivea's 68 per cent rise in brand value was the strongest by a long chalk in the personal care sector, and was the ninth biggest increase overall this year. The near-flawless performance was buoyed by a series of successful launches, supported by strong advertising campaigns.

Nivea may be best known for its blue and white tubs of skin cream, but its success as a brand comes from its ability to develop an entire portfolio of products for men and women across different countries. All carry the blue and white logo, ensuring that the brand is still recognized by consumers.

"It's a great example of refreshing a brand via innovation and extension," says Mr Walshe, "and it has done that by just making the brand stand for something. Where it was relatively old-fashioned, not dowdy as such, it has now become quite trendy." The Millward Brown Optimor team highlighted the brand's strong performance last year in China, where sales for Nivea Visage and Nivea for Men rose by 50 and 80 per cent respectively, helped by new product launches.

Nivea products were introduced in China in the 1930s, and Nivea for Men is the biggest-selling product in the Chinese men's face care market. Nivea, developed and still owned by German-based Beiersdorf, was launched in 1911 and appeared originally in a yellow tin with a fanciful decoration of green tendrils that reflected Art Nouveau, a popular artistic trend of the period.

In 1924, Beiersdorf revamped the Nivea brand image, introducing the more modern blue and white packaging to evoke a more natural and fresh feeling.

Ms Chen notes that, according to recent market research in different countries, many consumers believe that Nivea was a local brand, illustrating the way that consumers have embraced it.

Answer the questions.

1. Are Nivea products introduced in your country? Have you ever bought Nivea products?
2. Do you know what country Nivea is from?

Which of these statements are true? Correct the false ones.

1. The near-flawless performance of Nivea was buoyed by a successful launch.
2. Nivea may be best known for its black and white tubs of skin cream.
3. Nivea products were introduced in China in the 1940s.
4. In 1924, Beiersdorf revamped the Nivea brand image, introducing the more modern blue and white packaging to evoke a more natural and fresh feeling.
5. Nivea was launched by German-based Beiersdorf.
6. Nivea for Men is the biggest-selling product in the Chinese women's face care market.
7. Nivea was launched in 1912 and appeared originally in a yellow tin.

2. Read the text.

At last there is scientific evidence that branding really works. Confirming the results of the Pepsi challenge, brain scans show that the brand of your soda is more important than its taste. Most people prefer the taste of Pepsi and yet the majority still buys Coke. Read Montague, Director of the Human Neuroimaging Lab at Baylor College of Medicine, has now provided proof that branding plays with our brains. When Montague gave a taste of an unnamed soda to his volunteers he found that more people preferred Pepsi. Nearly all the volunteers said they preferred the Coke. Without a doubt the subjects were letting their experience of the Coke brand influence their preferences. But the secret of Coke's marketing success has yet to be solved. "We've shown that the Coke brand has a powerful influence," says Montague. "But we haven't asked what that is yet. Is it something simple and stupid like the red can, the curvy script or the hard consonants, or something much more complex."

Answer the questions.

1. What do you know about branding?
2. Is branding necessary for a product?
3. How can Pepsi come out on top?
4. Why is Coca-Cola number one at the world's top ten?

3. Read the text.

Many organizations that display a dynamic brand name see branding as a subset of marketing management. This is demonstrated by an organizational design that puts the customer at the center of the business. Those organizations recognize that marketing is the name of the game: if you don't sell, you aren't in business. It can be said that the short-term of today is the long-term of yesterday. As such, operational marketing must fit into strategic marketing.

Operational marketing is concerned with all the tasks popularly called marketing, including advertising, merchandising and promotional events. Strategic marketing is concerned with long-term objectives and planning. Among other things, it covers trend analyses, customer service processes, intelligence gathering processes, product development, and branding. In many successful companies, such as Nike, Dell or Staples, the branding strategy will deeply influence the entire organization, as they seek to touch their customers in the same way at every contact-point.

In addition, those marketing-focused companies build brand equity that is bankable. Indeed, once a brand starts being recognizable, it can have a dollar value in the eye of investors and lenders. We may think that it takes decades to generate brand equity but the shoemaker Nike, for instance, demonstrated that a top global brand could be built in less than 15 years.

As a strategic factor, branding can also contribute to a corporate strategy by erecting entry barriers against competitors. For example, when you think about safe family cars, the chances are that Volvo will jump to mind. Volvo is so entrenched in its position of safe family car, that it would be foolish for any other car maker to challenge the Swedish brand on its turf.

Any business organization has the power to take control of its future and can have an emotional impact on its audience. It requires understanding the role of marketing as being different in the short- and the long-terms, with strategic marketing and operational marketing being two distinct activities.

Although branding is as much art as science, it goes far beyond cute logos and curvy package designs. It is a discipline that has the power to lead and influence; a discipline that belongs to the long-term strategy of an organization.

Find in the text above equivalents for the following expressions.

1. entire process involved in creating a unique name and image for a product or service in the consumers' mind, through advertising campaigns with a consistent theme.
2. the application, tracking and review of a business' marketing resources and activities

3. identification of one or more sustainable competitive advantages a firm has in the markets it serves (or intends to serve), and allocation of resources to exploit them
4. management process through which goods and services move from concept to the customer
5. activities aimed at quick retail sale of goods using bundling, display techniques, free samples, on-the-spot demonstration, pricing, special offers, and other point-of-sale methods
6. recognizable and distinctive graphic design, stylized name, unique symbol, or other device for identifying an organization

Answer the questions.

1. Does it happen by accident that some brands impact our lives more than others?
2. What is the difference between strategic marketing and operational marketing?

4.Put the sentences in chronological order.

1. When John Stith Pemberton sold the first glass of his newly concocted drink in Atlanta's Jacobs Pharmacy in 1886, he was entering an already established but localized market for soda fountain tonics that promised health benefits of one kind or another along with refreshment.
2. Born in tiny Knoxville, Georgia, in 1831 Pemberton had trained at a college of herbal medicine before graduating from pharmacy school in Philadelphia.
3. He first practiced his trade in Oglethorpe before moving to Columbus, where he operated as a druggist for fourteen years with various partners.
4. After relocating to Atlanta in 1869, Pemberton began to experiment extensively with extracts of the coca leaf and kola nut, initially marketing a moderately successful health drink called "French Wine Coca."
5. Pemberton's small company grew rapidly after it was acquired by Asa Griggs Candler , a successful druggist and businessman, between 1889 and 1891.
6. In an astounding deal negotiated in 1899, two lawyers, Benjamin Franklin Thomas and Joseph Brown Whitehead, obtained the rights to bottle Coca-Cola throughout the United States.
7. To better coordinate relations with and between the franchised bottlers, the parent company established the Coca-Cola Bottlers Association in Atlanta in 1914.
8. Two years later Coca-Cola introduced the distinctive "hobbleskirt" bottle as the standard package for use by its franchisees.

9. In 1923 Ernest Woodruff's son Robert Woodruff became president and the eventual architect of Coke's worldwide expansion.
10. The company in 1990 opened the World of Coca-Cola in Atlanta.

VOCABULARY DEVELOPMENT

1. Fill in the blanks in the text below with the correct word.

significant *offer* *attributed* *services* *portfolio*
built *stray* *ultimately* *achieved* *scratch* *attaching*
financial *parent* *view* *commitment* *recognition*
domination *competencies* *expertise* *wrapped*

It's no surprise that it takes an incredible amount of time, resources and moreover money for a company to create new brands from 1) _____. Even new brands that are closely married with existing 2) _____ brands (such as Sony VAIO) require much 3) _____ on the parent's part.

While some consumers may 4) _____ brands like Disney, which is applied from theme parks to credit cards, as a ploy for world 5) _____, most investors and businesses will agree that 6) _____ a parent brand to a new business outside the parent's core 7) _____ is simply a growth strategy for the purpose of larger 8) _____ returns. Sir Richard Branson has successfully 9) _____ his core Virgin brand (which began as a student magazine and small mail order record company in the 1970s) around everything from wine to travel and financial 10) _____.

Courtney Reeser, managing director of Landor in San Francisco, believes that a 11) _____ part of Virgin's success is 12) _____ to understanding who its core constituents are. "The Virgin brand is 13) _____ around an idea, and in general, brands that have a strong idea like that are 14) _____ more elastic. Even though they 15) _____ a lot of different things, they don't really 16) _____ away from their core audience." General Electric has a 17) _____ of 21 different organizations from rocket engines to light bulbs because they did a lot of work on what their core 18) _____ are. At General Electric that's leadership. Selling leadership in everything they do. Other companies such as McDonald's may have enviable global brand 19) _____, but they 20) _____ the highest echelon by being well known for just one thing.

Answer the questions.

1. Why do the companies stretch their brands?
2. Can you think of the successful examples of brand-stretching?

2. Read the text and fill each of the numbered gaps with one of the words listed.

life *value* *nostalgic* *designs* *examples*

portfolios *available* *brand* *lifecycles* *international*
redemption *presentations*
consumers *makers*

Brands can be worth big dollars. The 1)_____ of top brands like Coke and Microsoft is over 60 billion each.

A little motorcycle 2) _____ called Harley Davidson is valued at \$7.1 billion. But what about the brands whose 3)_____ have expired and are laid to rest with the ghosts of brand past? Do they still have a value? A couple of 4)_____ brands with different stories prove that there is life and possibly even 5)_____ after brand death.

Research findings have shown over the years that certain brands and even 6)_____ of brands tug at the emotional heartstrings of 7)_____, calling them back to a different era in their life. For this very reason, consumer product brand 8)_____ have been known to bring back once-popular brands for either limited runs or semi-permanent inclusion in their brand 9)_____. For instance, 10)_____ candies like Clark Bars, Necco Wafers, and Sugar Daddy pops are 11)_____ at stores such as Dylan's Candy Bar in New York.

Re-introductions of fabled brand 12)_____ such as the new millennium version of the 1950s Ford Thunderbird and the thick contoured glass Coke bottles of the 1940s and 50s presented in an era-appropriate Coke red ice cooler are just a few 13)_____ of consumer brands given new 14)_____.

3. Read the text below and decide which answer (A, B or C) best fits the gap.

For a customer to be 1)_____ to a company brand, he or she also has to easily understand what the company offers in products and services. Literally, nomenclature means the order of 2)_____. In the world of brands, it's the word association and at-a-glance view of all company, subsidiary, division, product, service, technology, and other branded names and how they relate to one another.

Most brand consultants agree that the common 3)_____ to successful nomenclature is clarity. "4)_____ have to understand you before they can appreciate you," says Margaret Youngblood, executive creative director of Landor, "The most successful systems are easy to understand, relevant and differentiated. A good example is Apple. iTunes, iBook, etc., the whole 5)_____ is really tight, and you know who they are from without even saying 'Apple.' "

In the early 1990s a company called Federal Express, which revolutionized the process and shipping habits of businesses and 6)_____, was then expanding into 7)_____ markets. As the shipping firm looked to

modernize its corporate brand, the brand 8)_____ realized that more than a cosmetic face-lift was needed for its dated-looking purple 9)_____. The company set about completely overhauling the identity from the visual 10)_____ to the corporate name to the names of everything that it offered – from services to drop boxes to shipping containers, all of which totaled over 100 names.

- | | | |
|-----------------|----------------|-------------|
| 1. A) loyal | B) aware | C) ignorant |
| 2. A) images | B) names | C) brands |
| 3. A) reason | B) factor | C) goal |
| 4. A) consumers | B) owner | C) producer |
| 5. A) idea | B) image | C) system |
| 6. A) people | B) individuals | C) citizens |
| 7. A) national | B) global | C) local |
| 8. A) owner | B) director | C) manager |
| 9. A) logo | B) image | C) name |
| 10. A) design | B) image | C) idea |

4. Read the text and fill each of the numbered gaps with one of the words listed.

market *claiming* *costs* *sign* *rejected*
logo *dismissed* *resolved*
comment *action* *thought*

Dentists who fought to use a crocodile as their 1) _____ have been left smiling after a judge 2) _____ a bid from clothing firm Lacoste to prevent them. Lacoste took legal 3) _____ against The Dental Practice in Cheltenham, Gloucs 4) _____ the crocodile was too similar to its globally recognised emblem. The UK Intellectual Property Office 5) _____ the claim the logo could potentially harm Lacoste's business. The French firm was told to pay £1,450 towards the dentist's legal 6) _____. Tim Rumney and Simon Moore, from The Dental Practice, said: "We are happy the situation has been 7) _____ but astonished by the length of time it took to reach this conclusion. We do not consider ourselves to be in the same 8) _____ place at all and do not see that we are treading on any toes. We chose the 9) _____ with little second 10) _____." Lacoste was unavailable for 11) _____.

5. Read the text below and decide which answer (A, B, C or D) best fits each gap.

Branding began as a way for 1)_____ to identify the product with the craftsman. Today the link between product and name may be more tenuous but it's as effective as ever. Celebrities 2)_____ Jennifer Lopez and Celine Dior lend star power to products that otherwise would be starting from zero 3)_____ an identity and image in the mind of consumers.

The inherent upside of attaching a celebrity to a brand is that the brand literally has a face, name and personality that immediately 4)_____ an image of a living, breathing, credible person as opposed to a faceless corporate entity. The downside is that individuals are not as stable or as easily controllable as corporate entities. As fame comes and 5)_____, so goes the brand.

But when the star is ascending, the idea is to capitalize on the glamour of celebrity by selling a piece of the 6)_____. Jennifer Lopez sells music, movies, clothes and perfume bearing her name. Céline Dion sells music, Las Vegas shows and perfume. "What is a celebrity but a projected image? To use that projected image to sell products and brands that are 7)_____ with whom they want to project is a very smart thing," says Rita Tateel, who has worked with celebrities for over twenty years as president of the Celebrity Source in Beverly Hills.

Smart indeed and revenue is the 8)_____. Legend has it that Tommy Hilfiger's clothing brand enjoyed a US\$ 100 million sales climb over a one year period after rapper Snoop Dogg appeared clothed in a Hilfiger logo rugby shirt 9)_____ television program "Saturday Night Live." The dramatic sales coup and successful partnership with music celebrities was largely attributed to Tommy Hilfiger's brother, Andy Hilfiger. In 2001, Andy Hilfiger went on to work with celebrities who wanted to create fashion companies based 10)_____ their own image.

- | | | | |
|------------------|---------------|--------------|-------------|
| 1. A) producers | B) users | C) consumers | D) promoter |
| 2. A) like | B) similar | C) as | D) same |
| 3. A) to create | B) to do | C) to make | D) have |
| 4. A) project | B) bring | C) give | D) transmit |
| 5. A) leaves | B) finishes | C) goes | D) runs |
| 6. A) hope | B) dream | C) brand | D) image |
| 7. A) compatible | B) consistent | C) steady | D) constant |
| 8. A) conclusion | B) proof | C) sign | D) token |
| 9. A) on | B) at | C) for | D) from |
| 10. A) on | B) with | C) at | D) in |

For those who haven't heard, Jennifer Lopez, also known as J. Lo, has earned 11)_____ success as a music and acting phenomenon, 12)_____

a debut album that went five times platinum and a commanding salary of over \$12 million a film. She is easily one of the most talked, photographed and written about celebrities for fashion trends in the US.

J. Lo's first perfume "Glow by J. Lo," 13)_____ in 2002, was an instant hit among 15 to 21 year old females – the same group who 14)_____ her albums. While no exact figures are public, in early January 2003, industry observers estimated that her fragrance sales totaled \$44 million in the scent's first four months. As of March 2004, Britney Spears and cosmetics maker Elizabeth Arden Inc. are hoping to repeat similar success 15)_____ a fragrance from Spears that will, like J. Lo, be linked to the pop princess' name. The planned fragrance marks Britney Spears' debut in the fragrance/cosmetics category.

11. A) moderate B) limited C) modest D) unprecedented
 12. A) encompassing B) including C) comprising D) consisting
 13. A) released B) issued C) done D) presented
 14. A) buy B) launch C) sell D) produce
 15. A) with B) by C) in D) at

6. Read the text and fill each of the numbered gaps with one of the words listed.

benefit moviegoers using fee title
manufacturer beverage agreement characters

Product 1)_____ and the media company often initiate product placements through an 2)_____ in which the media company receives economic 3)_____. A company often pays a 4)_____ when a media company uses or displays their product in a movie or show. For example, Coca-Cola pays a given fee to have the 5)_____ character drinking a Coke, instead of a Pepsi 6)_____, or Toyota pays to have one of the characters drive their newest automobile. Through product placement, companies hope that 7)_____ take note of the products used by the 8)_____, and therefore think more strongly about 9)_____ the products themselves. Some people consider product placement to be deceptive and unethical.

GRAMMAR

Present Simple and Present Continuous

We use **Present Simple** to talk about:

- permanent situations or states
*She **works** as a secretary.*
- repeated or habitual actions (with frequency adverbs: often, usually)

*She often **buys** Prada dresses.*

*The company usually **launches** new products.*

- actions and situations which are generally true

*Many consumers **prefer** well-known brands.*

- timetables and scheduled events

*The CEO **arrives** on Friday.*

We use **Present Continuous** to talk about:

- temporary situations

We're not looking for partners this year.

*The company **is launching** a new product at the moment.*

- to talk about ongoing situations and projects

*We **are negotiating** an alliance with them.*

- to describe trends.

*The number of people shopping online **is growing**.*

- future arrangements

*We **are signing** the contract next week.*

Present Perfect is used:

- for past actions and states which continue into the present, and to indicate that the time period in which an action could take place has not finished

*I **have known** him since 1997.*

*I've **worked** for them for many years; they give me lots of interesting projects.*

- to talk about our life experiences

*She **has had** a number of interesting jobs.*

- to emphasise the result

*We've **discussed** the problem and this is our solution.*

- to give the idea that something is more permanent

*I've always **worked** in sales.*

- when we want to say how many times something has been repeated

*I've **spoken** to Anne several times, but she's still arriving late for meetings.*

Present Perfect Continuous is used to express:

- actions started in the past and continuing up to the present
- She has been reading a book for two hours.(She started two hours ago and she's still reading it.)
- Past actions of certain duration having visible results or effects in the present.
- She's been crying. (Her eyes are red.)
- Actions expressing anger, irritation, annoyance, explanation or criticism

- Who has been using my phone? (annoyance)
- Emphasis on duration (usually with for, since or how long)
- She's been calling on clients since this morning.

1. Complete the sentences below with the Present Simple or Present Continuous forms of the verbs in brackets.

1. We _____ (play) the price now for not moving on the deal.
2. I'm afraid you can't see the manager right now. He _____ (meet) with the supplier.
3. Successful investors generally _____ (invest) money in a variety of options.
4. He _____ (own) the largest accountancy firm in the country and _____ (plan) to expand overseas.
5. They _____ (manufacture) electrical goods.
6. Interest rates _____ (rise) and homeowners are concerned about their repayments.
7. I _____ (look) for a new job these days.
8. He _____ (work) in a bank.
9. He _____ (take) the train to work every day.
10. The company _____ (attach) great importance to good timekeeping.

2. Choose the best word(s) to complete these sentences.

1. What *do you think/are you thinking* of this brand?
2. She *administers/is administering* a large pension fund.
3. The company *is moving/moves* away from its down-market image.
4. The warehouse *is trying/tries* to cope with a backlog of orders.
5. The company *is looking/looks* for someone with a background of success in the electronics industry.
6. The company balance sheet *shows/is showing* a substantial loss.

3. Complete the sentences below with the Present Simple or Present Continuous forms of the verbs in brackets.

1. A brand _____ (serve) to create associations and expectations among products made by a producer.
2. Now branding _____ (become) ever more important as companies face an increasingly global and competitive marketplace
3. Companies usually _____ (set) a target for the degree of awareness they _____ (intend) to achieve, and then _____ (plan) a promotional campaign to reach that target

4. Both Indian and Chinese corporate leaders now _____ (search) hard for the answer to this critical question, their companies ____ (become) better recognized globally.
5. _____ (expand) sporting brands in terms of their international ranking? Sporting brand _____(try) to expand their presence internationally but people are very loyal to their national sports
6. Nowadays Chinese consumers _____(become) more price conscious, less brand-loyal and generally harder to please
7. Gucci _____(make) high quality designer products, in a variety of fashions, for fashionable men and women.
8. Year after year it _____(get) harder to select the “best” brand. The world _____(grow) faster, the number of media _____(grow) louder and our brains are pretty much what they used to be.

SKILLS

Taking part in meetings

Business people spend a lot of time in meeting. In fact many would argue too much time. Although part of their frustration stems from the view that meetings are often seen as preventing them from “real work” there is also a genuine feeling that many meetings are badly run. Streamlining procedures and improving outputs are, therefore, highly desirable goals.

Useful phrases for participating in a business meeting

Getting the chairperson’s reaction

Can I just ask you – sorry to hold the meeting up

Sorry to hold the meeting up but I just wanted to clarify a couple of points before continuing

Excuse me for interrupting....

May I come in here?

Giving and seeking opinions

I (really) feel that...

The way I see things...

If you ask me,... I tend to think that...

Do you really think that...?

Am I right in thinking that...

Agreeing and disagreeing

I really strongly disagree

Actually, I think she is right

I'm afraid I'd have to disagree about that.

Up to a point I agree with you, but...

Advising and suggesting

We should...

Why don't you....

How/What about...

I suggest/recommend that...

Correcting Information

Sorry, that's not quite right.

I'm afraid you don't understand what I'm saying.

That's not quite what I had in mind.

That's not what I meant.

Keeping the meeting on time

Well, that seems to be all the time we have today.

Please be brief.

I'm afraid we've run out of time.

I'm afraid that's outside the scope of this meeting.

Let's get back on track, why don't we?

That's not really why we're here today.

Why don't we return to the main focus of today's meeting?

We'll have to leave that to another time.

We're beginning to lose sight of the main point.

Keep to the point, please.

I think we'd better leave that for another meeting.

Are we ready to make a decision?

1. Match the expressions A-M below to the following things that participants should do.

1. interrupting
2. giving opinion
3. asking for opinions
4. commenting on other opinions
5. agreeing with other opinions
6. disagreeing with other opinions
7. advising and suggesting
8. clarifying
9. requesting information
10. asking for repetition
11. asking for clarification
12. asking for contributions for other participants
13. correcting information
14. keeping the meeting on time

A. I'd like you to...

- B. I missed that. Could you say it again, please?
- C. May I have a word?
- D. I think we'd better leave that for another meeting.
- E. Up to a point I agree with you, but...
- F. Has anyone else got anything to contribute?
- G. The way I see things...
- H. I never thought about it that way before.
- I. Do you (really) think that...?
- J. Do you see what I'm getting at...?
- K. I have to agree with you.
- L. I don't see what you mean. Could we have some more details, please?
- M. I'm afraid you don't understand what I'm saying.

UNIT 2 TRAVEL

STARTING UP

1. Answer the questions.

1. Do you get many foreign tourists in your country? What do they come to see? What do they come to do? What are the most popular towns for them to visit? What are the most popular places? Which countries do the tourists come from?
2. How often do you fly by plane? What airlines do you prefer? Use the following words and phrases to help you: big, large, domestic, international, national, commercial, private, state-owned, charter.
3. How often do you travel by train? Use the following words and phrases to help you:
 - railway, metro, subway, tube, underground, intercity, international, long-distance, local, suburban, express, fast, direct, through;
 - slow, special, evening, midnight, morning, night, two o'clock, return;
 - crowded, full, empty, approaching, oncoming, passing, departing.

KEY VOCABULARY

1. Match the words to their definitions.

1. class of travel (booking class)
 2. economy class
 3. business class
 4. fare
 5. travel agency (bureau)
 6. tourism
 7. rush hours
-
- a. lowest fare charged by a carrier, it is below first class in international travel and below coach (or tourist) class in domestic travel
 - b. a period of the day when the demands especially of traffic or business are at a peak
 - c. an office or company that arranges travel and holidays for people
 - d. relatively new type of airline booking class positioned (both fare-wise and location-wise) between first class and economy class (coach), most commonly offered on international or long domestic flights
 - e. one of the three classes of air travel: first class, business (or club) class, and economy class (coach). Also called class of service or class of travel

- f. price charged for transporting passengers.
- g. marketing of the enjoyable and other features of a travel destination, and provision of facilities and services for the pleasure travelers (tourists)

2. Complete these sentences with a preposition if a preposition is necessary.

1. After many years away, he arrived back _____ England a month ago.
2. The train from London arrives _____ platform 4.
3. What time do you expect to arrive _____ London?
4. What time do you expect to arrive _____ the hotel.
5. What time do you usually arrive _____ home in the evening?
6. What time do you usually arrive _____ work in the morning?
7. We arrived _____ the town with nowhere to stay.
8. When we arrived _____ the cinema, there was a long queue outside.
9. It's a strange feeling when you first arrive _____ a foreign country.
10. I arrived _____ home feeling very tired.

3. Fill in: have been in/to, has – have gone to.

A: Where's Stevens? I haven't seen him for days.

B: He 1) _____ Washington to interview Kim Basinger.

A: How long 2) _____ he _____ Washington?

B: Three days.

A: What about Austen and Jones?

B: They 3) _____ Monaco. They're going to interview the Royal Family.

A: 4) _____ anyone _____ Beverly Hills to talk to Collin Firt?

B: Hopkins 5) _____ his country house. He interviewed him there yesterday actually. He's coming back today.

4. Complete the sentences with the words.

sightseeing thins regular thickening flow clogs
local through jam departing luxury last

1. There are _____ buses to the city centre.
2. I missed the _____ bus and had to walk
3. _____ buses run regularly to and from the nearest town.
4. A _____ bus carries 30 passengers.
5. I got the _____ train to London.
6. She ran alongside the _____ train , waving goodbye.

7. Our coach was caught in a traffic _____ and got to Heathrow forty minutes late.
8. The traffic _____ noticeably after 9 a.m.
9. In the town center, traffic was already _____ as early as 3 p.m.
10. The traffic _____ the streets of the city centre.
11. Widening the road would improve traffic _____.
12. It was a _____ hotel with its own swimming pool and restaurant.

5. Complete these sentences with the words.

*seat belt single hand luggage excess baggage room service
check-in desk connection reservation aisle bill*

1. I got to the _____ ten minutes before take-off. Fortunately the plane was late.
2. I had a very suitcase and two pieces of _____.
3. The suitcase and one of the other bags were too heavy and I had to pay an _____ charge.
4. I wanted a window seat but I could only get an _____ seat.
5. The weather was bad and I had to wear my _____ all through the trip.
6. The first plane arrived very late and so I missed my _____. I waited three hours in the airport for another flight.
7. At last I arrived at my hotel. They could not find my _____.
8. I wanted a double room but I had to take a _____.
9. I went to the hotel restaurant but could not find a _____ to serve me.
10. In the morning I asked for my _____. I don't need to tell you: they had got it wrong.

6. Fill in the blanks in the text below with the correct preposition. If no preposition is necessary, leave the sentence as it is.

by for on off up from to at in into

1. It's about 15 minutes away _____ bus.
2. Is this the bus _____ Oxford?
3. I was late and had to run _____ my train.
4. We jumped _____ the train just as it was about to leave.
5. I' going to the station to meet her _____ the train.
6. Prices _____ charter airlines are usually lower.
7. The bus pulled _____ and we got on.
8. Buses leave _____ here every hour or so.
9. The London _____ Glasgow train leaves at 10.45.
10. The next train to arrive _____ Platform 2 is 12.30 from Leeds.

11. The people ___ the train were sleeping.
12. The train came ___ and I got on.
13. The train drew ___ the station.
14. The train reached ___ Prague at half past six.
15. The high-speed train travels ___ 120 mph.
16. We're staying ___ a cheap hotel near the station.
17. We checked ___ the hotel, then went for a walk along the beachfront.
18. We will fly ___ Chicago's O'Hare airport.
19. The plane touched down ___ Glasgow airport just before midday.
20. During the rush hour the journey may take ___ to twice as long.
21. I left the work a bit late and had to run ___ my bus.
22. You'll have to change trains ___ Cambridge.
23. The train terminated ___ Carlisle.

7. Choose the best answer to fit the gap.

1. The taxi _____ to a halt at the _____ crossing.
 A) brought B) screamed C) screeched
 A) foot B) pedestrian C) zebra
2. I _____ the petrol and had to _____ a lift to the nearest garage.
 A) finished B) ran out of C) used up
 A) hitching B) hitch-hike C) thumb
3. There's always _____ traffic on the motorway, so I usually take the _____ roads.
 A) busy B) heavy C) strong
 A) back B) minor C) small
4. I realized it was a _____ street, so I had to _____ a U-turn.
 A) one-direction B) one-way C) single-way
 A) carry out B) do C) make
5. The demonstration _____ traffic to a standstill, and some drivers began to _____ their horns in frustration.
 A) brought B) reduced C) slowed
 A) hit B) sound C) toot
6. A car suddenly _____ in front of me and I had to _____ the brakes.
 A) pulled out B) started out C) turned out
 A) hit B) slam on C) tread on
7. She was _____ from driving for a year after failing _____ test.
 A) banned B) disallowed C) disqualified
 A) an alcohol B) a breath C) a breathalyzer
8. The stolen car hit _____ vehicle and _____ flames.
 A) an approaching B) a contra flow C) an oncoming
 A) blew up in B) burst into C) caught

8. Choose the best word(s) or expression(s) to complete these sentences. In some cases, more than one option is possible.

- (At the airport. A check-in assistant is talking to a passenger)* I'm afraid your flight has been _____. It won't be leaving for another two hours.
A) cancelled B) delayed
C) crashed D) double-booked
- (At the airport. An angry passenger is talking to her colleague)* I don't believe it. The airline has _____ our flight and have told me there are no more seats available for us. We'll have to wait for the next one.
A) diverted B) overbooked
C) rerouted D) postponed
- (A business executive is explaining why he prefers to fly business class)* Flying business class is much more expensive than flying _____ class, but it's much more comfortable and the food is better.
A) tourist B) coach
C) economy D) club
- (An announcement is being made at a port)* The ship will soon be ready for _____. Would passengers please ensure they have their tickets ready.
A) embarkation B) boarding
C) disembarkation D) climbing
- (At the airport, an announcement is being made to passengers arriving on a flight)* Welcome to London Heathrow Airport. Could we remind _____ passengers to wait in the lounge until their next flight is ready.
A) transition B) transitive
C) transitory D) transit

9. Choose the best word(s) or expression(s) to complete these sentences. In some cases, more than one option is possible.

- (At the airport, an urgent announcement is being made over the PA system)* Would the last remaining passenger for flight BZ112 to Thessalonica please proceed immediately to _____ 22, where their flight is about to depart.
A) door B) entrance
C) gate D) pier
- (A travel agent is telling a traveller about his flight)* Your flight to Istanbul is _____, so you won't be landing anywhere else en route.

- A) one way B) indirect
C) direct D) non-stop
3. *(At the airport, an assistant is helping a passenger to find the right terminal for her flight from London to Belfast)* Terminals 2 and 3 are the terminals for international flights. You need terminal 1 for ____ flights.
A) domesticated B) domestic
C) domesticity D) domicile
4. *(At the station, an information desk assistant is explaining ticket prices to a passenger who wants to visit a town and return on the same day).* A ____ ticket to Bradford costs £27.50. A ____ ticket will cost you £42.
A) single B) simple C) one way D) one direction
A) return trip B) round-trip C) circle-trip D) square-trip
5. *(At the bank, a clerk is telling a customer why he can't take out any more money with his American Express card).* I'm really sorry, sir, but you have already exceeded your _____.
A) profit margin B) loyalty points
C) credit limit D) commission rates
6. *(On an aircraft, the captain is talking to his passengers)* If you need anything during the flight, please do not hesitate to ask one of our cabin _____ members.
A) staff B) gang
C) team D) crew
7. *(A radio announcement is being made for people travelling to a city for their job)* Bad news for _____, I'm afraid. Traffic on the M25 is backed up for 12 miles at junction 9.
A) expatriates B) commuters
C) immigrants D) migrants
8. *(An article in a magazine is talking about air travel)* In a recent survey, Albion International Air Ltd was voted the world's favorite _____ for its punctuality, comfort, quality of inflight catering and of course its standards of safety.
A) carrier B) airline
C) airliner D) airways
9. *(A travel agent is explaining insurance policies to a customer)* We advise you to take out our _____ insurance policy which will cover you against all risks that are likely to happen.
A) comprehensive B) adhesive
C) apprehensive D) defensive

10. Choose the best word(s) to complete this text.

There are a few things that the well-prepared business traveller should sort out before they leave the country. First of all, they will need to prepare a / an 1) **schedule / itinerary** so that they know exactly where they will be and who they will see at various times on their 2) **voyage / trip**. Next, they should check their passport: have they got one, for a start, and is it still 3) **validated / valid**? Most countries will not let them in if their passport 4) **runs out / expires** within six months.

Secondly, what about a 5) **visa / visor**? More and more countries require foreign visitors to have one, and this will cost money (and time and effort, too: in some cases, the traveller has to present himself or herself in person at the country's 6) **emmbassy / embassy**).

Thirdly, they will need to get 7) **traveller's cheques / traveling cheques** and / or foreign 8) **currancy / currency**: if they choose the latter, they need to check the 9) **exchange / changing** rate to make sure they are getting a favourable 10) **deal / bargain**, and then in most cases they will need to pay 11) **comission / commission / commision** to the bank who supplies it.

Finally, they should check that they have 12) **insurence / insurance / insurence** cover, that their 13) **vaccinations / vaccinnations / vacinations** are up to date, and that their mobile phone will work abroad (and if necessary, make arrangements with their 14) **provider / provisor** to ensure they can get connected to the 15) **network / website** when they arrive.

11. Choose the best answer to fit the gap.

1. You need to _____ your seat 24 hours before departure or they may cancel your reservation.
A) book B) reconfirm
C) register D) arrange
2. Their flight was delayed due to engine _____
A) failure B) collapse
C) defeat D) crash
3. Please send us a copy of her _____ so that we can arrange transport.
A) journey B) map
C) itinerary D) route
4. The hotel restaurant is not open 24 hours but room _____ is always available
A) menu B) catering
C) waiter D) service

5. The journey took ages. We were stuck in a traffic _____ as soon as we left the airport.
 A) queue B) jam
 C) hold-up D) block
6. The delegates are _____ booked into the Hotel du Lac but they can move to something more luxurious if they want.
 A) provisionally B) approximately
 C) temporarily D) conditionally
7. Make sure that you allow plenty of time to _____ at the airport.
 A) check up B) check out
 C) check in D) check on
8. I always choose a room _____ the back of the hotel as it's usually quieter.
 A) showing B) seeing
 C) overlooking D) viewing

12. Look at the following sentences and decide if they are true or false, explain why.

1. A *travel agency* is the same as a *tour operator*.
2. When passengers *embark*, they get *off* an aeroplane or ship.
3. The first thing you do when you go to an airport is go to the *check-in*.
4. Flying *economy class* is more expensive than flying *business class*.
5. A flight from London to Paris could be described as a *long-haul* flight.
6. The first thing you do when you arrive at your hotel is *check in*.

13. Choose the most suitable explanation or interpretation, A or B, for the following sentences.

1. People enjoy the **mobility** that owning a car gives them.
 A. People enjoy being able to travel easily from one place to another.
 B. People enjoy being able to drive very fast.
2. What's your **destination**?
 A. Where have you come from?
 B. Where are you going to?
3. **Traffic-calming** measures are becoming increasingly common throughout the country.
 A. People have to drive more slowly because of the increased number of police in villages and towns.
 B. People have to drive more carefully through towns and villages because of specially-built obstacles in the road.
4. Young drivers have a higher **accident risk** than older drivers.

- A. Young drivers are more likely than older drivers to be involved in a crash.
 - B. Young drivers are less likely than older drivers to be involved in a crash.
5. Container lorries and other large vehicles **dominate** our roads.
- A. There are a lot of large vehicles on the roads.
 - B. There aren't many large vehicles on the roads.

READING

1. Read the text.

Climate change experts from the Tyndall Climate Research Centre in Britain have said urgent action is needed to curb the rapid growth in air travel if the government is to meet its commitments on tackling global warming.

Falling ticket prices and rising incomes are leading to rapid growth in global air travel. According to the British government, the number of British air passengers, for example, will more than double in the next quarter of a century. Increases of such an order would mean much more aviation fuel being burned and aviation fuel may be more harmful to the environment than other fuels because the resulting smoke is emitted at high altitudes.

A group of scientists at the environmental research group, the Tyndall Centre, says that if Britain is to meet its overall target for cutting damaging emissions, other uses of fuel like for heating homes or driving cars would have to be cut dramatically.

The British government wants the use of aviation fuel covered by international agreement on the environment. The difficulty for any individual government is that taxing fuel used at its own airports might push airlines to move their operations to competing airports in other countries.

Are the following statements true or false?

1. A lot of people around the world have recently stopped flying because they have less money to spend and the price of plane tickets is going up.
2. Half as many people will fly in the next 25 years as fly today.
3. Because more planes are using more flight petrol, more smoke will be sent out from high in the sky.
4. The Tyndall Centre says that Britain will have to use less energy at home and on the roads to meet the goal of cutting pollution.
5. The British government would like all countries to agree not to tax airline fuel.
6. If airports are taxed for using fuel by each country's government then

airlines might use other airports with cheaper fuel taxes.

2. Put the sentences in chronological order.

1. The rapid progress was attributed to the wide streets overhead and the modification of the cut-and-cover method devised by the French engineer Fulgence Bienvenue. Vertical shafts were sunk at intervals along the route; and, from there, side trenches were dug and masonry foundations to support wooden shuttering were placed immediately under the road surfaces.
2. After 10 years of discussion, Parliament authorized the construction of 3.75 miles (6 km) of underground railway between Farringdon Street and Bishop's Road, Paddington.
3. In Mexico City the first stage of a combined underground and surface metro system (designed after the Paris Métro) was opened in 1969.
4. It was 1.5 miles (2.4 km) long and at first used trolley streetcars, or tramcars.
8. Later, Boston acquired conventional subway trains.
5. The first subway system was proposed for London by Charles Pearson, a city solicitor, as part of a city-improvement plan shortly after the opening of the Thames Tunnel in 1843.
6. Many other cities followed London's lead. In Budapest, a 2.5-mile (4-kilometre) electric subway was opened in 1896, using single cars with trolley poles; it was the first subway on the European continent.
7. In the United States the first practical subway line was constructed in Boston between 1895 and 1897.
8. New York City opened the first section of what was to become the largest system in the world on Oct. 27, 1904.
9. In Philadelphia, a subway system was opened in 1907, and Chicago's system opened in 1943.
10. In Paris, the Métro (Chemin de Fer Métropolitain de Paris) was started in 1898, and the first 6.25 miles (10 km) were opened in 1900.
11. In South America, the Buenos Aires subway opened in 1913. In Japan, the Tokyo subway opened in 1927, the Kyōto in 1931, the Ōsaka in 1933, and the Nagoya in 1957.
12. Moscow constructed its original system in the 1930s.
13. In Canada, Toronto opened a subway in 1954; a second system was constructed in Montreal during the 1960s using Paris-type rubber-tired cars.

VOCABULARY DEVELOPMENT

1. Complete the text with the words.

quality convenient time service delays back
major correctly safety serving
reliable ability assets

The travelling public use the Underground because it is fast, 1) _____ and saves 2) _____. Fundamentally, the train 3) _____ must be reliable. This means having 4) _____ that consistently perform well, having staff 5) _____ trained to support a 6) _____ train service, and having the 7) _____ to recover swiftly from 8) _____ when they occur. Reliability may be the foundation but reliability and 9) _____ alone will not make the Underground world class. Customers use the Underground because it is fast and convenient, but the surveys consistently show that the 10) _____ of the travelling time is also important to them.

London Underground was formed in 1985, but its history dates 11) _____ to 1863 when the world's first underground railway opened in London. Today, London Underground is a 12) _____ business with three million passenger journeys made every day, 13) _____ 275 stations over 408 km (253 miles) of railway.

Answer the questions.

1. Why do the travelling public use the Underground?
2. When was London Underground formed?

2. Complete the text with the words.

accommodate financial spontaneous growing productivity
thought locations caused increase incidents lost common
nonrecurring personal conditions population double
periods additional road commuter congestion growing
demands work flow demand
available vary delays affected

Road traffic congestion is a significant and 1) _____ problem in many parts of the world. Moreover, as congestion continues to 2) _____, the conventional approach of “building more roads” doesn't always work for a variety of political, 3) _____, and environmental reasons. In fact, building new roads can actually compound 4) _____, in some cases, by inducing greater 5) _____ for vehicle travel – demands that quickly eat away the 6) _____ capacity.

All around the world, developed countries are discovering that 7) _____ traffic congestion is no longer simply confined to 8) _____ trips in urban areas. Congestion is everywhere. It affects the 9) _____ trip

and the personal trip. It affects the movement of people and the 10) _____ of goods to market.

In both rural areas and intercity corridors, traffic is disrupted by 11) _____, maintenance operations, detours, and congestion on tourist routes, among other causes. To the traveler, congestion means 12) _____ time, missed opportunities, frustration, and waste of 13) _____ resources. To the employer, congestion means lost worker 14) _____, delivery 15) _____, and increased costs. Nationally – and internationally – speed, reliability, and the cost of urban and intercity freight movements are increasingly 16) _____ by congestion.

The causes of congestion can be categorized as either recurring or 17) _____. Recurring congestion is the predictable delay 18) _____ by high volumes of vehicles using the roadway during the same daily time 19) _____ (e.g., peak commute periods, holiday periods, or special events) and at critical 20) _____ (intersections, interchanges, major long-term construction areas).

Nonrecurring congestion is unpredictable delay generally caused by 21) _____, unplanned occurrences such as traffic accidents and incidents, emergency maintenance, or weather 22) _____. Demand for highway travel continues to grow as 23) _____ increases, particularly in metropolitan areas. Construction of new highway capacity to 24) _____ this growth in travel has not kept pace. And traffic volumes are projected to continue 25) _____.

The volume of freight movement alone is forecast to nearly 26) _____ by 2020. Congestion is largely 27) _____ of as a big city problem, but delays are becoming increasingly 28) _____ in small cities and some rural areas as well.

Congestion results when traffic 29) _____ approaches or exceeds the 30) _____ capacity of the system. While this is a simple concept, it is not constant. Traffic demands 31) _____ significantly depending on the season of the year, the day of the week, and even the time of day. Also, the capacity, often mistaken as constant, can change because of weather, work zones, traffic incidents, or other non-recurring events.

Answer the questions.

1. Are there traffic congestions in you town? Is it a big problem for the citizens?
2. How can we solve the problem of traffic congestion?

3. Read the text below and decide which answer (A, B, C or D) best fits each gap.

More people choosing to walk, more often, to more places 1)_____ traffic congestion and on other forms of transport as well as 2)_____ air quality. Walking should not be seen as a competitive mode but the essential link that ultimately makes all other modes possible. Walking for a total of 30 minutes a day, or 60 minutes for children, meets the medical 3)_____ recommendations for physical activity. This doesn't have to be done in one walk: it can be split 4)_____ two or three shorter walks.

Doctors agree that 5)_____ exercise like walking helps protect the body from many illnesses and conditions, including heart disease and stroke, high blood pressure, osteoarthritis, obesity, the most common type of diabetes and many cancers.

It's also a great way to 6)_____ stress and stay happy. Everyone knows how a good walk can help you 7)_____ your thoughts, and being outdoors, especially in green spaces, can help fight depression and improve mental health.

And the best news is – almost everyone can do it, anywhere and at any time, 8)_____ free! You don't need special clothing, equipment or training, there are no gym memberships to pay, and it's so easy and natural there's very little risk you'll injure yourself.

Another great thing about walking is that it lets you do two or more things 9)_____ once. So while you're getting healthy exercise, you could also be:

- getting to places you need to visit, for example by walking 10)_____ work, school or the shops;
- spending time with others – friends, children and family. Walking and talking go hand 11) _____ hand and you might even make new friends along the way;
- exploring your local area – it's the best way to discover hidden corners up close;
- enjoying green spaces and nature – fresh air, peace and a place for the kids to run around;
- just taking time to relax by yourself.

- | | | | |
|-----------------|--------------|-------------|--------------|
| 1. A) reduces | B) increases | C) cuts | D) downsizes |
| 2. A) improving | B) mend | C) recover | D) emend |
| 3. A) level | B) maximum | C) limit | D) minimum |
| 4. A) at | B) for | C) into | D) to |
| 5. A) ordinary | B) mild | C) moderate | D) hard |
| 6. A) ease | B) soothe | C) relieve | D) take over |

7. A) amass B) collect C) compile D) gather
 8. A) for B) at C) with D) into
 9. A) for B) in C) with D) at
 10. A) to B) at C) in D) for
 11. A) in B) after C) at D) for

And since walking doesn't cause congestion or pollution, whenever you choose to walk rather than 12)_____ the car you're being kind to our environment as well as to yourself.

Walking regularly improves your well being and helps 13)_____ stress. Not paying for the journey may 14)_____ you smile too! You can breathe in more pollution inside your car than from walking the same route. And of course walking is the most sustainable 15)_____ of transport.

Walking is by far the easiest exercise to fit into a busy lifestyle since you can do it anywhere at a time that suits you. Every minute you spend walking is quality time, rather than sweating on a packed bus or train or fuming in a traffic jam. You'll still have to 16)_____ a little effort to find time, but remember active people live longer and have a healthier old age – so think of your walking time as a good investment.

Sometimes 17)_____ roads don't feel pleasant and safe for walkers. But there are plenty of quieter streets, parks, watersides and green spaces even in busy urban areas if you know where to look for them.

12. A) take B) move C) get D) occupy
 13. A) cut B) create C) reduce D) weaken
 14. A) take B) get C) do D) make
 15. A) form B) kind C) type D) pattern
 16. A) do B) bring C) take D) make
 17. A) main B) chief C) leading D) primary

4. Read the text below and decide which answer (A, B, C or D) best fits each gap.

Want to get healthier and happier? If so it's time to get 1)_____ on your bike. Cycling is a convenient and low 2)_____ cost way to get around and lets you fit exercise into your daily 3)_____ routine. It is recommended to ride a bike for 20 to 30 minutes three times a week to achieve the minimum level of weekly physical activity.

Over the past year the number of cyclists in London has grown by 83 per cent. So it's over to you – get fitter and get happier by getting on your bike. There are good reasons for encouraging bicycle use. High bicycle usage contributes to the accessibility of cities and towns, to many citizens' scope for 4)_____ development and – not least to 5)_____ health.

Cities and regions in the Netherlands are often regarded as examples of best practices on 6)_____ and supporting policies.

A 7)_____ link is visible in the Netherlands between bicycle policy and bicycle use. In the first place, good bicycle 8)_____ are simply a necessity to facilitate the many cyclists. These good bicycle facilities keep bicycle use high and continue to grow. 9)_____ cycle usage also means that many citizens could enjoy a good cycling climate.

One of the 10)_____ achievements of cycling policy in the Netherlands is to make it part of the general mobility policy in a way that it is part of the solution 11)_____ mobility. Therefore, in the mobility policies of almost all the Dutch municipalities, they 12)_____ particular attention to the bicycle.

The Netherlands has a strong cycling culture that is self-maintaining and self-strengthening: a cycling culture which all players in the field of mobility encourage. The Netherlands and cycling have been synonymous 13)_____ years. The Netherlands is the only European nation with more bicycles than people.

- | | | | |
|---------------------|--------------|---------------|---------------|
| 1. A) at | B) in | C) on | D) for |
| 2. A) price | B) cost | C) expenses | D) spending |
| 3. A) things | B) affairs | C) routine | D) matters |
| 4. A) sustainable | B) high | C) low | D) industrial |
| 5. A) collective | B) public | C) audience | D) community |
| 6. A) cycling | B) walking | C) going | D) travelling |
| 7. A) straight | B) direct | C) through | D) distinct |
| 8. A) opportunities | B) means | C) facilities | D) equipment |
| 9. A) superior | B) low | C) high | D) strong |
| 10.A) chief | B) principal | C) primary | D) main |
| 11.A) for | B) in | C) at | D) from |
| 12.A) bring | B) pay | C) have | D) get |
| 13.A) at | B) in | C) for | D) since |

GRAMMAR

Talking about the future

We can use different language forms to talk about the future

We use **going to** to talk about:

- actions intended to be performed in the near future
She's going to visit us tomorrow.
- Planned actions or intentions
I have settled I'm going to leave this town.
- Evidence that something will definitely happen in the near future

Look at the dark clouds in the sky! It's going to rain.

We use **Future Simple** (will) to talk about:

- decisions taken at the moment of speaking (on-the-spot decisions)
Since it's getting dark, I'll turn on the light.
- hopes, fears, threats, offers, promises, warnings, predictions, requests, comments, with: expect, hope, believe, I'm sure, I'm afraid, probably
I'm afraid I'll be a little late.
- actions or predictions which may (not) happen in the future or actions which we cannot control and will inevitably happen
He will be eleven next year.
He'll probably buy the house.
- things we are not sure about or haven't decided to do yet
She'll probably be promoted. (not sure yet)

We use **Present Simple** to talk about timetables and programmes

The plane reaches London at 7 o'clock.

We use the present simple to refer to the future after these words: when, after, before, unless, in case, as soon as, until, by the time, the next time.

We use **Present Continuous** to talk about fixed arrangements in the near future

We are visiting you tonight. (It's all arranged)

Future Continuous

The future continuous is formed with **will + be + the -ing** form of the verb.
This time tomorrow I'll be eating lunch on the plane.

The future continuous is used when we imagine an activity in progress in the future.

We often use it when we compare what we are doing now with what we will be doing in the future. There is nearly always a time expression.

Where will you be living in five years' time? We also use the future continuous to say that something will definitely happen.

a meeting soon, so we can decide then.

Future Perfect

The future perfect is formed with will + have + the past participle.

By the time we get to the cinema, the film

We use the future perfect to look back from one point in the future to an earlier event. We often use **by** or **by the time** with the future perfect.

By next week I'll have collected **over 1000 euros for charity**. The situation has not happened yet, but at a certain time in the future it will happen

1. Fill in the gap

1. A: Watch out! You _____ knock the vase over.
B: Oh! I didn't see it.
2. A: Here's the waiter. Would you like a drink?
B: Yes, please. I _____ have a glass of water.
3. A: I'll park the car here.
B: Be careful, you _____ hit the fence.
4. Don't worry about the dog. It _____ hurt you.
5. A: Why are you turning on the television?
B: I _____ watch the news.
6. A: Did you phone him tonight?
B: No, I forgot. I _____ it now. What's the number?
7. My daughter _____ study modern languages at Oxford.
8. I _____ phone back later.
9. He _____ buy a house next week.
10. Today is the 5th of May; tomorrow _____ be the 6th.
11. He looks very pale. I think he is going to faint.
12. I _____ do that for you, if you like.
13. A: Somebody's at the door.
B: I _____ see who it is.
14. She says she _____ talk to him but not today.
15. I _____ write a report tomorrow afternoon.
16. I think I _____ have a bad cold and then I shan't be able to meet you.

2. Underline the correct verb form in the sentences.

1. We *are going to watch/ will watch* television this evening.
2. A: Oh, dear. I'm late for work.
B: Don't worry. *I'm going to give/ I'll give* you a lift.
3. A: I'm very worried about my examination next week.
B: Don't worry, Tom. You *will pass/are going to pass*.
4. A: This cake is delicious!
B: Don't eat any more. You *will be sick/ are going to be sick*.
5. I can't meet you this evening. A friend of mine *will come/is coming* to see me.
6. A: Oh, I've just realized – I haven't got any money.
B: Don't worry – that's no problem. I *will lend/ am lending* you some.
7. A: The ceiling in this room doesn't look very safe, does it?

- B: No, it looks as if it *going to fall/ will fall*.
8. A: I can't work out how to use this camera.
B: It's quite easy. I *am showing/ will show* you.
9. A: Did you post the letter for her?
B: No, I forgot. I *will do/I'm going to do* it now.
10. A: Have you booked a holiday yet for this year?
B: Yes, we *are taking/ will take* a cruise around the Caribbean.
11. My father's approaching retirement age, so he *is going to sell/will sell* the business next year.
12. The plane *takes off/ will take off* at 10.45, so we had better check in by 8.45.
13. Sunrise *will be/ is going to be* at 6.40 a.m. tomorrow.
14. Our plane *leaves/is leaving* at 6.30 in the morning.
15. My grandmother *will be/is going to be* 50 years old next year.
16. I know you've been offered a new job. *Are you going to accept/will you accept* it or not?

3. Fill in: will or be going to.

1. A: Watch out! You _____ knock the vase over.
B: Oh! didn't see it.
2. A: Here's the waiter. Would you like a drink?
B: Yes, please. I _____ have a glass of water.
3. A: I'll park the car here.
B: Be careful, you _____ hit the fence.
4. Don't worry about the dog. It _____ hurt you.
5. A: Why are you turning on the television?
B: I _____ watch the news.
6. A: Did you phone him tonight?
B: No, I forgot. I _____ it now. What's the number?
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8. A: I can't work out how to use this camera.
B: It's quite easy. I *am showing/ will show* you.
9. A: Did you post the letter for her?
B: No, I forgot. I *will do/I'm going to do* it now.
10. A: Have you booked a holiday yet for this year?
B: Yes, we *are taking/ will take* a cruise around the Caribbean in October.
11. Sunrise *will be/ is going to be* at 6.40 a.m. tomorrow.
12. My father's approaching retirement age, so he *is going to sell/will sell* the business next year.
13. The plane *takes off/ will take off* at 10.45, so we had better check in by 8.45.
14. Our plane *leaves/is leaving* at 6.30 in the morning.
15. My grandmother *will be/is going to be* 50 years old next year.
16. I know you've been offered a new job. *Are you going to accept/will you accept* it or not?

SKILLS

Arrangements on the phone

Useful language

Answering the phone

Hello, Sam Van speaking.

Making contact

I'd like to speak to Nick.

Could I have the sales department, please?

Identifying yourself

This is/ My name's Tom.

Tom Frank is speaking.

Stating your purpose

I'm calling about...

The reason I'm calling is...

Can/Shall we fix/arrange an appointment/a meeting?

Would it be useful to meet up soon?

Making arrangements

Could we meet on Monday at 10.30?

How/What about May 11th?

Is 12.30 convenient/OK?

Would Wednesday suit you?

Would Wednesday be suitable?

Confirming an arrangement

Good. I'll see you at 3 p.m., then.

I'll be at your office at three o'clock, then.

That's three o'clock tomorrow at your office.

Changing arrangements

I'm afraid I can't come on Friday.

We've got an appointment for 11.20, but I'm afraid something's come up.

Could we fix another time?

I can't make it on...

Responding

That's fine/OK for me.

Sorry, I can't make it then.

No problem.

I'll just get/check my diary

Closing

Good. So, I'll see you on the 8th.

That's great, I'll see you...

It's been nice talking to you

1. Choose the best answer to fit the gap.

1. Mrs Perez is writing to ____ the arrangements she made with you.

A) conform B) confer

C) confine D) confirm

2. _____. I'll see if Mr Watson is available.

A) hold on B) keep on

C) go on D) stay

3. I'll put you ____ to the Sales Department.

A) over B) off

- C) through D) in
4. Oh, dear. I think I've _____ the wrong number.
 A) put B) done
 C) through D) dialled
5. I'm _____ Miss Johnson's in a meeting.
 A) worried B) afraid
 C) concerned D) frightened
6. No. This is the Finance Department. I'll check the _____ number.
 A) extension B) external
 C) exterior D) extraction
7. There are no public phones in here but there is a phone _____ in Market Street.
 A) room B) operator
 C) booth D) switchboard
8. Would you like me to fix up an _____ for you?
 A) application B) appointment
 C) arrangement D) attendance
9. Don't make jokes on the phone as you may be _____.
 A) misunderstood B) misplaced
 C) mistaken D) misguided

2. Anna gets through to Ben and arranges to meet him. Reorder their conversation.

- a. A: Fine thanks. I'm going to be in London on Tuesday and Wednesday next week. How about meeting up to discuss how Megabook and Sprenger might work together?
- b. A: Hello. This is Anna Schmidt. You remember we met at the Frankfurt Book fair last month?
- c. A: Look forward to seeing you then. Bye.
- d. A: Sounds good. Shall I meet you at your office? I've got the address.
- e. A: Yes, that's fine.
- f. B: Ben Cassidy.
- g. B: Goodbye
- h. B: I'll just check my diary. I won't be able to make Tuesday. I've got to go to Manchester. Would Wednesday suit you? How about lunch?
- i. B: OK. See you on Wednesday at 12.30, then.
- j. B: Yes, how are you?
- k. Yes. Why don't you come round here at about 12.30? Ask for me at reception and I'll come down.

UNIT 3 ORGANISATION

STARTING UP

1. Answer the questions.

1. What are the functions of a manager?
2. Many companies have eliminated middle managers to save money. Do you think this is a good business practice?
3. Some companies try to motivate employees with incentives such as on-site child care and bonuses. How do you think offering such benefits can add to a company's costs?
4. Describe the qualities of a manager for whom you would like to work someday.

KEY VOCABULARY

1. Match these words to their definitions.

1. shareholder
2. department
3. top management
4. manager
5. stakeholder
6. subsidiary
7. chairman of the board
8. organizational chart
9. managing director
- a. highest ranking officer in a firm's board of directors who presides over the board's meetings, but may or may not have actual executive authority
- b. person, group, or organization that has direct or indirect stake in an organization because it can affect or be affected by the organization's actions, objectives, and policies
- c. a table or plan showing a company's structure graphically
- d. individual, group, or organization that holds one or more shares in a firm, and in whose name the share certificate is issued
- e. highest ranking executives (with titles such as chairman/chairwoman, chief executive officer, managing director, president, executive directors, executive vice-presidents, etc.) responsible for the entire enterprise
- f. senior director after the chairman responsible for day-to-day direction

- g. specialized functional area within an organization or a division, such as accounting, marketing, planning.
- h. person responsible for day-to-day running of a department
- i. firm controlled by another firm (call the parent) through the ownership of greater than 50 percent of its voting stock

2. There are four roles of managers planning, organizing, leading and controlling. Write the following management functions under the correct heading: a) planning, b) organizing, c) leading, d) controlling.

- 1. team-building supervision
- 2. motivation
- 3. identifying needs
- 4. communicating with staff
- 5. monitoring quality standards
- 6. comparing results with targets
- 7. setting objectives
- 8. deciding strategy
- 9. time management
- 10. empowering staff to take decisions
- 11. taking on new staff
- 12. managing resources
- 13. putting systems in place

3. Match the words and phrases with the same meaning.

- | | |
|----------------------------|---------------------------|
| 1. brand manager | a. outside director |
| 2. executive director | b. managing director |
| 3. non-executive director | c. general manager |
| 4. chief executive officer | d. stockholder |
| 5. chief knowledge officer | e. inside director |
| 6. shareholder | f. product manager |
| 7. chief operating officer | g. chief learning officer |
| 8. chief financial officer | h. controller |

4. Choose the correct word to fit the gap.

- 1. Our business is _____. We have to hire two more people.
A) slowing B) growing C) growing up
- 2. Another word for colleague is _____.
A) compatriot B) co-worker C) acquaintance
- 3. The amount of work that you have to do is called your _____.
A) workload B) job-load C) work-heap
- 4. The CEO announced that the company was taking a new _____.

- A) way B) highway C) direction
5. Because of good business decisions, our company is growing faster than ____.
- A) assumed B) expecting C) expected
6. Our sales manager heads ____ a department of 40 people.
- A) out B) off C) up
7. I work in accounts and Yina is my ____ manager.
- A) line B) head C) over
8. I was in ____ management for 10 years before I became a director.
- A) medium B) middle C) vice
9. She's the only woman here who has a ____ executive position.
- A) higher B) chief C) senior
10. Every successful business is dependent on good ____.
- A) management B) manager C) manages
11. It is said that good management has always been the invisible ingredient of ____.
- A) success B) succeed C) successfully
12. Effective management in a turbulent world is ____ the major international challenge for business.
- A) increasing B) increasingly C) increase
13. The advantages of working for this company is that all employees ____ themselves as a member of the team.
- A) perceive B) hold C) think

4. Look at the list of different jobs below, and match each one with the person who is speaking in 1 – 14.

Assistant Manager Chairman Chief Executive Officer (CEO)
Company Director Company Secretary
Human Resources (HR) Manager Managing Director (MD)
Non-executive Director Personal Assistant (PA)
Production Manager Receptionist Secretary
Technical Support Consultant

- Hello. Welcome to Wy-T Computers. Have you got an appointment? Good. Take a seat and I'll call up to her office. Would you like a coffee while you wait?
- Good morning. My name is Angela Ranscombe, and I am responsible for my company's productive use of its workforce.
- Hello. I'm Hilary Hannah. I type letters, file documents, arrange meetings and so on, for the various people in my office.

4. Hello. My name's Adam Dent. I help customers who are having problems with our products. I spend most of my day on the phone.
5. I'm Anne Langsdale, and I've been appointed by the shareholders to help run the company.
6. Hello there. Don Brown. Nice to meet you. I make sure that the company is being run efficiently and effectively.
7. My name's Liz Hamley, and I suppose I'm the big cheese around here. Basically I'm the most important director in charge of the company.
8. I'm Judy Briers. I work directly for Liz Hamley, and for her alone. I perform various secretarial and administrative duties for her.
9. I'm Laurence Woodham. I'm a senior employee here, with director status and administrative and legal authority. This is a legal requirement for all limited companies in the UK.
10. Good morning. I'm Peter Feltham, and I preside over the company's board meetings.
11. And I'm Helen Brown. I attend board meetings, but only to listen and give advice. I cannot usually make decisions on behalf of the company.
12. Hi there. My name's Mark Searle, and I supervise the production process.
13. And I'm Bob Wheatley. I help Mark Searle.

5. Complete these sentences with the words.

stories myths heroes uniform language ceremonies
awards symbols sponsorship magazine

1. Many companies supply _____ for their employees which make them instantly recognizable and establish the idea of a team.
2. Many organizations and sectors of employment have a particular _____ with special words, special words, special jargon unknown outside the business.
3. Many organizations have a special regular _____ full of news and comment on the activities of the organization.
4. Some organizations, especially those in leisure, sports and entertainment, use _____ to promote a particular image.
5. The history of many companies, and their boardrooms, are illustrated with pictures of company or organizational _____.
6. Special prizes and _____ presented at special _____ help to build up the image of a company.
7. While fairy stories are not usually part of company history, there are _____ and sometimes _____ that become part of the organizational heritage.

8. Logos, letterheads, the painting on vehicles and on buildings, and all signs and _____ are a significant contribution to the culture of an organization.

6. Complete the following sentences with a preposition, where necessary. You need some of the prepositions more than once.

after in on out to with

1. I head _____ the marketing department at Smile Enterprises.
2. I report directly _____ Mr Smile himself.
3. I look _____ a department of about 30 people.
4. I deal _____ all the major aspects of the company's marketing strategy.
5. I liaise _____ the other members of the management committee.
6. I listen carefully _____ what our customers say.
7. I handle _____ one or two major accounts myself.
8. I'm working _____ a very important account at the moment.
9. I also monitor _____ the general situation in the market place.
10. We carry _____ market surveys regularly.
11. We test _____ new products on groups of customers.

7. Fill each of the numbered gaps with one of the phrases listed.

*advertising department purchasing division accounts department
customer service dispatch department personnel
production department research and development*

The products or services that are bought by the 1) _____ can be anything from the stationery that the office needs to large pieces of machinery to be used in the factory. Not all companies need a 2) _____ however in some companies the production department is the major part of the company. Companies are nowadays spending more money on 3) _____ and less on 4) _____ to ensure the profitability of a company. The role of the 5) _____ within a company is to develop advertising campaigns. The sales department will usually provide the 6) _____ with the necessary orders that need to be sent on a particular day. The 7) _____ monitors the payment for each company account as well as the status of each account. In modern times the former '8) _____ department' is known as the 'Human Resources' department, abbreviated simply to H.R

8. Match the departments to their functions.

Organizational structure formally determines the hierarchy within an organization. In other words, who reports to whom? A company organised with a functional structure groups people together into functional departments such as purchasing, accounts, production, sales, marketing.

These departments would normally have functional heads who may be called managers or directors depending on whether the function is represented at board level.

1. Marketing department
2. Personnel department
3. Production department
4. Purchasing department
5. Research and development department
6. Sales department
7. Legal department
8. Dispatch department
- a. department which is responsible for the actual construction and preparation of products to be sold to other businesses or individuals
- b. department which manages the administrative aspects of the employees
- c. a department which is involved in promoting, selling and distributing products or services of its company
- d. a department which is responsible for sourcing and then arranging the details for the actual purchase of any items that are required
- e. a department discovering new knowledge about products, processes and services; then applying that knowledge to create new and improved products, processes and services that fill market needs
- f. a department which provides legal advice to other departments in the company
- g. a department of a company which is responsible for the delivery of orders that are placed with a company
- h. a department responsible for finding customers and making sales

9. Match the positions to their functions.

1. Chief executive officer
2. Chief financial officer
3. Chief information officer
4. Chief operating officer
5. Chief technology officer

A) The senior-most executive responsible for financial control and planning of a firm or project. He or she is in charge of all accounting functions including credit control, preparing budgets and financial statements, coordinating financing, monitoring expenditure and liquidity,

managing investment and taxation issues, reporting financial performance to the board, and providing timely financial data to the CEO.

B) An executive whose primary responsibility is to manage and address technical issues that a company faces, including research and development (R&D).

C) The top executive responsible for a firm's overall operations and performance. He or she is the leader of the firm, serves as the main link between the board of directors (the board) and the firm's various parts or levels. One of his major duties is to maintain and implement corporate policy established by the board.

D) An executive responsible for development, implementation, and operation of an organisation's information systems.

E) An executive responsible for the day-to-day running of the critical departments of a firm such as production, marketing and sales, and distribution, establishing procedures and processes to ensure their smooth functioning, and providing timely operational information and assistance to the CEO.

READING

1. Read the text.

Organisations are structured in a variety of ways, dependant on their objectives and culture. The structure of an organisation determines the manner in which it operates and it's performance. Structure allows the responsibilities for different functions and processes to be clearly allocated to different departments and employees.

The wrong organisational structure will hinder the success of the business. Organisational structures should aim to maximize the efficiency and success of the organisation. An effective organisational structure will facilitate working relationships between various sections of the organisation. It will retain order and command whilst promoting flexibility and creativity.

Internal factors such as size, product and skills of the workforce influence the organizational structure. As a business expands the chain of command will lengthen and the spans of control will widen.

The term "span of control" is used to describe the number of employees that each manager/supervisor is responsible for. The span of control is said to be wide if a superior is in charge of many employees and narrow if the superior is in charge of a few employees.

The most common organisational structures are: tall, flat, hierarchical, centralised and decentralised.

Match the words on the left with the words on the right.

- | | |
|---------------------------|-----------------------------------|
| 1. to structure | a. the success |
| 2. to allocate | b. the working relationships |
| 3. to hinder | c. the spans of control |
| 4. to maximize | d. the flexibility and creativity |
| 5. to facilitate | e. the employees |
| 6. to promote | f. the number of employees |
| 7. to influence | g. the organization |
| 8. to lengthen | h. the efficiency |
| 9. to be in charge for | i. the chain of command |
| 10. to widen | j. the responsibility |
| 11. to be responsible for | k. the company |

Answer the questions.

1. What is the aim of organizational structure?
2. How can you explain the term “span of control”?
3. What are the most common organizational structures?

2. Read the text.

In its simplest form a tall organisation has many levels of management and supervision. There is a “long chain of command” running from the top of the organisation (e.g. from Chief Executive down to the bottom of the organisation e.g. to shop floor worker. However, tall structures rarely exceed 8 levels of management. This is firstly because the number of layers (i.e. management levels) decreases the span of control.

In contrast to a tall organisation, a flat organisation will have relatively few layers or just one layer of management. This means that the “Chain of Command” from top to bottom is short and the “span of control is wide”. Due to the small number of management layers, flat organisations are often small organisation.

In a hierarchical organisation employees are ranked at various levels within the organisation, each level is one above the other. At each stage in the chain, one person has a number of workers directly under them, within their span of control. A tall hierarchical organisation has many levels and a flat hierarchical organisation will only have a few.

Senior managers make up the board of directors and are responsible for establishing strategy and overall business direction, whilst middle managers have res-ponsibility for a specific function such as finance or marketing.

A traditional hierarchical structure clearly defines each employee’s role within the organisation and defines the nature of their relationship with

other employees. Hierarchical organisations are often tall with narrow spans of control, which gets wider as we move down the structure. They are often centralised with the most important decisions being taken by senior management.

In the twentieth century as organisations grow bigger, hierarchical organisations were popular because they could ensure command and control of the organisation.

However with the advent of globalisation and widespread use of technology, in the 1990's tall hierarchical organisations began to downsize and reduce their workforce. Technology was able to carry out many of the functions previously carried out by humans.

Match the words on the left with the words on the right.

- | | |
|-----------------|---------------------------|
| 1. to take | a. the span of control |
| 2. to decrease | b. the function |
| 3. to establish | c. the employee's role |
| 4. to make up | d. strategy |
| 5. to define | e. control |
| 6. to ensure | f. the workforce |
| 7. to reduce | g. the board of directors |
| 8. to carry out | h. a decision |

Answer the questions.

1. What is the most effective organisation structure?
2. What are the advantages and disadvantages of different organisational structures?
3. How many levels of management can be in a tall structure?

Divide the following statements into two groups: advantages of hierarchical organisation and disadvantages of hierarchical organisation.

1. Authority and responsibility and clearly defined.
2. Clearly defined promotion path.
3. The organisation can be bureaucratic and respond slowly to changing customer needs and the market within which the organisation operates.
4. Communication across various sections can be poor especially horizontal communication.
5. Departments can make decisions which benefit them rather than the business as a whole especially if there is Inter-departmental rivalry.
6. Employees very loyal to their department within the organisation.

3. Read the text.

The L’Oreal Board has 14 members. The statutory length of tenure of a L’Oreal director is four years. Each director holds a minimum of 1000 L’Oreal shares. There are six members from the majority shareholders, two Vice-Chairman, CEO, Chairman, six other directors meet the independent criteria.

The Board’s Committees are actively involved in preparing for the Boards work, and make proposals, but do not have any decision-making powers. They report on a regular basis to the Board, which makes decisions, and through its Chairman, reports to the shareholders.

“**Strategy and Implementation Committee**” clarifies the strategic orientations, which are submitted to the Board, and monitors the implementation and advancement of significant operations in progress. It ensures that the main financial balances are preserved. In this context, the Committee reviews the main strategic lines of development. In addition, various aspects of the positioning of L’Oreal’s businesses are presented and discussed by the Committee, and then during Board meetings.

The “**Management and Remuneration**” Committee assists the Chairman and the Board, in complete independence, in their review of the plans for the group’s general management positions. It considers the composition of the Board of Directors and any possible changes. It makes proposals to the Board concerning the remuneration of corporate officers. The Board of Directors decided at the end of 2007 to split the Committee in two: an Appointments Committee and a Remuneration Committee.

The **Appointments Committee** makes proposals to the Board about the choice of directors, expresses an opinion about the Chairman’s proposals for the appointment of the Chief Executive Officer. It supervises the method of evaluation of the Board.

The **Remuneration Committee** makes proposals to the Board about the fixed and variable remuneration of the Chairman and the Chief Executive Officer and any other benefits received (pension, termination indemnities, etc.), about the amount of attendance fees and the method of distribution of such fees, and about the setting up of long-term incentive plans, such as, for example, those involving the distribution of stock options or free grants of shares.

The role of the **Audit Committee** is to ensure that the General Management is provided with the means enabling it to identify and manage the economic, financial and legal risks faces by the group both inside and outside France in its routine and exceptional operations. In 2007, the Committee reviewed in detail the aspects relating to provisions, litigation and pension commitments.

The company consists of the Research Division, the Operations Division, Human Resources. **The Research Division** invents beauty to accelerate the brand's success and prepare for the future.

The Operations Division (the Production and Technology Division) redesigns organizational structures to improve the performance, quality and efficiency of customer service. The Operations Division brings the production and commercial logistics teams together under a single authority.

The aim of **Human Resources** is to contribute to the L'Oreal's sustainable growth by providing on-going support to the men and women of the company. Identifying and recruiting the talents of tomorrow, developing their skills, promoting their careers and securing their loyalty all lie at the heart of forward-looking human Resources strategy. Administration and Finance Division of L'Oreal applies a balanced financial policy.

Answer the questions.

1. What is the statutory length of tenure of a L'Oreal director?
2. What are the functions of the Board's Committees?

Match the verbs to the nouns.

- | | |
|-------------------|-----------------------|
| 1. to develop | a. the plans |
| 2. to recruit | b. the risks |
| 3. to improve | c. the structure |
| 4. to hold | d. the officers |
| 5. to meet | e. the balance |
| 6. to make | f. detail |
| 7. to clarify | g. an opinion |
| 8. to monitor | h. the orientations |
| 9. to implement | i. the success |
| 10. to preserve | j. the skills |
| 11. to express | k. the criteria |
| 12. to remunerate | l. the shares |
| 13. to receive | m. efficiency |
| 14. to set up | n. the implementation |
| 15. to review in | o. the talents |
| 16. to accelerate | p. benefits |
| 17. to identify | s. the orientations |
| 18. to redesign | t. proposals |

Match the words on the left with the words on the right.

- | | |
|----------------|---------------|
| 1. customer | a. aspects |
| 2. sustainable | b. operations |

- | | |
|--------------------|-----------------|
| 3. statutory | c. plans |
| 4. forward-looking | d. changes |
| 5. strategic | e. remuneration |
| 6. financial | f. growth |
| 7. routine | g. length |
| 8. strategic | h. service |
| 9. various | i. strategy |
| 10. complete | j. orientations |
| 11. possible | k. lines |
| 12. variable | l. balances |
| 13. incentive | m. independence |

6. Read the text.

William (Bill) H. Gates is chairman of Microsoft Corporation, the worldwide leader in software, services and solutions that help people and businesses realize their full potential.

Born on Oct. 28, 1955, Gates grew up in Seattle with his two sisters. Their father, William H. Gates II, is a Seattle attorney. Their late mother, Mary Gates, was a schoolteacher. Gates attended public elementary school and the private Lakeside School. There, he discovered his interest in software and began programming computers at age 13.

In 1973, Gates entered Harvard University as a freshman, where he lived down the hall from Steve Ballmer, now Microsoft's chief executive officer. While at Harvard, Gates developed a version of the programming language BASIC for the first microcomputer.

In his junior year, Gates left Harvard to devote his energies to Microsoft, a company he had begun in 1975 with his childhood friend Paul Allen. Guided by a belief that the computer would be a valuable tool on every office desktop and in every home, they began developing software for personal computers. Gates' foresight and his vision for personal computing have been central to the success of Microsoft and the software industry.

Under Gates' leadership, Microsoft's mission has been to continually advance and improve software technology, and to make it easier, more cost-effective and more enjoyable for people to use computers. The company is committed to a long-term view, reflected in its industry-leading investment in research and development each year.

In 1999, Gates wrote "Business @ the Speed of Thought", a book that shows how computer technology can solve business problems in fundamentally new ways.

The book was published in 25 languages and is available in more than 60 countries. "Business @ the Speed of Thought" has received wide critical acclaim, and was listed on the best-seller lists of the "New York Times",

“USA Today”, “The Wall Street Journal” and on Amazon.com. Gates' previous book, “The Road Ahead”, published in 1995, was at the top of the “New York Times“ bestseller list for seven weeks.

Which of these statements are true? Correct the false ones.

1. Under Gates' leadership, Microsoft's mission has been to continually advance and improve hardware technology, and to make it easier, more cost-effective and more enjoyable for people to use computers.
2. In 1999, Gates wrote “Business @ the Speed of Thought”, a book that shows how computer technology can solve business problems in fundamentally new ways.
3. At Harvard, Gates developed a version of the programming language BASIC for the first laptop.

Match the words on the left with the words on the right.

- | | |
|-------------------|---------------|
| 1. worldwide | a. view |
| 2. full | b. industry |
| 3. valuable | c. technology |
| 4. office | d. new |
| 5. software | e. acclaim |
| 6. cost-effective | f. lists |
| 7. long-term | g. desktop |
| 8. fundamentally | h. potential |
| 9. critical | i. leader |
| 10. best-seller | g. tool |

5. Put the sentences in chronological order.

1. Wolfgang Mayrhuber is the Chairman of the Executive Board and CEO of Deutsche Lufthansa AG. As such, he is responsible for the aviation group, which comprises the Passenger Transportation, Logistics, MRO, Catering and IT Services segments and has over 105,000 employees worldwide.
2. Born in Austria, on March 22, 1947, Wolfgang Mayrhuber studied mechanical engineering in Austria, and in Canada.
3. In autumn 1990, he completed an Executive Management Training course at the Massachusetts Institute of Technology (MIT) in Boston.
4. He joined Lufthansa in 1970, as an engineer in Hamburg.
5. After holding a variety of management posts in the Maintenance, Repair and Overhaul (MRO) division, he was appointed Executive Vice President and Chief Operating Officer Technical at Lufthansa in 1992.
6. In the early nineties, Wolfgang Mayrhuber headed the rehabilitation team charged with engineering Lufthansa's recovery.

7. Subsequently, he was elected Chairman of the Executive Board of Lufthansa Technik AG when it became an independent company in October 1994.
8. After six years in that post, Wolfgang Mayrhofer was appointed to the Executive Board of Deutsche Lufthansa AG in 2001 with responsibility for the passenger airline business.
9. At the conclusion of the Annual General Meeting on June 18, 2003, he took up his position as Chairman of the Executive Board and CEO of Deutsche Lufthansa AG.
10. In March 2005 his contract was extended up to December 31, 2010.

VOCABULARY DEVELOPMENT

1. Read the text below and decide which answer (A, B, C or D) best fits each gap.

Director is an appointed or elected member of the board of directors of a firm who, with other directors, has the responsibility 1)_____ determining and 2)_____ the firm's policy. He or she does not have to be a stockholder (shareholder) or an employee of the firm, and may only '3)_____ the office' of the director.

Directors act by resolutions 4)_____ at directors' meetings, and derive their powers from the corporate 5)_____ and from the articles of association of the firm. As the firm's agents, they can bind it with 6)_____ contracts, entered into with third-parties such as buyers, lenders, and suppliers.

Directors are the trustees 7)_____ the firm and not for individual stockholders, but they may be sued 8)_____ the stockholders as personally liable 9)_____ the consequences of the acts that are fraudulent or beyond their vested powers. Also, whether appointed validly or not, they are individually and collectively liable for the acts and/or negligence of the firm.

Unlike 10)_____, directors cannot vote by proxy and, unlike employees, cannot 11)_____ themselves of their responsibility for the delegated duties.

- | | | | |
|-------------------|-----------------|----------------|-------------|
| 1. A) for | B) at | C) of | D) with |
| 2. A) using | B) implementing | C) executing | D) applying |
| 3. A) hold | B) keep | C) have | D) do |
| 4. A) done | B) taken | C) made | D) created |
| 5. A) legislation | B) rule | C) order | D) book |
| 6. A) credible | B) valid | C) sustainable | D) proper |

7. A) for B) of C) at D) to
 8. A) by B) with C) of D) to
 9. A) with B) for C) at D) in
 10. A) stockholders B) employees C) employers D) managers
 11. A) absolve B) blame C) free D) relieve

2. Read the text and fill each of the numbered gaps with one of the words.

*outside global emerging part brands multinational
 junior expanding picked high top pump mind
 luxury-goods acquisition mistake employees growth
 chairman right chance sales tenure remarkably core*

Lindsay Owen-Jones – L'Oreal Chairman of the Board of Directors of L'Oreál

Born: March 17, 1946 in Wallasey, Britain

Family: Married, one daughter

Education: Studied literature at Oxford and management at Fontainebleau-based Insead

Languages: French, English, Italian, German

First job: Sales representative at L'Oreal in 1969, selling Dop shampoo in Normandy.

Joined the L'Oreal group in 1969

Motto: Maintain healthy doubt. "I'm never satisfied and never convinced we are winning. I try to convince my people we might not be"

Hobbies: Skiing and racing his 77-foot Wally

Who he admires: Roberto Goizueta, the late CEO of Coca-Cola, also, management at rival Estee Lauder and at Colgate: "Those people are to teeth what we are to hair".

Favorite research tactic: Hanging around department stores: "You have to see if the theory matches the facts".

Lindsay Owen-Jones, 61-year-old Welsh Chairman of the Board of Directors of L'Oreál, France's 1)_____ cosmetics powerhouse, doesn't mind talking about the mistakes he has made. When he was a 2)_____ L'Oreál product manager in Belgium in the early 1970s, he launched a hair spray called Toute Douceur--in French "all softness." "It was a monumental error on my 3)_____,” he says today. "It was so damned soft, it couldn't hold the hair"

But Owen-Jones learned from his 4)_____. And when he became 5)_____ and CEO of L'Oreál in 1988, he instituted a policy to make

good on the experience: the 6)_____ to make a mistake. “You have to give people a second 7)_____,” he says.

It's a philosophy that has paid off for Owen-Jones. When O.J. – as he's referred to by the group's 50,000 8)_____ – took over, L'Oreál's 9)_____ were \$3.7 billion, and the company barely registered 10)_____ Western Europe.

Now it's a 11)_____ business with sales of \$14 billion and a stable of more than a dozen powerful 12)_____ like Maybelline, Lancôme, and Vichy. And in one of the most economically challenging years of his 13)_____, Owen-Jones is coming up with some of his best numbers yet: in the first half of 2002, L'Oreál's sales increased by 8% . His secret? Owen-Jones doesn't 14)_____ being called old-fashioned. He doesn't get sidetracked by gimmicky new businesses to 15)_____ up the share price in the short term.

He's proud that L'Oreál manufactures most of its own products, unlike many other 16)_____ companies. And because he's focused on his 17)_____ cosmetics business, his big strategic moves have been 18)_____ astute.

He 19)_____ up the somewhat downmarket Maybelline brand in 1996 for what seemed like a 20)_____ price –\$760 million. But with sales up fourfold since the 21)_____, Maybelline is now the No. 1 makeup brand in the world. Its Watershine Diamond lipstick, for example, is the 22)_____ seller in China.

It is on 23)_____ consumer markets like China that Owen-Jones is pinning hopes for L'Oreál's future 24)_____. Sales to Russia and China, where an 25)_____ middle class is starting to spend, are already growing over 60% a year.

Match the words on the left with the words on the right.

- | | |
|---------------|-------------|
| 1. product | a. error |
| 2. monumental | b. chance |
| 3. second | c. price |
| 4. global | d. manager |
| 5. share | e. seller |
| 6. top | f. business |
| 7. downmarket | g. brand |

Match the halves of the phrases from the text.

- | | |
|--------------------|-------------------|
| 1. to make | a. a chance |
| 2. to institute | b. the experience |
| 3. to make good on | c. a mistake |

- | | |
|--------------------|-------------|
| 4.to give | d. business |
| 5.to manufacture | e. a chance |
| 6.to be focused on | f.a policy |

3. Read the text below and decide which answer (A, B, C or D) best fits each gap.

Duty of directors based on the 1)_____ that the directors must act with 2)_____, diligence, and prudence, these duties include 3)_____ of (a) avoidance of conflict of interest: directors must 4)_____ their interest in any transaction in which the firm is involved, and 5)_____ the instructions of the board of directors in this regard. (b)Care and skill: directors must 6)_____ caution and competence in all situations as reasonable persons would 7)_____ the circumstances. (c) Confidentiality: directors must not 8)_____ improper use of the privileged information obtained as a board member. (d) Fairness: directors must deal 9)_____ other directors and stakeholders without bias or favor. Honor: directors must not 10)_____ in any conduct that may bring disrepute to the firm and/or other directors. (e) Independence: directors must not compromise on the right to 11)_____ an independent judgment but, at the same time, must restrict their independence in good faith to favor a collective decision that will benefit the firm. (f) Loyalty: directors must act in good faith in the best interest of the firm and whole heartedly assist the chief executive in 12)_____ the firm's success.

- | | | | |
|----------------|-------------------|----------------|----------------|
| 1. A) law | B) idea | C) principle | D) dream |
| 2. A) honesty | B) courage | C) fraudulence | D) faith |
| 3. A) duty | B) responsibility | C) burden | D) requirement |
| 4. A) declare | B) say | C) swear | D) promise |
| 5. A) trace | B) follow | C) take | D) pursue |
| 6. A) use | B) apply | C) exercise | D) employ |
| 7. A) under | B) below | C) at | D) with |
| 8. A) make | B) do | C) get | D) have |
| 9. A) with | B) without | C) to | D) under |
| 10. A) involve | B) practice | C) engage | D) act |
| 11. A) make | B) do | C) take | D) exercise |
| 12. A) making | B) achieving | C) reaching | D) doing |

4. Read the text and fill each of the numbered gaps with one of the words listed.

company *connection* *personality*
equity *brand* *reputation* *part*
success *orders* *strengths*

Research says that a CEO's 1) _____ accounts for up to 50 percent of the overall company's reputation. Like it or not, CEOs are 2) _____ of a company's brand 3) _____ – the leader reflects the 4) _____. But does a company's brand flow from the 5) _____ of its leader, or does a CEO have to be shaped and molded to fit the 6) _____? Are they really themselves, or just under the strict 7) _____ of a team of advisors and brand managers? The brand begins with the CEO's personality. You leverage 8) _____ of personality in order to reach critical business 9) _____ factors. The brand is the 10) _____ between the person and the business.

5. Read the text and fill each of the numbered gaps with one of the words listed.

defined *power* *guidelines* *members* *comply*
decisions *practices* *appoints* *conducts*
control *managing* *shareholders*
responsibilities *confirmation* *consists* *held* *represents*

Pursuant to the provisions of the Finnish Companies Act the 1) _____ and management of Nokia Corporation is divided among the 2) _____ at a general meeting, the Board of Directors and the Group Executive Board.

The Board of Directors decides on such matters as 3) _____ of the strategic guidelines, approval of the periodic plans and 4) _____ on major investments. The Board 5) _____ the CEO, who also acts as President, the Chairman and the members of Nokia's Group Executive Board. Nokia Board of Directors 6) _____ of the ten members. The Board 7) _____ and is accountable to the shareholders of the company.

The roles and 8) _____ of the Board and its committees are 9) _____ in the Corporate Governance Guidelines. The Board regularly reviews these 10) _____ in order to ensure that they appropriately 11) _____ with what the Board believes to be best 12) _____ of corporate governance.

The Board's committees consist of the Audit Committee, the Personnel Com- mittee and the Corporate Governance and Nomination Committee. The Board and each of its committees 13) _____ annual performance self-evaluations.

Group Executive Board is responsible for 14)_____ the operations of Nokia. The Chairman and the 15)_____ of the Group Executive Board are appointed by the Board of Directors. Only the Chairman of the Group Executive Board can be a member of both the Board of Directors and the Group Executive Board. The shareholders of Nokia use their decision-making 16)_____ in Nokia's general meetings. The Annual General Meeting is usually 17)_____ in each March, April or May.

Match the words on the left with the words on the right.

- | | |
|--------------------|----------------|
| 1. general | a. plans |
| 2. strategic | b. governance |
| 3. periodic | c. power |
| 4. major | d. meeting |
| 5. corporate | e. guidelines |
| 6. decision-making | f. investments |

Answer the questions.

1. What are the responsibilities of the Board of Directors?
2. What are the responsibilities of the Group Executive Board?
3. Who appoints the Chairman and the members of the Group Executive Board?
4. Why does the Board regularly review the guidelines?

Grammar

Noun combinations

We can combine two or more nouns in several ways.

1. 's possessive
employee's role
2. one noun used as an adjective
executive directors
3. phrases with of
board of directors
4. compound nouns forming one word
businessman

1. Match the nouns to make word partnerships.

- | | | | |
|--------------|-------------|-----------------|------------|
| 1. finance | a) sector | b) department | c) trade |
| 2. market | a) leader | b) brand | c) price |
| 3. marketing | a) strategy | b) campaign | c) break |
| 4. company | a) policy | b) compensation | c) profits |
| 5. business | a) meeting | b) trade | c) affairs |
| 6. trade | a) tricks | b) negotiations | c) barrier |

- | | | | |
|--------------|---------------|------------------|--------------|
| 7. sale | a) conditions | b) contract | c) price |
| 8. job | a) vacancy | b) post | c) market |
| 9. promotion | a) job | b) opportunities | c) prospects |
| 10. product | a) package | b) profit | c) price |

2. Underline the most suitable noun combination in each group.

- | | |
|-----------------------------|----------------------------|
| 1. a) the post of director | 2. a) a sector of economy |
| b) director's post | b) economy's sector |
| c) director post | c) economy sector |
| 3. a) growth of the economy | 4. a) chances of promotion |
| b) economy growth | b) promotion chances |
| c) economy's growth | c) promotion's chances |

3. Complete the text with the noun combinations.

*teamwork business tasks type of team business teams team
outcome team goals team activities(4) the goals of a team(2)the
market potential team members(3) the rewards of the team
lack of trust the member's focus*

The success of your business is based on 1)_____ by the parties involved. By working together, you can often accomplish more than when you work as individuals. So it is important that you use teams to accomplish 2)_____.

To have a successful team, you must properly structure the team, then you must select the right 3)_____ to accomplish the task.

To have a successful team, certain elements must be present. Examine the elements listed below to see if they are present in your 4)_____. These elements increase your odds of having a successful 5)_____.

6)_____ must be clearly specified. This provides the focus around which 7)_____ are organized. For example, 8)_____ maybe designed to investigate 9)_____ of a new product. If team goals are not specified and agreed upon by all 10)_____, the team will tend to wander without direction.

All 11)_____ must be committed to achieving the goals of the team. Team members who don't take responsibility for 12)_____ will undermine the commitment of other team members. Also, a team will be weakened if its members bring their personal agendas into team activities.

To get commitment, team members must be involved in identifying team goals and sharing 13)_____. If members do not share in team rewards, they have no reason to participate in 14)_____.

To successfully carry out the activities of the team, the role of each team member must be defined. Without clearly defined roles, members will become frustrated because they won't know what activities they are responsible for. As a result, many 15)_____ will not be carried out.

Successful teams are made up of members who trust each other. 16)_____ among team members will shift 17)_____ away from team goals to protecting their individual positions.

For trust to exist among 18)_____, they must have respect for each other. This includes respect for the views and activities of other team members. But it also includes respect for 19)_____ itself and the responsibility to work towards these goals.

4. The three words in each set below can be used with one of the following words. What is that word in each set?

business career customer job employment management
market salary sales staff price

- | | | |
|-----------------|------------------|-----------------|
| 1. A) plan | B) meeting | C) trip |
| 2. A) search | B) vacancy | C) application |
| 3. A) freeze | B) increase | C) list |
| 4. A) increase | B)structure | C) level |
| 5. A) board | B)committee | C) position |
| 6. A) sector | B) leader | C) trends |
| 7. A) complaint | B) expectation | C) service |
| 8. A) ladder | B) opportunities | C) expectations |
| 9. A) agency | B) market | C) terms |
| 10.A) shortage | B) training | C) appointment |
| 11. A) director | B) volume | C) growth |

SKILLS

Socialising: introductions and networking

Useful language

Greetings

Hello...Nice to see you again.

Hi... How are you?

How's everything going?

Introducing yourself

I'm from.../I'm with../I work for...

I'm in sales/finance/marketing.

I'm in charge of...

I'm responsible for...

Introducing someone else

I'd like you to meet Miriam.

Can I introduce you to Miriam?

Robert, have you met Vladimir?

Taking about your company

The company was founded in...

We make/manufacture/sell/distribute...

We have subsidiaries/factories/branches in...

We have a workforce of 2000.

Our main competitors are...

Responding

Fine, thanks.

Not too bad, thanks.

Nice/Pleased to meet you.

It's a pleasure.

Talking about common interests

You and Heiz have something in common.

You both like/enjoy/are interested in...

Networking

We're very interested in...

Do you know anyone who could help us?

Could you let me have their contract details?

Could I call him and mention your name?

Let me give you my business card.

UNIT 4 CHANGES

STARTING UP

1. Answer the questions.

1. What has been the most significant change in your life?
2. What changes would you like to happen in your life?

KEY VOCABULARY

1. Match these words to their definitions.

1. organizational development
 2. change agent
 3. bench-marking
 4. communication
 5. resistance to change
 6. re-engineering
 7. data analysis
 8. organizational renewal
- a. an approach to change that is based on looking at people and their relationships to the whole. The approach is planned, strategic and long-term
 - b. a concept of organizational change that is based on flexibility and continuous change.
 - c. a combination of forces that do not want change
 - d. study of the impact of change
 - e. radical redesign of all aspects of an organization's activities
 - f. explaining why change is necessary and how it should happen
 - g. a process of identifying a model of 'best practice' and comparing performance against this model
 - h. people responsible for making change happen in organizations

2. Look at these sentences and decide if the statement which follows each one is true or false. Use the words and expressions in *bold* to help you decide.

1. The population of the country has trebled in the last 25 years.
*There has been a **dramatic increase** in the number of people living in the country.*

2. Unemployment has dropped by about 2% every year for the last six years.
*There has been a **steady decrease** in the number of people out of work.*
3. The government has spent a lot of money improving roads around the country.
*There has been a **deterioration** in the national road system.*
4. The number of exam passes achieved by the school's pupils has risen by almost 50%.
*There has been a **decline** in the number of exam passes.*
5. American travellers abroad have discovered that they can buy more foreign currency with their dollar.
*There has been a **weakening** of the dollar.*
6. It is now much easier to import goods into the country than it was a few years ago.
*There has been a **tightening up** of border controls.*
7. We're increasing our stocks of coal before the winter begins.
*We're **running down** our stocks of coal.*
8. Prices have gone up by about 4% every year since 1998.
*There has been a **constant rise** in the rate of inflation.*
9. The pass rate for the exam was 3% lower this year than it was last year.
*There has been a **sharp fall** in the pass rate.*
10. The alliance are going to reduce the number of conventional weapons in their armed forces.
*The alliance are going to **build up** the number of weapons they have.*
11. Deflation has adversely affected industries around the country.
*There has been a **growth** in industrial activity.*
12. The rules are much stricter now than they were before.
*There has been a **relaxation** of the rules.*
13. Last year, 12% of the population worked in industry and 10% worked in agriculture. This year 14% of the population work in industry and 8% work in agriculture.
14. *There has been a **narrowing of the gap** between those working in different sectors of the economy.*
15. Some management roles in the company will not exist this time next year.
*Some management roles are going to be **phased out**.*
16. More people are shopping at large supermarkets rather than small village shops.
*There has been an **upward trend** in the number of people shopping in small village shops.*
17. Her English is clearly better now than it was when she first arrived.

*There has been **marked progress** in her English.*

18. People live in better houses, drive nicer cars and eat higher-quality food than they did twenty years ago.

*There has been a **general improvement** in the standard of living.*

19. The government will spend less on the National Health Service next year.

*There are going to be **cuts** in healthcare spending next year.*

20. Our company has opened factories in France, Germany and Italy in the last five years.

*Our company has witnessed considerable **expansion** in the last five years.*

21. People nowadays want to see more of the world.

*People nowadays want to **narrow** their horizons.*

3. Look at sentence pairs, then complete the second sentence in each pair with a word or expression that its meaning is similar to the first sentence.

tightening up widening phased out steady decrease
expansion sharp decline general improvement
weakening constant rise dramatic increase

1. Last year, 33% of the population worked in secondary industries and 48% worked in the tertiary sector. This year, the figures are 27% and 53% respectively.

There has been a _____ of the gap between those working in different sectors of the economy

2. Last year, the overseas market accounted for 60% of our sales. This year, it only accounts for about 15%.

There has been a _____ in overseas sales figures in the last year.

3. People can afford to buy more and live more comfortably than they could twenty years ago.

There has been a _____ in the standard of living.

4. Because our company is bigger now than it was two years ago, we need to recruit more employees.

Because of company _____ over the last two years, we need more workers.

5. British travellers abroad have discovered that they can buy less foreign currency with their pound.

There has been a _____ of the pound sterling.

6. It is now much harder to import goods into the country than it was a few years ago.

- There has been a _____ of border controls for imports.*
7. In 2002 inflation was running at about 4%, in 2003 it was 4.5%, in 2004 it was 5% and in 2005 it was 5.5%.
Between 2002 and 2005, there was a _____ in the rate of inflation.
8. Last year, the company employed 200 people. This year it now has over 1000 employees.
There has been a _____ in the number of employees working for the company.
9. Unemployment figures have dropped by about 2% every year for the last four years.
There has been a _____ in unemployment figures over the last four years.
10. Over the next few years, some management positions in the company will be gradually removed.
Some management positions will be _____ over the next few years.

4. Choose the most appropriate word to complete the sentences.

1. The company cannot refund customers' money, and goods can only be _____ on production of a receipt or other proof of purchase.
A) altered B) exchanged C) revised
2. We have made radical changes to the working regulations, and employees are expected to _____ to these over the next few weeks.
A) expand B) stretch C) adapt
4. Our customer call centre used to be in Sheffield, but last year we _____ it to India, where costs are much lower.
A) promoted B) varied C) outsourced
5. The new director has completely _____ the company, from a small local enterprise to a major international concern.
A) reduced B) transformed C) heightened
6. The hotel is currently being _____ but will remain open while building work is carried out.
A) renovated B) replaced C) switched
7. Production has been _____ from our Bracknell site to a new industrial centre near Milton Keynes.
A) switched B) disappeared C) enlarged
8. Our new memory cards _____ in price, from £42 for a 64Mb card up to £140 for a 2Gb card.
A) extend B) vary C) raise
9. The Internet clothing company Pants2U.com has _____ its range to include jewellery and watches.
A) deepened B) shortened C) expanded

10. The decision to _____ the company wasn't an easy one to make, but everyone agreed that there was no other option but to cease trading.
 A) dissolve B) demote C) disappear
11. Air fares will be _____ on 21 July: domestic flights will go down by 10%, but international flights will go up by 22%.
 A) adapted B) extended C) revised

5. Look at sentence pairs, then complete the second sentence in each pair with a word or expression so that its meaning is similar to the first sentence.

streamline build up marked progress cuts deterioration
upgrade considerable growth upward trend
amended downsizing restructure fluctuated

1. Because of forecasts for high demand in the future, we need to increase our stocks.
We need to _____ our stocks to cope with future demand.
2. The government will spend less on import subsidies next year.
There are going to be _____ in import subsidy spending next year.
3. Public services are less reliable now than they were five years ago.
There has been a _____ in public services reliability over the last five years.
4. Nowadays, more and more people are travelling abroad for business and pleasure.
There has been _____ in the overseas travel market.
5. Compared with five years ago, more people are shopping at out-of-town retail parks than in town centre shops.
There has been an _____ in the number of people shopping in out-of-town retail parks.
6. Unless your work visibly improves, we will have to recommend a transfer to another department.
We need to see some _____ in your work, or we will recommend a departmental transfer.
7. Over the next two months, we plan to make our office computers faster and more efficient.
Over the next two months, we plan to _____ our office computers.
8. We are trying to make the accounting system simpler and more efficient.
We are trying to _____ the accounting system.
9. Making the company smaller by making a lot of staff members redundant has made it much more profitable than it was before.
_____ the company has made it much more profitable than it was before.

10. Property prices have gone up, then gone down, then gone up again twice this year.

Property prices have _____ twice this year.

11. We have made small changes to the rules for applying for instant credit.

We have _____ the rules for applying for instant credit.

12. The company is planning to change its marketing division to make it more effective.

The company is planning to _____ its marketing division.

6. Complete these sentences with the verbs.

release

streamline

relax redeployed

promoted

renovated

increased/risen renewed retire/transferred

expanded / increased

1. In order to _____ distribution services, we are installing a new, more efficient computer system.
2. Because of her excellent work, she will be _____ from salesperson to manager.
3. The company will close for two weeks while the offices are being _____.
4. The good news this year is that company profits have _____ faster than the rate of inflation.
5. His contract was initially for five years, but it has recently been _____ for another three years.
6. When I wanted to leave the company early, the management refused to _____ me from my contract.
7. Older staff are being encouraged to _____ early.
8. We closed the design department and _____ the workforce to the publicity department.
9. We have _____ our sales force in order to cope with the extra demand for our products.
10. The company has decided to _____ the company rules on dress codes: from now on, office staff are not required to wear suits.

7. Complete these sentences with the verbs.

decreased

reduce

relocated

enforce

adapt

deteriorated

adjusted

phased in

lay off

demoted

downgraded

downsize

replace

alter

1. Our share of the domestic market has been much bigger since imports ____.
2. The company has decided to _____ the rules on smoking: from now on, anyone caught smoking on company premises will be fined.
3. He was _____ from manager to salesperson because of his poor handling of the department.
4. Over the next two years, we will _____ all our salaried staff with freelancers.
5. The quality of work in the office has _____ badly since the old manager left.
6. Salaries will be _____ to bring them in line with the higher rate of inflation.
7. We must _____ expenditure if we want to stay in business.
8. The new system of pension contributions will be _____ over the next two months.
9. The staff are finding it hard to _____ to the new style of management.
10. Because of poor demand for our products, we have had to _____ 20 workers.
11. When the company closed its London offices, the staff were _____ to other offices around the country.
12. Until recently the most senior position in the company was European Sales Manager, but this was _____ when the new post of International Sales Director was created.
13. In order to make the company more profitable, we have to _____ the workforce from 108 to about 60.
14. We need to _____ some of the terms of the contract before we make a final decision.

READING

1. Read the text.

US clothing maker Levi Strauss has seen profits dive as a result of weak consumer spending and costly new software which disrupted supplies. The company, famous worldwide for its jeans, said second quarter net profits were down 98% on last year to \$1m.

The group blamed the weak economy and costs related to rolling out new business software that caused shipping delays and dented US sales. It also said European and Asian consumers had been hit by rising costs. Levi said the results ended two years of healthy profit gains. The company is struggling to boost sales in the face of falling consumer spending in major global markets, including the US, and it said the rest of the year would be challenging. Levi's problems were not confined to the US. Consumers had cut back on spending as prices for food and fuel increased in European and

Asian markets too, the company said. Others factors that dragged profits down was Levi's retail expansion and poor sales at its casual trouser business Dockers. The firm owns and operates 48 US stores and is looking for new locations. Global sales fell 8% to \$936m in the quarter and US sales dropped 19%.

Which of these statements are true? Correct the false ones.

1. The company isn't struggling to boost sales in the face of falling consumer spending in major global markets, including the US.
2. Consumers had cut back on spending as prices for food and fuel decreased in European and Asian markets.
3. Others factors that dragged profits down was Levi's retail expansion and poor sales at its casual trouser business Dockers.
4. The firm owns and operates 46 US stores and is looking for new locations.
5. Global sales fell 18% to \$936m in the quarter and US sales dropped 19%.

2. Read the text.

The price of wheat has reached record highs after Kazakhstan announced export tariffs to limit supplies being sold overseas. Similar restrictions have already been announced by Argentina and Russia and other countries have outright bans. Market prices for wheat have doubled and global stocks have fallen to their lowest point in thirty years. Supplies have dwindled because of poor harvests caused by drought or flooding, and to ensure food supplies, many governments have placed restrictions on wheat exports.

Demand is growing because of population growth and increased wealth in developing countries like China and India. High income growth in these countries means consumers with a bigger appetite for meat, dependent on grain and other foodstuffs previously considered luxuries.

And in developed countries like the US many farmers are being persuaded to switch to growing bio-fuels instead of wheat. 40 million tones of maize in the US are now used to make the bio-fuel ethanol, and farmers receive hefty subsidies to grow it.

There are other factors too that contribute to price rises, and market speculation is one of them. At a time of widespread fears of an economic slowdown, food commodities like wheat and corn are seen as a good safe bet because they are likely to ride out any recession when other investments might not.

Match these words and phrases to their meanings.

1. global stocks
2. dwindled
3. placed restrictions on wheat exports
4. with a bigger appetite for
5. to switch to sth
6. receive hefty subsidies
7. market speculation
8. to ride out any recession
- a. not to be badly affected by an economic slowdown
- b. supplies available for use or sale across the world
- c. to change from sth to sth
- d. are given a lot of money (by the government) to cover part of the cost of sth
- e. wanting or desiring something more than before
- f. put a limit on the amount of wheat that can be sold abroad
- g. became smaller
- h. buying and selling in the hope that the value of what you buy will increase and that it can then be sold at a higher price in order to make a profit

Match the words on the left with the words on the right.

- | | |
|--------------|----------------|
| 1. export | a. stocks |
| 2. poor | b. suppliers |
| 3. global | c. tariffs |
| 4. increased | d. speculation |
| 5. market | e. exports |
| 6. price | f. harvest |
| 7. income | g. subsidies |
| 8. hefty | h. wealth |

Answer the questions.

1. Why has the price of wheat reached record highs?
2. Why have the supplies dwindled?
3. What have many governments done to ensure food supplies?
4. Why is the demand for wheat growing?
5. What are the factors that contribute to price rises?

3. Read the text.

India's economic growth has created wealth for many in India's cities. It's given birth to a consuming class here who want to spend their hard earned cash in the brand new malls that have sprung up across the country.

But that wealth has yet to trickle down to Indian villages where over sixty percent of Indians live. Millions of India's farmers still live on less than two dollars a day. This growing income inequality is fuelling resentment, giving rise to a fury that has manifested itself in demonstrations and protests across India.

Answer the questions.

1. What are the results of India's economic growth?
2. What are the consequences of growing income inequality in India?

Find the words and phrases in the text that have the following meaning.

- a. made a lot of people rich
- b. created, led to the appearance of
- c. a large group of people of the same economic or social background who buy various goods and services
- d. shopping centres
- e. to reach slowly, bit by bit
- f. to cause wild and passionate anger
- g. the situation where some people get less money than others is causing angry opposition

4. Read the text.

Fiat is Italy's biggest manufacturing company. Its car making division is on course to make a loss of a billion dollars this year, after a big slump in sales in the home Italian market.

To tackle the crisis, Fiat has told trade unions that it plans to shed about a fifth of the total workforce. A factory in Sicily is likely to be worst affected, though job cuts are expected at most of Fiat's six major Italian plants. Displaced workers will lose their jobs for at least a year.

The company wants the government to declare a state of crisis, opening the way for state aid to pay workers 80% of normal wages. The 8,100 job cuts will start in December.

Fiat will also step up the release of new car models and streamline its operations as part of measures to tackle the crisis. But the company has discouraged speculation that the American car maker General Motors is poised to take full control. GM already owns a 20% stake in Fiat's car division, and has an option to buy the rest.

Answer the questions.

1. What does Fiat plan to do to tackle the crisis?
2. What measures will the company take to tackle the crisis?

Match the words on the left with the words on the right.

- | | |
|--------------|---------------|
| 1. to make | a. control |
| 2. to tackle | b. a stake |
| 3. to have | c. a loss |
| 4. to own | d. an option |
| 5. to lose | e. the crisis |
| 6. to take | f. the job |

Find the words and phrases in the text that have the following meaning.

1. department that produces cars
2. something is expected to happen
3. sudden reduction in sales
4. an organisation makes a number of its employees redundant
5. all the people who work there
6. workers who are forced to leave their jobs
7. increase
8. make itself more efficient (by stopping any activities considered to be unnecessary)

VOCABULARY DEVELOPMENT

1. Read the text and fill each of the numbered gaps with one of the words.

*ban market farmers dispute industry ratification
trade allies agreement imports reopening*

South Korea is reopening its 1)_____ to beef imports from the United States. The announcement resolves a key 2)_____ that has been threatening to undermine a wider free trade 3)_____ between the two 4)_____.

The deal paves the way for the resumption of a 5)_____ worth hundreds of millions of dollars to the American meat 6)_____. Beef, from cattle younger than 30 months, could be shipped again as early as next month.

All 7)_____ were banned five years ago after mad cow disease was discovered in the United States. Politicians there have been demanding the 8) _____ of the market, saying that 9)_____ of the free trade agreement with South Korea depends on it.

But South Korean 10)_____ will be furious. They claim that lifting the 11)_____ will threaten their livelihoods.

2. Read the text and fill each of the numbered gaps with one of the words or word partnerships.

abroad *mobile phone* *industry* *costs*
roaming charges *prices* *local call* *strict limits*
consumer *equivalent call* *roamed calls*

The European Commission has proposed legislation to reduce the cost of using a 1) _____ in other EU countries by as much as seventy percent. The Commission plans to force firms to reduce 2) _____, which are levied on people when they use their mobile phones abroad.

Taking a mobile phone abroad can be an expensive business. A British traveller making a 3) _____ in Spain, for example, can easily end up paying double the cost of an 4) _____ made back home.

But according to the EU Commission there is no link between what the 5) _____ pays and what the 6) _____ to the operators are. The consumer pays five times more than the cost.

The Commission has proposed setting 7) _____ on the amount mobile phone companies can charge one another for handling 8) _____. After six months, it'll set limits for the actual 9) _____ charged to consumers as well.

But people within the 10) _____ are unhappy. They say that charges for making calls 11) _____ are coming down already, and a cap on roaming prices will simply make other services more expensive.

Match the words on the left with the words on the right.

- | | |
|---------------|---------------------|
| 1. to set | a. legislation |
| 2. to reduce | b. double |
| 3. to make | c. limits |
| 4. to propose | d. the phone |
| 5. to pay | e. the cost of sth. |
| 6. to use | f. a call |

3. Read the text and fill each of the numbered gaps with one of the words.

relevant *designs* *investors* *fault* *decision*
abnormal *recalled* *makers* *occasions*
statement *manufacturer* *giant* *experts* *potentially*

Shares in the electronic 1) _____ Sony have fallen after a second computer 2) _____ decided to recall more than a million Sony batteries used in their laptops. Apple's 3) _____ followed Dell last week and 4) _____ believe other firms might follow.

Sony is the second largest maker of lithium iron batteries used in laptops around the world. Replacing the batteries 5)_____ by Apple and Dell could cost the company more than two hundred and fifty million dollars and at least four other computer 6)_____ use Sony batteries in their products.

Fujitsu, Toshiba, HP and Lenovo all insist that their 7)_____ are sufficiently different to Dell and Apple, that there is no 8)_____ risk of fire: and Sony have issued a 9)_____ saying they do not expect any further recalls.

But 10)_____ in the company are anxious and many have been selling shares. If some laptops overheat and others do not, it suggests that the 11)_____ is not necessarily with the batteries and Sony say that variations in system configurations are 12)_____.

But, on rare 13)_____, in their words, microscopic metal particles can lead to a short circuit within the cell, causing overheating and 14)_____ flames and that is a sober statement for anyone using a Sony-powered computer.

Find the words and phrases in the text that have the following meaning.

- a. possibly
- b. a serious announcement
- c. an electrical failure
- d. worried
- e. differences in the way the technical parts of the computers work
- f. people who have put money into the firm hoping they will make more money from it
- g. to make a formal written announcement

4. Read the text below and decide which answer (A, B or C) best fits the gap.

1)_____ negotiations between Europe's biggest carmaker, Volkswagen and the German trade union IG Metall have resumed. The firm wants employees to accept a big increase 2) _____ working hours without 3) _____ pay. But the union wants 4) _____ that jobs will be protected at Volkswagen's plants in western Germany.

Volkswagen has a 5) _____ problem. Although its cars are proving popular and sales are very 6) _____, its profit margins are squeezed by very high 7) _____ costs, particularly in its west German heartlands.

Earlier this year, its chairman Bernd Pischetsreider introduced a major cost-cutting drive which could ultimately lead to as many as 20,000 jobs being 8) _____. So far, the company says, more than 13,000 employees have 9) _____ voluntary redundancy or agreed to retire early. But the

company also wants remaining employees to accept an increase in their working week from 29 to 35 hours, without a 10) ___ increase in their pay.

Workers' representatives have suggested that they could 11) _____ concessions, but only if the company promises to build important new models at its German plants, and offers guarantees of 12) _____ security.

People within the company say the talks in Hannover are unlikely to result 13) _____ a formal agreement. But they are expected 14) _____ the way for further negotiations which could lead to a deal before the end of the year.

- | | | |
|------------------|--------------|----------------|
| 1. A) hard | B) heavy | C) difficult |
| 2. A) in | B) at | C) of |
| 3. A) over | B) extra | C) addition |
| 4. A) gurantees | B) guarantes | C) guarantees |
| 5. A) serious | B) severe | C) difficult |
| 6. A) sound | B) strong | C) substantial |
| 7. A) production | B) produce | C) productive |
| 8. A) lost | B) lose | C) missed |
| 9. A) got | B) taken | C) done |
| 10.A) notable | B) serious | C) significant |
| 11.A) give | B) do | C) make |
| 12. A) job | B) work | C) occupation |
| 13.A) in | B) at | C) on |
| 14.A) to put | B) to pave | C) to do |

5. Read the text below and decide which answer (A, B or C) best fits the gap.

British Airways – one of the world's largest airlines – has decided 1) _____ pension costs by raising the 2) _____ age of its staff. Pilots will retire 3) _____ 60 instead of 55 and cabin crew will stay on with the company until they're 65. The move is the latest sign of a pensions funding crisis facing many British firms.

Recent changes 4) _____ accounting rules have forced companies in Britain to state much more accurately the true 5) _____ state of their pension funds. The reform has highlighted 6) _____ deficits – meaning the amount of money in pension schemes doesn't cover what will need to be paid out in future to 7) _____ workers.

British Airways is one of the firms most affected – its pension fund has a deficit 8) _____ nearly two billion dollars. That's larger in relation to the value of the company's shares than any other firm in the top 100 shares quoted 9) _____ the London stock market.

For months BA has been 10)_____ in tense negotiations with staff, and trade unions were threatening strike action. The arrival of a new chief executive with a tough reputation for cost-cutting further 11)_____ the stakes.

12)_____ the end of it all the company is proposing to raise the retirement age for pilots to sixty and other staff to sixty-five. The company will also inject over eight hundred million dollars of its own cash 13) _____ the health of its pension fund.

Lots of other big British firms will be watching closely – several hundred of them have already closed their pension schemes to new members. One or two have closed their pension schemes altogether, meaning that existing staff will be worse off 14)_____ retirement.

The pensions crisis 15)_____ British firms is one aspect of a much bigger issue: people 16) _____ rich countries are living longer which means it costs much more to keep them in old age.

- | | | |
|-------------------|---------------|-----------------|
| 1. A) cut | B) downsize | C) diminish |
| 2. A) retiring | B) retirement | C) retired |
| 3. A) in | B) at | C) on |
| 4. A) at | B) for | C) in |
| 5. A) financial | B) finance | C) finances |
| 6. A) great | B) huge | C) big |
| 7. A) retirement | B) retired | C) retiring |
| 8. A) of | B) at | C) for |
| 9. A) in | B) at | C) on |
| 10. A) locked | B) closed | C) put |
| 11. A) increased | B) raised | C) rose |
| 12. A) at | B) in | C) on |
| 13. A) to improve | B) to better | C) to mend |
| 14. A) in | B) at | C) on |
| 15. A) meeting | B) facing | C) encountering |
| 16. A) at | B) on | C) in |

6. Read the text and fill each of the numbered gaps with one of the words or word partnerships.

cheaper price overseas innovative number
restricting plan success declining fortunes
electronics products management
loyalty appointment business culture
electronics and entertainment departments

The Japanese company Sony is to cut ten thousand jobs and close eleven factories as part of a 1)_____ over the next two and a half years.

Sony says it will cut four thousand jobs in Japan and six thousand 2)_____ over the next two and a half years. It'll also reduce the 3)_____ of its factories from sixty-five to fifty-four.

It's part of a bold restructuring plan to try to revive the company's 4)_____. Sony came under new 5)_____ in March with the 6)_____ of a new chief executive, Howard Stringer, who has joint British and American nationality. He announced the cuts, saying Sony intended to regain its former dominance in consumer 7)_____. He said he would break down barriers between different 8)_____. Analysts say non-Japanese executives often find it easier to take tough decisions in a 9)_____ that values consensus and 10)_____.

Sony has lost money on 11)_____ in recent years and has relied more on the 12)_____ of its movies and video games unit. It once pioneered 13)_____, new designs and gadgets but is increasingly losing out to rivals in Asia and the United States which can produce models at a 14)_____.

Match the words on the left with the words on the right.

- | | |
|-------------------|----------------------|
| 1. to cut | a. models |
| 2. to close | b. the designs |
| 3. to reduce | c. a decision |
| 4. to regain | d. jobs |
| 5. to break down | e. the fortunes |
| 6. to take | f. dominance |
| 7. to pioneer | g. the factories |
| 8. to lose out to | h. the number of sth |
| 9. to produce | i. barriers |
| 10. to revive | j. rivals |

7. Read the text and fill each of the numbered gaps with one of the words.

attempts allow meet owners cost rise
reluctant home upmarket earn inflation
choice paid upsetting bother rise

A storm in a teacup appears to be brewing in Dubai in the United Arab Emirates. The 1)_____ of cafeterias across the city have increased the price of a cup of tea by fifty percent. Low paid customers –many from South Asia – are unhappy.

It won't 2)_____ the tourists at Dubai's five-star hotels or the wealthy citizens who can afford the 3)_____ cafes, but the 4)_____ in the cost of

a cup of tea at street cafeterias is 5)_____ the lower paid members of this cosmopolitan city. Newspapers say the 6)_____ from the equivalent of 13 to 20 US cents is the first in over 25 years, despite earlier unsuccessful 7)_____ to make an increase.

The owners say 8) _____ in the price of tea, plastic cups, tinned milk and gas to heat the water means they have little 9)_____ but to increase the 10)_____ if they're to stay in business. For low 11) _____ male workers – many from South Asia – the cafeterias are a social focus – the equivalent of a bar or pub in non-Muslim countries, a place to 12)_____ friends and workmates.

Many of those who frequent the cafes 13)_____ only a few hundred dollars a month – not enough to 14)_____ them to bring their families to live in the Emirates. Most of their wages are sent back 15)_____. The new cost of a cup of tea may be only a few cents more, but it's a price rise they're 16)_____ to swallow.

Find the words and phrases in the text that have the following meaning.

1. worry, upset
2. something designed to appeal to people in higher social classes
3. containing people from many parts of the world
4. a continuing rise in prices
5. not willing to accept something
6. something designed to appeal to people in higher social classes
7. a community centre where people can meet together

GRAMMAR

Past simple generally refers to:

Completed actions

I got up, switched off the radio, and sat down again.

Habits

Every day I went to the park.

States

In those days, I didn't like reading.

Past continuous (progressive) generally refers to:

Actions in progress (often interrupted by events)

I was drinking my coffee at the time.

While I was opening the letter, the phone rang.

Background description in narrative.

I entered *the office and looked around. Most people **were working** at their desks, but Jane **was staring** out of the window and **pretending** to write something at the same time.*

Changing states

*The car **was getting** worse all the time. One of the headlights was gradually **falling off**, and the engine **was making** more and more funny noises.*

Repeated actions - criticism

With a frequency adverb, this use is similar to the use of present continuous to express annoyance.

When Jane was at school, she was always losing things.

Past continuous is not used to describe general habitual actions, without the sense of criticism mentioned above. Past simple is used for this meaning.

When I lived in London, I walked through the park every day.

We use the past perfect when we are already talking about the past, and we want to go back to an earlier past time ('double past').

*By the time I got to the station, the train **had left**.*

Compare this with:

The train left five minutes before I got to the station.

When we talk about a sequence of past events in the order that they happened, we more commonly use the past simple, especially with quick, short actions.

Past perfect continuous (progressive)

The same contrasts between past simple and past continuous (see previous section) can be made in past perfect verb forms for events further back in the past.

Past Simple and Present Perfect

Present perfect simple refers to: recent events, without a definite time given. The recent event may be indicated by *just*.

We 've missed the turning. I've just seen a ghost!

Indefinite events, which happened at an unknown time in the past. No definite time is given.

Jim has had three car accidents, (up to the present)

Indefinite events which may have an obvious result in the present.

I've twisted my ankle, (that's why I'm limping)

With state verbs, a state which lasts up to the present.

I've lived here for the past ten years.

A habitual action in a period of time up to the present.

I've been jogging every morning for the last month.

Present Perfect is used:

- for past actions and states which continue into the present, and to indicate that the time period in which an action could take place has not finished

*I **have known** him since 1997.*

*I've **worked** for them for many years; they give me lots of interesting projects.*

- to talk about our life experiences

*She **has had** a number of interesting jobs.*

- to emphasize the result

*We've **discussed** the problem and this is our solution.*

- to give the idea that something is more permanent

*I've always **worked** in sales.*

- when we want to say how many times something has been repeated

*I've **spoken** to Anne several times, but she's still arriving late for meetings.*

Past Simple is used:

- to indicate that an action began and ended in the past

*I **met** him in 1997.*

*I **worked** for them for three years; now I work for another company.*

- in annual reports to describe the company's performance over the last year

*The last year **was** a good year for our group.*

- for past habit or state

*He **used to put/put** money in bank.*

Past Simple is used with time expressions which refer to definite times.

The time may be stated or understood. Compare:

I've bought a new car. (indefinite)

I bought the car after all. (implied definite: the car we talked about)

Choice between past simple and present perfect for recent events may depend on the attitude of the speaker. This in turn may depend on whether the speaker feels distant in time or place from the event.

I've left my wallet in the car. I'm going back to get it. Here the speaker may be about to return, and feels that the event is connected with the present.

I left my wallet in the car. I'm going back to get it.

The speaker may feel separated in time from the event, or be further away. Present perfect continuous (progressive) can refer to a range of meanings, depending on the time expression used and the context.

A state which lasts up to the present moment.

I've been waiting for you for three hours!

An incomplete activity

I've been cleaning the house but I still haven't finished.

To emphasise duration

I've been writing letters all morning.

A recently finished activity

I've been running. That's why I look hot.

A repeated activity

I've been taking French lessons this year.

Contrasts with present perfect simple

There may be little contrast when some state verbs are used.

*How long have you **lived** here?*

*How long have you **been living** here?*

Some verbs (especially *sit, lie, wait* and *stay*) prefer the continuous form. There may be a contrast between completion and incompleteness, especially if the number of items completed is mentioned.

Completed: emphasis on achievement

*I've **ironed** five shirts this morning.*

Incomplete, or recently completed: emphasis on duration.

*I've **been ironing** my shirts this morning.*

Meaning with present perfect verb forms is associated with certain time expressions.

Contrast with past simple may depend on the choice of

Past simple: referring to a specific finished time.

yesterday, last week, on Sunday

Present perfect: with 'indefinite' time expressions meaning 'up to now'.
since 1968, already

Many time expressions are not associated with a specific verb form, since they refer both to finished time or time up to the present, depending on the speaker's perspective.

*I haven't seen Helen **recently**.*

*I saw Jim **recently**.*

Others include:

for, never, before, all my life, for a long time, today, all day, every day.

These may be used with either past simple or present perfect.

1. Complete the conversation with the Present Perfect form of each verb in brackets.

A: (1) _____ (finish) all the report?

B: No, (2) _____ (finish/not) them yet.

A: You don't have to go to the bank. I (3)___(already/get) some foreign money.

B: Great! (4)___you___(pick up) the plane tickets?

A: No, and I (5)___(not/download) the presentation for the meeting yet.

B: Don't forget to pack your laptop as well.

2. Complete these sentences with the Past Simple or the Present Perfect forms of the verbs in brackets.

1. I _____ (receive) a diploma in finance a couple of years ago.
2. I _____ (work) never for a large company and so this would provide a challenge for me.
3. I _____ (graduate) from college in May 2005.
4. I _____ (hear) a lot about your company and feel that I could learn a lot if I worked here.
5. She _____ (accept) the offer of a job in Australia.
6. In accordance with your instructions we _____ (deposit) the money in your current account.
7. We _____ (achieve) all our objectives in 2001.
8. The management _____ (stop) all additions to the staff.
9. He _____ (lose) his job.
10. The board just _____ (decide) – they're transferring head office to New York.
11. Since he _____ (graduate), he _____ (work) in 16 different companies.
12. He's our most successful graduate: he _____ (make) a million dollars and he's only 25.
13. You _____ (send) me that report.
14. I _____ (phone) your office about 20 times this week, but you're never in.
15. Last year, sales _____ (exceed) € 100m.
16. Microsoft _____ (launch) recently a new product.
17. The director _____ (announce) a programme of investment.
18. We _____ (appoint) a new distribution manager.
19. He _____ (go) bankrupt after two years in business.
20. About fifty people _____ (apply) for the job, but there is only one vacancy.
21. Our company _____ (apply) to join the trade association.

4. Complete the text by writing one word in each space.

When I was a young man I spent a year in France, studying French at the University of Grenoble. Every Friday I (1)*would*..... eat at the Alps cafe. I didn't (2).....to spend much money, as I (3)..... not afford it, but it was a little tradition of mine to eat there. Anyway, I'm going to tell you a true story which happened on one occasion when I (4).....eating there. I remember I was having a pasta dish at (5).....time. A beautiful girl came up to me and said, 'I was (6).....if you wanted to walk with me in the park?' I had never seen her (7)....., so I was rather taken aback. I was (8).....to go with her when I noticed a tough-looking man was watching our every movement. (9)..... my discomfort, the girl whispered to me, in English, 'Park - five minutes!', and then disappeared. Well, my bill (10) ages to arrive, and by the time I (11).....to the park, there was no sign of the girl. I asked an old lady (12)..... was sitting there if she (13).....seen a young girl waiting around. I described the girl to her. The old lady said that the girl (14).....had to rush to the railway station, and that I (15).....to follow her there urgently. She had also left me a note. It said, "I will explain everything. Meet me on platform 6".

9. Put each verb in brackets into an appropriate verb form.

Ask hundreds of people what they (1) plan/are planning.... ..(plan) to do on a certain day in August next year, or the year after, and there (2) (be) only one reply. Provided of course that the people you (3) (ask) (4)(belong) to the Elvis Presley Fan Club. Although the King of Rock and Roll (5).....(die) nearly two decades ago, his fans (6) (meet) every year since then outside his home in Memphis, Tennessee, to show respect for the singer they (7) (love) so much. Fans like Jean Thomas, from Catford in South East London. Jean (8) (visit) Gracelands, the house where Elvis (9)(suffer) his fatal heart attack, twice in the past five years.

The first time I (10) (borrow) the money from my Mum, as I (11) (not/work) then. But two years ago I (12) (get) married and since then I (13)..... (work) in my husband Chris's garage. Chris and I (14)..... (go) together last year, and we (15)(think) of spending two or three months in the USA next year. I (16)..... (always/want) to visit some of the places where Elvis (17)..... (perform). Like Las Vegas for example.' Jean says that Elvis (18) (be) her obsession ever since she (19)..... (be) ten years old, and she (20)(own) every single one of his records, good and bad.

5. Complete these sentences with the Past Simple or the Present Perfect forms of the verbs in brackets.

1. The unions _____ (criticise) management for its dated ideas
2. We _____ (miss) our October 1st deadline.
3. The economy _____ (decline) during the last government.
4. The negotiations _____ (reach) deadlock.
5. Exports _____ (register) a decrease.
6. She _____ (graduate) from Edinburgh university last year.
7. The value of the pound _____ (decrease) by 5%.
8. The government _____ (introduce) some deflationary measures in the budget.
9. growth in demand is still coming from the private rather than the public sector.
10. The pound _____ (depreciate) by 5% against the dollar.
11. The US government _____ (deregulate) the banking sector in the 1980s.
12. Shares _____ (dip) sharply in yesterday's trading.
13. The government _____ (introduce) import controls to solve the current economic crisis.
14. The government _____ (lift) the embargo on the export of computers.
15. The accounts department _____ (prepare) a financial statement for the shareholders.
16. The rules _____ (be) in force since 1986.
17. Freight charges _____ (go) up sharply this year.
18. Gold _____ (rise) 5% on the commodity futures market yesterday.
19. He _____ (gain) some useful experience working in a bank.
20. The computer industry _____ (grow) very rapidly in the 1980s.

6. Choose the correct answer.

1. Have you always worked as a nurse?'

'No. I..... a childminder.'

A was used to being **B** used to be **C** am used to being

2. 'Do you remember when we were little?'

Yes. Dad.....always read us a bedtime story."

A was used to **B** would **C** got used to

3. Aren't you tired?''

'No. I..... to walking long distances."

A am used **B** got used **C** used

4. 'Jane had trouble with her job at first.'

'Yes. She.....to working on her own.'

A used B got used C wasn't used

5. Did you find your degree course difficult?"

Yes, but I soon to it."

A used B got used C was used

6. Do you remember Uncle Danny?"

Yes. He always bring us presents."

A would B was used C used

7. Have you ever lived in a flat before?"

'No, but I will to it."

A be used B get used C used

8. Why are you so tired?"

Because I to getting up early in the morning."

A am used B used C am not used

9. Do you know that man?"

Yes. He to work for me.'

A was used B used C is used

7. Put the verbs in brackets into the correct tense.

1 A: What ...*were you doing*... (you/do) at ten o'clock this morning?

B: I (read) some important documents in my office.

2 A: Why are you so disappointed?

B: Because I (hope) that I would pass the test, but I didn't.

3 A: Have you found your bag yet?

B: No, but I (report) it stolen to the police yesterday.

4 A: Did you enjoy the play last night?

B: No, even though I (read) good reviews of it before I bought the tickets.

5 A: Have you written your report yet?

B: I (just/start) when you came in, actually.

6 A: Sorry I'm late.

B: Where have you been? I (expect) you an hour ago.

7 A: We (go) to an antique market yesterday.

B: (you/buy) anything?

8 A: Were you surprised that the factory closed down?

B: Not really. In fact, I (know) it was going to happen.

9 A: Julia did well in the test, didn't she?

B: Yes. She (study) very hard for it.

SKILLS

Managing meetings

Useful language

Useful phrases for running a business meeting

Opening the Meeting

Good morning/afternoon, everyone. Thank you for coming today.

I really appreciate you all for attending today.

If we are all here, let's start. If we are all here, let's start the meeting.

Well, since everyone is here, we should get started.

Welcoming and introducing the participants

We're pleased to welcome...

It's pleasure to welcome...

I'd like to introduce....

I don't think you've met...

Starting the principal objectives of a meeting

We have a lot to cover today, so we really should begin.

We're here today to...

I've called this meeting in order to ...

Our aim is to....

Giving apologies for absence

I'm afraid ...can't be with us today. She is in....

I have received apologies for absence from...., who is in...

Reading the secretary's report of last meeting

First let's go over the report from the last meeting, which was held on...

Here are the minutes from our last meeting, which was on...

Dealing with matters arising

Sam, how is the IT project progressing?

Has everyone received a copy of Mike's report on his marketing visit?

So, if there are no other matters arising, let's move on today's agenda.

Agenda setting

On the agenda today

Right let's start with item number one

Just three things on the agenda today.

Have you all received a copy of the agenda?

There are three items on the agenda. First,

Shall we take the points in this order?

I suggest we take item 2 last.

Allocating roles (secretary, participants and chairperson)

...has agreed to take the minutes.

...has kindly agreed to give us a report on this matter.

Agreeing on the ground rules for the meeting (contributions, timing, decision-making, etc.)

We will hear a short report on each point first, followed by a discussion round the table.

I suggest we go round the table first.

The meeting is due to finish at...

We'll have to keep each item to ten minutes. Otherwise we'll never get through.

We may need to vote on item 5, if we can't get a unanimous decision.

Introducing the first item on the agenda

So, let's start with. Shall we start with.

So, the first item on the agenda is

Pete, would you like to kick off?

Martin, would you like to introduce this item?

Closing an item

Shall we leave that item?

If nobody has anything else to add

Next item

Let's move onto the next item

The next item on the agenda is

Now we come to the question of.

Asking for contributions

We haven't heard from you Sam. What do you think about this proposal?

Would you like to add anything, Sam. Anything to add, Sam?

Handing over to another person

I'd like to hand over to Mark, who is going to lead the next point.

Right, Dorothy, over to you

Clarifying

Is that clear? Do you all see what I'm getting at?

Summarise

I think we've covered everything on the list.

I guess that will be all for today.

If no one has anything else to add, then I think we'll wrap this up.

In brief, ..

Before we close, let me just summarize the main points.

Agenda completed

Right it looks as though we've covered the many items.

Is there any other business?

Suggesting and agreeing on time, date and place for the next meeting

Can we fix the next meeting, please?

So, the next meeting will be on... (day), the . . . (date) of.. . (month) at...(time) in the meeting room. Is that okay for everyone?
What about the following Wednesday? How is that?
So, see you all then.

Thanking participants for attending

Thank you all for attending.

Thanks for your participation.

Closing the meeting

The meeting is closed. I declare the meeting closed.

1. Match the phrases to their meanings

1. arrange, set up, fix a meeting
 2. attend a meeting
 3. miss a meeting
 4. run, chair a meeting
 5. cancel a meeting
 6. bring a meeting forward
 7. postpone, put back a meeting
-
- a. to go to a meeting
 - b. be in charge of a meeting
 - c. not to have a meeting after all
 - d. to make a meeting later than originally planned
 - e. to organize a meeting
 - f. make a meeting earlier than originally decided
 - g. not to go to a meeting

2. Complete the dialogue with the words.

feel running get fix focusing coming return
focus follow methods provide mind knowledge
begin add skip admit main improving
market held go received sound customers
presentation teams give catch break

Chairperson: Let's get started. We're here today to discuss ways of 1)_____ sales in rural 2)_____ areas. First, let's 3)_____ over the report from the last meeting which was 4)_____ on June 24th. Right, Tom, over to you.

Tom: Thank you Mark. You'll find a copy of the 5)_____ ideas developed and discussed in these sessions in the photocopies in front of you.

Meeting Chairman: Thank you Tom. Have you all 6) _____ a copy of today's agenda? If you don't 7) _____, I'd like to 8) _____ item 1 and move on to item 2: Sales improvement in rural market areas. Jack has kindly agreed to 9) _____ us a report on this matter. Jack?

Jack Peterson: Before I 10) _____ the report, I'd like to get some ideas from you all. How do you 11) _____ about rural sales in your sales districts? I suggest we go round the table first to 12) _____ all of your input.

John Ruting: In my opinion, we have been 13) _____ too much on urban customers and their needs. The way I see things, we need to 14) _____ to our rural base by developing an advertising campaign to 15) _____ on their particular needs.

Alice Linnes: I'm afraid I can't agree with you. I think rural 16) _____ want to feel as important as our customers living in cities. I suggest we give our rural sales 17) _____ more help with advanced customer information reporting.

Donald Peters: Excuse me, I didn't 18) _____ that. Could you repeat that, please?

Alice Linnes: I just stated that we need to give our rural sales teams better customer information reporting.

John Ruting: I don't quite 19) _____ you. What exactly do you mean?

Alice Linnes: Well, we 20) _____ our city sales staff with database information on all of our larger clients. We should be providing the same sort of 21) _____ on our rural customers to our sales staff there.

Jack Peterson: Would you like to 22) _____ anything, Jennifer?

Jennifer Miles: I must 23) _____ I never thought about rural sales that way before. I have to agree with Alice.

Jack Peterson: Well, let me begin with this Power Point 24) _____ (Jack presents his report).

Jack Peterson: As you can see, we are developing new 25) _____ to reach out to our rural customers.

John Ruting: I suggest we 26) _____ up into groups and discuss the ideas we've seen presented.

Meeting Chairman: Unfortunately, we're 27) _____ short of time. We'll have to _____ leave that to another time.

Donald Peters: Can we 28) _____ the next meeting, please?

Meeting Chairman: Good idea Donald. How does Friday in two weeks time 29) _____ to everyone? Let's meet at the same time, 9 o'clock. Is that OK for

everyone? Excellent. I'd like to thank Jack for 30) _____ to our meeting today. The meeting is closed.

UNIT 5 MONEY

STARTING UP

1. Answer the questions.

1. "Money makes the world go round." Do you agree? Why? Why not?
2. At the end of each month...
 - A) I always seem to end up short
 - B) I can tell you how much I will have left almost to the penny
 - C) I am never sure if I will come out a bit ahead or a bit behind each month
 - D) I don't keep track of my money too closely, but I know that I will come out ahead each month
3. My money goal is...
 - A) to save as much as possible
 - B) to have enough to pay for my basic needs and have some left over to save or invest
 - C) to have enough to buy whatever I want
 - D) to be able to treat myself every now and then
 - E) don't really have any goals
4. Which of the following Beatles song titles best describes your relationship with money?
 - A) Help!
 - B) The Long and Winding Road
 - C) I Feel Fine
 - D) Here, There & Everywhere
5. Saving Money...
 - A) is my primary goal
 - B) is hard. It seems that as soon as I get a little put away, an unexpected bill comes up and I have to take it right back out again
 - C) is something I do without fail. I have a carefully designed plan in which I put some money away each month
 - D) is something I try to do regularly. I try to put aside the same amount each month, although there may be some months where it is a bit higher or lower than usual
 - E) is something I think I may have read about in a book once
6. When I feel down in the dumps, spending money...
 - A) always makes me feel better
 - B) on ways to make lots more money makes me feel better
 - C) is not what I do to make me feel better
 - D) makes me feel worse. Saving money helps me feel better

- E) is not something I would do. Reviewing my budget to make sure that I have enough money makes me feel better
7. Which of the following statements best describes how you feel about your income?
- A) I am doing o.k. with what I make, but a little more to put aside or invest would be nice
 - B) It would be nice to have some extra money for when the credit card bills are higher than what I anticipated
 - C) I could use a lot more than I am making right now to get the things I have always wanted
 - D) Everyone can always use more money, I am just not sure how much more I would need
8. When it comes to vacations.
- A) love to plan every detail and expense
 - B) I try to make them as inexpensive as possible
 - C) I plan for it to cost within a range because I know that I may spend more than a specific dollar amount
 - D) I don't plan at all, the whole point is to have fun isn't it?
 - E) I just hope that I have enough to pay for it
9. If I found a suitcase containing \$100 000...
- A) I would be thrilled and try to figure out how to make it grow while using it for my own enjoyment
 - B) I would be very excited because now I could get anything I wanted
 - C) I would want to save and/or invest it, but would likely take a big chunk and splurge on myself and loved ones
 - D) I would have no idea what to do with it
 - E) I would carefully explore very conservative investments and/or put it in the bank

KEY VOCABULARY

1. Match the words to their definitions.

1. price
2. earnings
3. budget
4. currency
5. savings
6. debt
7. profit
8. cash dispenser
9. bank charges

- 10.asset
- 11.bankruptcy
- 12.discount

- a. charges made by a bank for services rendered
- b. a plan of how a person or organization will spend the money that is available in particular period of time or the money itself
- c. money that you gain by selling things or doing business
- d. a state of being in so much debt that you are legally declared unable to pay in full the people and companies you owe
- e. any item of value that you own: house, land, money in savings
- f. all the money that you have saved, especially in a bank
- g. money that you receive for the work that you do
- h. to reduce from an original price or an item's full worth
- i. an unattended machine (outside some banks) that dispenses money when a personal coded card is used
- j. the system or type of money that a particular country uses
- k. the sum of money that you owe
- l. the amount of money for which something is sold, bought or offered

2. Write the opposites of these words.

- | | |
|----------------|---------------|
| 1. spender | a. buyers |
| 2. borrower | b. low prices |
| 3. losses | c. save |
| 4. sellers | d. lender |
| 5. high prices | e. profits |

3. Match the words.

- | | |
|------------------|---------------|
| 1. to balance | a. money |
| 2. to run out of | b. a profit |
| 3. to buy | c. the debt |
| 4. to repay | d. cash |
| 5. to earn | e. currency |
| 6. to withdraw | f. the budget |

4. Choose the best word to fit the gap.

- 1. The company saw net profits fall as a result of the ____ in the industry world-wide.
 A) downfall B) downgrade
 C) downturn D) downward
- 2. It is important for many small businesses to improve their credit _____ and ensure customers pay on time.

- A) limit B) control
 C) risk D) term
3. All letters of credit should include an expiry date when payment is _____.
- A) called B) complete
 C) ready D) due
4. We apologise for the difficulty we are experiencing in paying your _____ account.
- A) delayed B) waiting
 C) outstanding D) owing
5. Thank you for your _____ of \$500 which we received today.
- A) remittance B) remission
 C) remains D) remuneration
6. The credit terms _____ that payment should be on presentation of the goods.
- A) remind B) stipulate
 C) agree D) settle
7. It's important to _____ customer references when offering credit.
- A) take on B) take down C) take up D) take in
8. If you do not pay your bill within the next few days we will have to consider taking legal _____.
- A) prosecution B) action
 C) instruction D) presentation
9. He was offered a bank _____ when the company experienced financial problems.
- A) payment B) credit
 C) overdraft D) debt
10. If customers fail to _____ their bills you can be left with a serious cash-flow problem.
- A) meet B) charge
 C) invoice D) state

5. Match the words.

- | | |
|----------------|----------------|
| 1. price | a. rate |
| 2. half | b. fluctuation |
| 3. budget | c. flow |
| 4. advertising | d. budget |
| 5. cash | e. increase |
| 6. domestic | f. deficit |
| 7. currency | g. rate |
| 8. savings | h. account |

9. profit i. currency
10. exchange j. price

6. Complete these sentences with the words.

remuneration advance sub payslip dock
increment minimum rise salary income bonus
wage expenditure

1. A _____ is money that is normally paid to an employee on a weekly basis, and a _____ is money that is usually paid to an employee monthly on a regular basis.
2. _____ the formal word for money that an employee receives for doing his/her job.
3. An automatic and regular increase in pay is called an _____.
4. If we remove money from somebody's wages (for example, because they are late), we say that we _____ their wages.
5. The _____ wage is the lowest hourly wage which a company can legally pay its employees.
6. When you want more money for the work you do, you might ask your boss for a _____.
7. If an employee needs some of his/her wages paid before the usual pay day, he / she might ask for an _____ (known informally as a _____).
8. A _____ shows an employee how much pay he/she has received, and how much has been removed for tax, insurance, etc.
9. An extra payment made in addition to a normal payment (usually received by sales people for selling more than their quota) is called a _____.
10. _____ is another word for the money that people receive for working. The money that they spend is known as _____.

7. Choose the correct answer to fit the gap.

1. Here is a small _____. You'll get the rest of the money after the job is finished.
A) benefit B) advance C) preview
2. "Here's a ten-pound _____." "Your change, Sir."
A) invoice B) bill C) note
3. "What is the _____ in Poland?" "It's the Polish Zloty."
A) money B) currency C) greenback
4. He doesn't have any money problems. He is fully _____.
A) wealthy B) solvent C) thrifty
5. If you work longer than your usual working day you should be paid _____.

- A) outgoing B) verdue C) overtime
6. I don't get paid in cash. My salary is paid into my bank _____.
- A) debt B) deposit C) account
7. The long-term loan you take from a bank to buy a house or flat is called a _____.
- A) mortgage B) overdraft C) arrears
8. I don't have any money. I'm _____.
- A) stony broke B) hand and fist C) comfortably off
9. I need to _____ my belt, and cut down on the money I spend on luxuries.
- A) loosen B) tighten C) do
10. I don't have any cash on me. Can I pay with my _____ card?
- A) deposit B) credit C) expenditure

8. Complete these sentences with the prepositions.

on in for on off of by

- All his projects are on time and _____ budget.
- I lost £300 _____ cash.
- She has a lot of money _____ foreign currency.
- You will get high interest if you tie up your savings _____ a long period.
- She lives _____ her savings.
- He should pay _____ his outstanding debts.
- When can you pay me _____ the work.
- Their company closed down after months _____ low profit.
- He will do anything _____ money.
- He thinks he can make friends _____ throwing his money around.

9. Complete these sentences with the words.

*net lend default working capital discount
bankrupt borrow credit gross deposit withdraw
tax duty overpriced refund deflation interest
commission debit exorbitant insolvent
venture capital audit budget honour inflation*

- If you _____ money to someone, you let someone use your money for a certain period of time. If you _____ money from someone, you take someone's money for a short time (usually paying *interest* and then *repaying* it).

2. When you _____ an account, you put money into it. When you _____ an account, you take money out of it.
3. If a company is _____, it has lost all its money. If a company is _____, it has lost all its money, it has also borrowed a lot, and it cannot pay back its debts (= money it owes).
4. _____ profit is the profit you make before money is taken away to cover costs of production, labour, tax, etc. _____ profit is the money you are left with after costs, taxes, etc, have been taken away (money which is taken away is called a deduction).
5. If you _____ money in an account, you put money into the account. If you _____ money, you take it out of your account.
6. _____ is money taken by the government from incomes, sales, etc, to pay for government services.
_____ is money that has to be paid for bringing goods into a country.
7. Something which is _____ is too expensive. Something which is _____ costs much more than its true value.
8. A _____ is the percentage by which a full price is reduced in a shop. A _____ is money paid back to a customer when, for example, returning something to a shop.
9. _____ is a state of economy where prices and wages increase (= go up). _____ is a reduction of economic activity (usually accompanied by a drop in prices, salaries, etc).
10. _____ is the percentage of sales value given to a sales person in a company. _____ is the percentage that is paid to someone for lending money.
11. _____ is the money that is needed or available for running a business or organisation.
_____ is the money that is needed or available for starting a business or organisation.
12. An _____ is an official examination of the financial records of a company, organisation or person.
A _____ is the amount of money a company, organisation or person has available to spend on something.
13. If you _____ a debt, you pay back the money you owe. If you _____ on a debt, you fail to pay the money back.

10. Choose the correct answer.

1. Can you *put/get* a price on the damage the accident caused?
2. Cars *vary/change* in price depending on the make.
3. I must *declare/announce* all earnings to the tax office.
4. The government has *to set/to establish* the budget for next year.

5. He makes money by speculating on the *currency/cash* market.
6. She decided to build *up/on* some savings.
7. You can *withdraw/remove* your savings at any moment
8. The country has an *enormous/vast* external debt.
9. Without a help he will never *clear/clean* his debts.
10. His parents give him *porket/bag* money every week.

11. Choose the correct answer to fit the gap.

1. She's going to the bank to _____ some money and she'll meet us at the restaurant later.
A) withdraw B) lend C) withdrawal
2. I know I should try to _____ every month but it's so easy just to _____ my whole salary. And if I run out of money, I can always _____ some from my mom.
A) save/ spend/ borrow B) save/spend/lend C) borrow/save/spend
3. I bought a radio which doesn't work. I'll take it back to the shop to get _____.
A) my money returned B) a refund C) a repayment
4. In a shop to get a refund you usually have to show the _____.
A) receipt B) recipe C) payment ticket
5. I earn a lot of money but I have a lot of _____.
A) payouts B) expenses C) paying
6. You can _____ a house and _____ a car.
A) hire/rent B) hire/hire C) rent/rent or hire
7. Here's the fifty dollars I _____.
A) owe you B) pay you back C) must return
8. In Britain, it's not usual to discuss the personal _____.
A) money B) finances C) money arrangements
9. He works for Apple. He only earns about £8 _____.
A) for an hour B) an hour C) the hour
10. He doesn't pay tax. He gets paid _____.
A) cash in pocket B) cash in hand C) cash in fingers

12. Complete these sentences with the words.

money substantial asking profit budget
half inflation reasonable earnings cash

1. What's the _____ price for the car?
2. The minister says that the prices will soar and the _____ will be high.
3. You can buy a car at a fairly _____ price.

4. I bought this hat _____ price in the sale.
5. People with high education tend to have higher _____ than those with basic education.
6. Our company has a large annual _____.
7. Last week I spent _____ that I had been putting aside for the past year.
8. You will get a discount if you pay in _____.
9. He is only interested in making a _____ profit.
10. The company made an annual _____ of £30000.

13. Choose the correct financial term to complete the sentence.

1. The old couple had only a small _____ to live on.
A) pension B) wage C) wealth
2. They wouldn't have been able to buy their house without a bank _____.
A) loan B) borrow C) lend
3. The apartment is not in very good condition so the _____ is low.
A) rent B) hire C) lease
4. The cd-player has a twelve month _____.
A) warrant B) warranty C) receipt
5. My friend Tom made his considerable _____ selling cars.
A) wealth B) wealthy C) money
6. We had to take out a _____ from the bank to purchase the house.
A) loan B) money C) cash
7. The _____ currency means that your savings do not diminish in value.
A) stable B) constant C) steady
8. The government allows currencies _____ within certain limits
A) to move B) to fluctuate C) to shift
9. He refused _____ his savings in a bank.
A) to put B) to place C) to pose
10. We should _____ the company's debt.
A) cut B) lessen C) reduce

14. Complete these sentences with the prepositions.

of for at on in

1. Can you tell me what the price _____ a new house would be?
2. They agreed on a price of 10\$ _____ the book.
3. You can get clothes in China _____ very low price.
4. I bought this dress _____ a very high price.
5. She will have to pay tax _____ her earnings since she will set up a shop.
6. Houses are available _____ a price.
7. Cars remained stable _____ price last year.
8. Is there any money left _____ the budget.
9. The budget _____ next year has not yet been set.

10. The company has a budget _____ £50 000.

15. Read the sentences below and decide which answer (A, B or C) best fits the gap.

1. The gas prices _____ steadily.
A) are dropping B) are flopping C) are growing
2. Her earnings _____ by 10% last year.
A) have increased B) have enhanced C) have heightened
3. It's an excellent university, but the _____ are rather high.
A) fares B) fees C) price
4. I made my _____ buying and selling stocks.
A) fortune B) treasure C) wealthy
5. I bought this coat on sale. It was _____ \$50.
A) on sale B) decreased C) reduced.
6. I haven't got enough money for lunch. Could you _____ me some?
A) borrow B) let C) lend
7. How much does she _____ in her position?
A) earn B) pay C) gain
8. That house is too expensive. We can't _____ it.
A) allow B) afford C) pay
9. He's an excellent doctor, but he doesn't _____ too much.
A) charge B) fee C) spend
10. It was a very good dinner. Can we have the _____ please?
A) receipt B) bill C) note
11. I always spend more than I earn. By the end of the month I'm always _____.
A) overdraw B) overdrawn C) overdrew

READING

1. Read the text .

Two Japanese banks have agreed terms for a merger that will create the world's largest bank. UFJ bank plans to join forces with Mitsubishi Financial Holdings. Many Japanese banks have struggled to rebuild their finances after a stock market and property crash in the early 1990s. Their solution to crippling financial problems has been to merge with one another in an attempt to get bigger and hopefully stronger.

This latest deal is the largest one yet. It is in effect a rescue of the UFJ banking group by a smaller but less indebted rival, Mitsubishi Financial Holdings. The two organisations announced their intention to merge last

year. But negotiations were held up by legal challenges from another bank, the Sumitomo Mitsui group, which also wants to join forces with UFJ.

On Wednesday, a court in Tokyo lifted an injunction won by Sumitomo that prevented merger talks from taking place. Agreement on basic terms was reached within hours of the court's ruling. But Sumitomo may still try and block the merger by mounting a hostile takeover bid for UFJ, which means making the bank's shareholders an offer sufficiently attractive to persuade them to overrule the wishes of the management.

Answer the questions.

1. Why have two Japanese banks agreed terms for a merger?
2. Why were the negotiations held up?
3. What an injunction did a court in Tokyo lift?

Find words and expressions in the text which mean the following.

1. to develop or improve their financial position
2. to collapse
3. money difficulties that are so bad that they seriously weaken or damage the banks
4. to join together
5. competitors who owe less money
6. an attempt to buy another company without agreement from that company
7. to decide against something already agreed by official power

2. Read the text.

The amount of money sent home by migrant workers to their families in Latin America has reached more than \$62bn. According to the Inter-American Investment Bank, the figure could reach \$100bn in four years' time.

Money from migrant workers now exceeds the combined total of all direct foreign investment and foreign aid to Latin America - sixty-two-point-three billion dollars. Twenty-three billion dollars of that was sent back to Mexico, mostly from workers living in the United States. It now ranks along with oil and tourism as Mexico's biggest foreign currency earner.

The Inter-American Development Bank, which supports the region with aid and other help, says the remittances, as they're known, will increase by about fifteen percent a year during the next four years, topping one-hundred billion dollars by 2010. The bank describes the money as a very effective poverty reduction programme because it keeps between eight and ten million families above the poverty line. But it says it also means the

economies of the region are not generating enough jobs to keep workers from leaving in the first place.

Another problem is that as much of the money is sent back in small amounts, it's difficult to track. The average is between a hundred and a hundred-and-fifty dollars a month. That in turn makes it an unpredictable source of revenue for governments to tap into. The bank says it wants people to get away from what it calls cash to cash flows and into account to account transfers but the bank says the recent crackdown on illegal immigrants by the American authorities could hinder efforts to get migrants to use banks.

Which of the following sentences are true? Correct the false ones.

1. The amount of foreign investment and aid coming into Latin America is less than the amount that comes from migrants who are working abroad.
2. In Mexico, more money comes from migrants who are working abroad than from the oil and tourism industries.
3. In four year's time the amount of money sent will have increased by 15%.
4. Many local economies are failing to create enough work for their populations.
5. It is easy for the governments to identify and use the money that people send home.
6. Migrants might not use banks because they might not have permission to work in a particular country.

Find in the text the words and phrases which mean the following.

1. money used in other countries
2. the electronic movement of money from one bank account to another
3. something that produces money, usually for a business or government
4. the amount of money which is sent somewhere, usually to pay for something
5. help, often financial, which is given to poorer countries by richer countries
6. to use or take from a resource
7. to follow the progress of something

3. Read the text.

The world's second biggest airline United Airlines is in effect bankrupt though it hasn't gone through the formal procedure of declaring itself so. Whatever the formalities, United doesn't have the funds to continue in business in the long term. It's been begging to two groups; to the government in Washington to underwrite a loan of nearly two billion

dollars, and to its employees who've been asked for wage cuts, and who, incidentally, own fifty-five percent of the airline. United's been rebuffed by both groups. The Bush administration rejected its application because it thought the business plan didn't add up.

United's mechanics were going to vote on pay cuts but put off the vote in the absence of government money. All the airlines blame September the eleventh for the turbulence they're currently experiencing. In America, sixteen have applied for federal funds, with seven applications rejected. Some, outside America, argue that state aid shouldn't prop up failing airlines. If United failed it would be bad for employees, but good for competitors who'd pick up the routes. Airlines having to cut costs is also good for travellers.

Answer the questions.

1. Why is the the world's second biggest airline United Airlines in effect bankrupt?
2. Why did the Bush administration reject its application?
3. What would happen if United failed?

Find words and expressions in the text which mean the following.

1. it is reasonable to say it is bankrupt even if not completely accurate
2. to provide money to cover any losses involved in an activity
3. to reject somebody even when they are asking for or offering help
4. to represent a realistically costed proposal
5. to postpone
6. confusion and disorganised change. (Also, violent movements in the air)
7. to provide financial support for
8. to gain permission to operate the routes

4. Read the text.

The authorities in Colombia have broken up a sophisticated counterfeiting ring which they say produced millions of forged United States dollars. Police said they had arrested thirteen people in the city of Medellin and seized printing machines capable of producing almost perfect dollars and currency from four Latin American countries.

Central banks around the world fight a never ending battle against fake banknotes. One tactic is to constantly change the design of legal tender. In Britain for example there's a new twenty pound note that features a picture of the composer Edward Elgar.

He was chosen over the novelist Jane Austen because his face was held to be more difficult to copy. Banknotes feature protective devices that

make them hard to fake – including use of special papers, complex printing processes, watermarks and invisible security features detectable to bank counting machines. The two main production centres for counterfeit banknotes are Colombia, which is the source of around a third of fake US dollars in circulation, and Hong Kong.

Inevitably, it's the world's leading currency, the United States dollar, that is most frequently faked.

Experts say dollars are relatively easy to forge. The notes have fewer embedded security features than other major currencies, and how they look has hardly changed in decades. Within the US, currency fraud is seen as a manageable issue.

The Federal Bureau of Investigation has a large department dedicated to combatting it. There are harsh and rigorously enforced penalties for anyone caught. Experts say the main problem with fake dollar bills comes outside the US, especially in parts of Latin America where the dollar has formally or informally taken over from the local currency.

Answer the questions.

1. How do the central banks around the world fight a never ending battle against fake banknotes?
2. What protective devices of banknotes do you know?
3. What are the two main production centres for counterfeit banknotes?
4. Why do the experts say that dollars are relatively easy to forge?

Find the words and expressions in the text which mean the following.

1. not real, a copy
2. strategy, plan for action
3. at very regular intervals
4. the official money of a country
5. was thought to be
6. marks and designs put into paper when it is made
7. in use
8. to make an illegal copy to use as if it were the real thing
9. built into the design
10. a problem that it is possible to deal with
11. very strong
12. punishments which are strictly used

for the eleventh 2) _____ year with a 3) _____ of forty-four billion dollars.

There are a record 691 dollar billionaires, according to Forbes magazine. They have a fortune of two point two trillion dollars. That 4) _____ is slightly more than the 5) _____ value of all goods and services produced in China and India, the two most 6) _____ countries.

The highest concentration of the 7) _____ is in New York, followed by Moscow and San Fransisco and then London and Los Angeles. But in total the very 8) _____ live in forty seven different countries, with Iceland, Kazakstan, Ukraine and Poland entering the list for the first time this year.

Laksmi Mittal, an Indian born steel 9) _____, enjoyed the biggest increase in 10) _____ fortune. His net 11) _____ has quadrupled to thirteen billion dollars making him the world's third richest man. Ingvar Kamprad, founder of the Swedish furniture 12) _____ Ikea, also saw a big increase in 13) _____ taking him to sixth place. Developing countries make more of a showing than in past years – there are for example three Russians and four Indians in the 14) _____ sixty richest people, though surprisingly perhaps none from China, excluding Hong Kong.

Asian wealth is probably 15) _____ as its usually spread among families, whereas Forbes looks at 16) _____.

Relatively few women feature in the list – among them is JK Rowling, author of the Harry Potter novels, 17) _____ 620th with a fortune of 519 million dollars.

New 18) _____ to the list include the 19) _____ of the internet search group Google Sergie Brin and Larry Page, each worth more than seven billion dollars after their company's recent stock 20) _____ debut. The richest Italian is the prime minister Silvio Berlusconi, ranked 21) _____ 25 in the global wealth 22) _____.

3. Read the text and fill each of the numbered gaps with one of the words listed.

action companies costs advisers staff trend number
returns investments conflicts financial
managing specialist assets amounts substantial
analysts saving retirement fund benefits
pensions risks business

Private 1) _____ in Europe are being affected by a trend that has already hit the US and Britain. Increasingly 2) _____ are giving up the

task of managing the 3) _____ themselves and hiring 4) _____ fund managers to do the job for them.

Some of the world's biggest 5) _____ firms make a 6) _____ share of their own money by 7) _____ other people's. For many, the most important 8) _____ they have is for a pension for their 9) _____. Throughout the developed world, many companies provide a 10) _____, which they and their 11) _____ contribute to, which is then invested in shares, bonds and other 12) _____.

Many companies manage the investments themselves, with the help of 13) _____. But an increasing 14) _____ are hiring specialists to do it. This well established 15) _____ in North America and Britain is affecting other parts of Europe too, as the decision by Phillips of the Netherlands indicates.

The 16) _____ include the fact that big financial firms should be more expert in managing assets, and the running 17) _____ should be lower because they manage such large 18) _____ of money.

In principle, it could mean better 19) _____ and so better pensions than if the work were done by less expert in house people. There are 20) _____ however. There can be 21) _____ of interest – if a fund manager company is doing other 22) _____ with a company whose shares the pension fund owns, for example. And 23) _____ say it is important that the assets handed over are protected from any legal 24) _____ if the fund management company gets into difficulty.

4. Read the text and fill each of the numbered gaps with one of the words listed.

monetary introduction being common responsibility
cooperation benefits internal purpose achieving currency
introduction adopt integration close successes
launched tender official replacing

The 1) _____ of the euro in 1999 was a major step in European 2) _____. It has also been one of its major 3) _____: around 320 million EU citizens now use it as their currency and enjoy its 4) _____, which will spread even more widely as other EU countries 5) _____ the euro.

When the euro was 6) _____ on 1 January 1999, it became the new 7) _____ currency of 11 Member States, 8) _____ the old national currencies – such as the Deutschmark and the French franc.

The process of economic and 9)_____ integration in the EU parallels the history of the Union itself. When the EU was founded in 1957, the Member States concentrated on building a '10)_____ market'.

However, over time it became clear that closer economic and monetary 11)_____ was desirable for the 12)_____ market to develop and flourish further. But the goal of 13)_____ full EMU and a single currency was not enshrined until the 1992 Maastricht Treaty (Treaty on European Union), which set out the ground rules for its 14)_____. When the euro came into 15)_____, monetary policy became the 16)_____ of the independent European Central Bank (ECB), which was created for that 17)_____, and the national central banks of the Member States having adopted the euro.

The euro is the 18)_____ of the 320 million people who live in the 15 euro-area countries. It is also used, either formally as legal 19)_____ or for practical purposes, by a whole array of other countries such as 20)_____ neighbours and former colonies.

5. Read the text and fill each of the numbered gaps with one of the words listed.

encourages multiplies complement
transparency facilitates second international
rises making voice single external
economic stable inflation strength overtaken identity

The euro has rapidly become the 1)_____ most important 2)_____ currency after the dollar, and in some respects (e.g. the value of cash in circulation) has even 3)_____ it. Apart from 4)_____ travel easier, a 5)_____ currency makes very good 6)_____ and political sense.

The framework under which the euro is managed makes it a 7)_____ currency with low 8)_____ and low interest rates, and 9)_____ sound public finances.

A single currency is also a logical 10)_____ to the single market which makes it more efficient. Using a single currency increases price 11)_____, eliminates currency exchange costs, oils the wheels of the European economy, 12)_____ international trade and gives the EU a more powerful 13)_____ in the world. The size and 14)_____ of the euro area also better protect it from 15)_____ economic shocks, such as unexpected oil price 16)_____ or turbulence in the currency markets.

Last but not least, the euro gives the EU's citizens a tangible symbol of their European 17)_____, of which they can be increasingly proud as the

euro area expands and 18)_____ these benefits for its existing and future members.

GRAMMAR

Describing economic trends

We can describe trends in English in different ways. For example:

1. Verbs of change

*Profits **soared** 20%.*

*Profits are **falling**.*

*Sales **plummeted** in May.*

2. Prepositions

*Profits rose 12% **to** 3 billion.*

*Profits have gone up **from** 4 million **to** 5 million euros.*

*Our business grew **by** 10% last year.*

3. Different verb forms

*The figures **show** a positive trend. (present simple)*

*We're **watching** the trends carefully. (present continuous)*

*Last year we **made** a loss. (past simple)*

1. Match the equivalents.

1. BT shares advance in active trading.
 2. Trade surplus jumps to record level.
 3. Petrol prices set to skyrocket.
 4. Unemployment leaps to ten-year high.
 5. Yahoo! soars as internet explosion continues.
 6. VW profits up as car sales continue to surge.
 7. 1000 jobs axed as defence plant closes.
 8. European central bank cuts rate in surprise move.
 9. Megacorn eases on profits warning.
 10. September retail sales plummet.
 11. Government slashes income tax to ten per cent.
 12. Euro dives to new lows.
-
- a. Shares have increased greatly in value.
 - b. The euro currency has fallen to its lowest value ever.
 - c. The government has reduced income tax by large amount.
 - d. The company's share price has gone down slightly after they said that profits would be lower than expected.
 - e. Profits have increased thanks to rapidly rising car sales.

- f. A defence company has told factory employees that they are to lose their jobs.
- g. The company has reduced interest rates.
- h. Petrol prices are going to rise by a lot.
- i. The number of people without work has gone up quickly.
- j. Sth increased in value.
- k. Sales in shop have fallen a lot.
- l. The value of exports over imports has gone up quickly.

2. Look at these headlines and say whether the statements about them are true or false.

- 1. Vendome Jewellery and watch sales leap.
Sales have risen by a small amount.
- 2. Sterling plummets as US dollar weakens.
The British pound has fallen a lot in value, but the US dollar has fallen less.
- 3. Japanese trade surplus soars.
The difference between Japanese imports and exports has increased a lot.
- 4. Paradiso president axes finance minister
The president has asked the finance minister to stay in his job.
- 5. Poles aim to slash next year's budget deficit.
The Polish government wants to reduce the difference between what it spends and what it receives.
- 6. Paradiso inflation skyrockets
Prices in Paradiso have risen sharply.

3. Complete the sentences with words.

peaks levels off dropped bottoms out soared negative

- 1. Inflation _____ when it reaches its highest level.
- 2. When unemployment stays at its highest it _____.
- 3. When output starts rising from its lowest level it _____.
- 4. If inflation doesn't change, it remains _____.
- 5. Prices _____ during the crisis.
- 6. His net earnings _____ last year.

4. In each sentence, has the share price gone up, down or both

- 1. Since the merger was announced, the share price has gone crazy.
- 2. Following the news, the share price has gone through the roof.
- 3. As a result of the strike, the share price has gone through the floor.

4. We believe the share price has hit rock bottom.
5. The share price has been going up and down like a yo-yo.
6. A lot of investors have lost their nerve.
7. News of the takeover bid has caused a lot of investors to get cold feet.
8. Investors are queuing up to buy shares.
9. Shares in the new company have been changing hands for silly prices.
10. Those shares? You can't give them away.
11. The collapse ExPen has had a knock-on effect on our share price.
12. After two years of bad news, the share price has finally rallied.

5. Choose the best word to fill the gap.

1. The CAC 40 _____ at 3 before falling back to 2.
A) advanced B) peaked C) soared
2. Anglia Agro _____ to 121 pence from a high of 123.
A) eased B) leapt C) jumped
3. Our share price rose in the morning but then leveled __ at 62 pence.
A) up B) down C) off
4. Internet dealers say they will __ the price of a new car by over 10%.
A) slash B) slump C) bust
5. It's not bad enough to call it a slump, but we are in a _____.
A) depression B) repression C) recession
6. _____ means that growth is slow, but prices are rising quickly.
A) stagnation B) stagflation C) inflation
7. United Foods announced it is going to _____ 1500 jobs.
A) axe B) dive C) close
8. As temperatures rise, the _____ for air-conditioning units increases.
A) boom B) surge C) demand

SKILLS

Dealing with figures

1. How do you say the following numbers? Choose the correct options.

1. The year 2005:
 - a) twenty hundred and five
 - b) two thousand and five
 - c) twenty five
 - d) twenty hundred five
2. € 1= \$1.46. The exchange rate is:
 - a) one point four six dollars to the euro
 - b) one forty-six dollars for euro
 - c) one euro equaling dollars one point four six
 - d) one euro making one four six dollars

3. The period from about 1994 to 1996:
 - a) the midnineties
 - b) the medium nineties
 - c) the middling nineties
 - d) the midway nineties
4. Seven correct answers in a test of ten items. The result is:
 - a) seven over ten right
 - b) seven out of ten right
 - c) seven on ten right
 - d) seven right over ten
5. The dimensions of a rectangle 5 meters in length and 2 meters in width:
 - a) three for two
 - b) three by two
 - c) three across two down
 - d) three to two
6. The result of an opinion survey:
 - a) one of ten people think that...
 - b) one in ten people think that...
 - c) one to ten people think that...
 - d) one over ten people think that...
7. Approximately six:
 - a) nearly six
 - b) six-ish
 - c) sixty
 - d) sixer
8. At football, Germany 0, Brazil 0:
 - a) Germany oh, Brazil oh
 - b) Germany zero, Brazil zero too
 - c) Germany nil, Brazil nil
 - d) Germany and Brazil love
9. 3 cm³:
 - a) three centimetre cubes
 - b) three cubic centimetres
 - c) three cubed centimetres
 - d) three centimetric cubes
10. 3:2 as a ratio:
 - a) three over two
 - b) three under two
 - c) three to two
 - d) three at two
11. A \$ 10 m loan:

- a) a ten-million-dollars loan
- b) a ten-million-dollar loan
- c) a ten millions of dollars loan
- d) a loan of ten million dollar

2. How do you say the numbers and symbols in bold in these sentences?

1. **2006** was the company's most profitable year since **1994**.
2. The advantage of Internet banking is that you can check your account **24/7**.
3. Despite a rigorous advertising campaign, demand has only risen by **8.4%** in the last two months.
4. We're meeting in his office at **3.45** this afternoon.
5. Our next range of products will be released on **10/3/07**.
6. She completed the test in a record **27½** minutes.
7. **¾** of all our employees think the canteen food could be improved
8. The new desk measures exactly **2m x 1m x 1m**.
9. Is this printer really only **£10.99**?
10. The emergency telephone number in the UK is **999**. In the USA it's **911**.
11. To access the information you require, press the # key, followed by the **0** key, and finally the * key.
12. He earns a salary of over **£200K** a year! In fact, he's making so much money that he plans to retire in his **mid-50's**.
13. He drives to work in a big, fuel-guzzling **4x4**.
14. Liverpool won the match against Arsenal by **2:0**. In the match against Manchester United the following week, they drew **3:3**.
15. At the last census, the population of the country was **37,762,418**.

UNIT 6 ADVERTISING

STARTING UP

1. Answer the questions

1. Why do companies advertise?
2. What are the types of media used by businesses to advertise?
3. What is the best kind of advertising?
4. What examples of product placement in films or on TV can you think of? Do you think this is an effective form of advertising?
5. What are your most/least favorite adverts?
6. Which current adverts do you think are the most creative?
7. What sorts of products or services cannot be advertised?
8. Describe any good advertising gimmicks you have seen. What sort of impact did they have?
9. What advertisement have caught your eye recently? Explain why you consider them to be successful?

2. Continue the list of the questions you ask yourself to begin the advertising campaign:

- *What are you selling, and what makes it so unique?*
- *Why should people buy the product or service from you?*

3. Which of the following claims do you agree with?

1. Advertising is essential for business, especially for launching new consumer products.
2. A large reduction of advertising would decrease sales.
3. Advertising often persuades people to buy things they don't need.
4. Advertising often persuades people to buy things they don't want.
5. Advertising lowers the public's taste.
6. Advertising raises prices.
7. Advertising does not present a true picture of products.
8. Advertising has a bad influence on children.

4. Match the company/product to its slogan.

- | | |
|--------------------|---|
| 1. Levi Jeans | a. Life is a journey. Enjoy the ride. |
| 2. L'Oreal | b. The ultimate driving machine. |
| 3. Apple computers | c. Let's make things better. |
| 4. BMW | d. Image is everything. |
| 5. Nissan | e. Fits your body like a hammer fits your hand. |
| 6. Visin | f. Gets the red out. |

5. Companies use _____ in ads to help consumers remember their products or services.
6. Direct-mail advertising consists of ads sent by _____ to people's homes and businesses.
7. The main disadvantage of _____ is that people often drive by too quickly to notice them.
8. Businesses need to reach as many targeted _____ as possible.
9. Many businesses develop _____ by hiring advertising _____.
10. Companies use advertisements to promote their _____ and services.

4. Choose the best answer to fit the gap.

1. A _____ is an attempt to convince someone to buy something or hire someone.
A) patch B) pitch C) punch
2. The last advertising campaign helped us regain the _____ (= to be ahead) in worldwide market share.
A) lead B) first C) primary
3. A well-planned advertising campaign can be an effective way to _____ a brand.
A) construct B) decipher C) build
4. Which audience _____ are you aiming for? Teenagers?
A) segment B) selection C) part
5. _____ placement refers to having a brand (Coke, Nike, etc.) appear during a movie, show.
A) staff B) object C) product
6. It is important to create ads that will _____ (= be different).
A) stand up B) stand forward C) stand out
7. A _____ found that price was the most important consideration when buying a cell phone.
A) customer report B) consumer science C) consumer research study
8. A _____ market, is a market which an organization/company sets its views on.
A) target B) targeting C) bullseye
9. Businesses try to build _____ for their products and services through their ads.
A) an image B) a name C) a service
10. Some advertising _____ have become so well-known that people all over the country recognize them.
A) slogans B) titles C) names
11. The sales _____ for the next few months is not particularly optimistic.
A) figures B) drive C) forecast

12. The advertising company have come up with a catchy new _____ for the car.
 A) slogan B) saying C) image
13. It's going to be difficult to break _____ the Far East market but I believe it will become a key market for us.
 A) through B) up C) into
14. When deciding what kind of advertising to use it's important to find out as much as possible about your _____.
 A) companions B) competitions C) competitors

5. Complete these sentences with prepositions. You need some of the prepositions more than once.

in on for

1. We placed advertisement _____ a number of national newspapers.
2. A lot of claims are made _____ the advertisement.
3. We are advertising _____ a babysitter.
4. She took out a full-page ad _____ a women's magazine.
5. The ad appeared _____ all major channels.
6. I saw the advert _____ "The Guardian".
7. Have you tried that new shampoo they've been advertising ____ TV?

6. Choose the word to complete each sentence.

*attract spend promote appeal competition
 boost launch persuade project*

1. The copywriter created a slogan which would _____ to a wide cross-section of consumers.
2. The agency wants to ____ a campaign targeting the under-16 market.
3. The consumers we want to ____ are professionals who purchase up-market products.
4. All advertising must _____ the right product image.
5. Giving away free badges helped to _____ ice-cream sales to children.
6. The number of TV commercials in a campaign depends on how much the client wants to _____ and who he wants to reach.
7. The function of advertising is primarily to inform and to _____.
8. Our plan is to _____ the new product across a wide range of media.
9. Before you develop your own ad campaign, you should look at what your _____ is already doing.

READING

1. Read the text.

Advertising within television programmes will become more liberal after a decision by the European Parliament. Broadcasters in EU member states will soon be allowed to make money out of placing products in certain types of programmes.

Product placement is banned in many EU states at the moment. But these new rules will allow them to legalise it. Makers of fictional programming, like drama, soaps, light entertainment, will soon be able to make money from including products or services or references to them in their content.

There are some exceptions; it still won't be allowed in news, documentaries and children's programming. It mustn't be too obvious, though of course that definition is subjective and could change over time, and viewers must also be told when it's happening, but not, interestingly, which products out of the many on show are being paid for. Consumer organisations across Europe oppose the introduction of product placement, saying it would undermine trust in broadcasters. But many independent programme makers who are getting less and less money from regular advertising say the extra money will be helpful to bolster their budgets. EU lawmakers agreed with them. Member states have to pass all this into their own law by the end of 2009.

Answer the questions.

1. What are the disadvantages and benefits of product placement?
2. What are the restrictions for product placement within television programmes?

Find the words and expressions in the text which mean the following.

1. forbidden, not allowed, illegal
2. to stop being forbidden, to allow by law or rules
3. TV programmes that are made up, or invented; unlike factual programmes, they don't show real life people, situations or events
4. everyone has their own understanding of what 'too obvious' means, and even that may not stay the same in the future
5. groups of people that work together in a structured way to represent and protect the interests of buyers of goods and services
6. to diminish the believe and confidence in the honesty, integrity and professionalism of somebody
7. more traditional ways of promoting goods and services (e.g., allocating periods of time in between TV broadcasts for commercial breaks)
8. to earn more money in order to make more and better programmes

2. Read the text.

The American food group Kraft Foods says it will stop marketing junk food to children. It means that the company will not advertise products with a lot of fat, sugar or salt to children under twelve years old.

Kraft is one of the world's largest food producers. In America its products include Oreo biscuits and Kool Aid drinks. Like rivals, the company has come under mounting pressure to encourage consumers to cut back on potentially unhealthy foods.

There's been particular concern about rising obesity levels in rich countries – in America two thirds of adults and fifteen percent of children are overweight. In a statement Kraft said it recognised that parents were concerned about the mix of food products advertised to young children.

The company will no longer run advertisements for high calorie, high fat products in cartoon shows and other television programmes aimed at young viewers. It will also change marketing policies for advertisements in newspapers and other media.

Health concerns among the big food firms are driven by legal worries as well consumer pressure – last year the hamburger chain McDonalds fought off a lawsuit by children who blamed their weight problems on its products.

Answer the questions.

1. Why will the American food group Kraft Foods stop marketing junk food to children?
2. What products does the American food group Kraft Foods produce?

Find the words and expressions in the text which mean the following.

1. people or companies which compete in the same market
2. somebody expects something from you urgently
3. to reduce
4. the state of being very fat
5. worries about health
6. forced
7. a legal claim made against a person or company

VOCABULARY DEVELOPMENT

1. Read the text and fill each of the numbered gaps with one of the words or word partnerships listed.

information potential customers message competition
primary market self-image advertising clutter promoting
consumer memory emotional trigger media

If you want your advertising to stand head and shoulders above your 1) _____, you need to work hard at finding — or, if you prefer, inventing — something that will grab the 2) _____ in your 3) _____ (not necessarily by the neck) and drag them into your store or motivate them to call your business.

A creative hook is an 4) _____ that attracts buyers; it appeals to their 5) _____ and affirms that you provide what they're looking for.

A creative hook is what every good ad needs in order to cut through the 7) _____. The hook may be a slogan, a phrase, a jingle, a single line of copy, or a unique look that appears in all your ads. But whatever you choose, it must be yours and yours alone, because you'll use it across all 7) _____ to differentiate your business from all the others. You need to put a new spin on the same old 8) _____ by coming up with a memorable creative hook.

For example, the Energizer Bunny is a creative hook — it just keeps going and going and going — and it appears in television, print, and in-store ads 9) _____ how long-lasting the Energizer batteries are. McDonald's creative hook, at one time, was its jingle, "You deserve a break today," which was permanently burned into the 10) _____. The minute you heard this jingle, you instantly knew what the product was. Just remember: each ad must contain all the 11) _____ consumers need in order to make a thoughtful decision as to whether they will act.

Answer the questions.

1. How can you identify and target your audience?
2. What should you do to stand head and shoulders above your competition?
3. Do you know the examples of creative hook?
4. What must each ad contain?

2. Read the text below and decide which answer (A, B or C) best fits each gap.

Many business owners 1) _____ into the trap of believing that their products or services are "for everyone"— that is, anyone would be interested 2) _____ or need the products. After all, if you have kids, you need toys and kids' clothes, right? If you have a car, you need workers to 3) _____ it. So, why do the businesses that sell these products or services need 4) _____ primary markets?

The answer is that, even if your business 5) _____ to a broad market of 6) _____ consumers, you need to identify who your ideal consumer is.

If you're selling expensive toys, for example, your 7) _____ market is wealthy parents (even though, theoretically, any parent can save up to buy a special gift). If you're in the car business, you want to focus not only 8) _____ on what you do best, but also on what 9) _____ of the market needs your business most (not to mention what may be the most lucrative).

For example, if you're the only business in town that knows how to 10) _____ foreign sports cars, and you happen to live in a city or neighborhood that houses plenty of these, your primary market should be foreign car owners. That's not to say that you'll turn away the driver of the Volkswagen if he needs a new transmission; the Jaguar owner just needs your expertise more. After you've identified your primary market, your advertising should 11) _____ that focus.

1. A) fall B) come C) go
2. A) in B) at C) for
3. A) do B) make C) service
4. A) to name B) to identify C) to view
5. A) appeals B) advertises C) invites
6. A) several B) unlike C) diverse
7. A) first B) chief C) primary
8. A) on B) at C) for
9. A) section B) part C) segment
10. A) repair B) mend C) restore
11. A) match B) suit C) combine

3. Read the text and fill each of the numbered gaps with one of the words or word partnerships listed.

basic target audience sources
potential customers possible contact run
target market find customers preferences market
research information provide

Knowing your 1) _____ is critical: your ads won't work if they don't appeal to what your 2) _____ want or need. Research and find out as much as 3) _____ about the people you want to sell to. For example, if you 4) _____ an independent bookstore, it's easier to sell books, magazines, and newspapers to people who already read voraciously, so you need to 5) _____ those folks and figure out as much as you can about their reading habits and 6) _____.

Your 7) _____ can take many forms. If you oversee the advertising for a new business (or you want to go after a new type of consumer for your business), you can start by checking out some 8) _____ demographic

information.

The best research comes from primary 9) _____ — in other words, you should call around for 10) _____. For example, if your business is car repair, you should find out how many cars are in your city or community.

You can get some useful information from your potential 11) _____, especially those in your primary 12) _____ — that is, the people you most want to buy from you.

Conduct an informal poll by asking potential customers what they're looking for that other businesses don't 13) _____. In the car example, you would 14) _____ people you know who own Jaguars or Mercedes and ask them what type of service and price they're interested in.

4. Read the text below and decide which answer (A, B, C or D) best fits each gap.

Developing your advertising campaign whatever your unique message turns 1) _____ to be — whether it's a headline, sentence, slogan, graphic, or other creative 2) _____ — be sure to use that message consistently 3) _____ all media. You need to apply the same message 4) _____ all the forms of media you use in order to establish it as yours and yours alone and in order to give the 5) _____ a better chance of remembering it.

For example, if your radio commercials talk about a half-price sale on a specific item, your 6) _____ ads should feature the same sale terms for the same item. Many small businesses (and a surprising number of large, national advertisers) 7) _____ the mistake of being inconsistent, and it only serves to confuse the consumer and to water down the overall advertising 8) _____ (and budget).

The good thing about maintaining consistency from one medium to the next is that translating your message is even easier. If you spend hours and hours writing a 60-second radio script 9) _____ an ad, and you decide to augment your radio advertising with some small newspaper ads, your time isn't lost. In fact, your job is all but finished, because you can easily edit the same copy you wrote for radio so that it works for print, thereby creating a cohesive advertising message 10) _____ both forms of media. One good piece of advertising copy always leads to another as your campaign begins to take shape.

- | | | | |
|----------------|------------|------------|--------------|
| 1. A) in | B) out | C) on | D) of |
| 2. A) hook | B) message | C) mail | D) proposal |
| 3. A) at | B) on | C) of | D) in |
| 4. A) in | B) at | C) for | D) with |
| 5. A) producer | B) seller | C) dealer | D) consumer |
| 6. A) radio | B) TV | C) channel | D) newspaper |

7. A) do B) make C) take D) have
 8. A) influence B) issue C) result D) impact
 9. A) at B) in C) for D) on
 10. A) in B) across C) with D) among

5. Read the text and fill each of the numbered gaps with one of the words listed.

*true chains concern commercials portrayed
 related ban broadcast aimed protecting
 advertising educating incentives distinguishing
 distort nation differentiate aggressive vulnerable
 adopt target trend kids*

Parents of young children have an important role to play in 1) _____ their kids from invasive marketing, and in 2) _____ them about advertising from an early age. According to *Consumer Reports* magazine, “young children have difficulty 3) _____ between advertising and reality in ads, and ads can 4) _____ their view of the world.”

Research has shown that children between the ages of two and five cannot 5) _____ between regular TV programming and commercials. Young children are especially 6) _____ to misleading advertising and don't begin to understand that advertisements are not always 7) _____ until they're eight.

According to the Canadian Toy Testing Council the biggest area of 8) _____ with toy ads in Canada is exaggeration. Young children often think a toy actually can do a lot more than it can because of the way toys are 9) _____ in advertisements.

These concerns have led some jurisdictions to 10) _____ all advertising to children. Québec has banned print and 11) _____ advertising aimed at kids under thirteen. Sweden has banned advertisements 12) _____ at children under 12 and it is lobbying European Union members to 13) _____ similar policies.

According to the Canadian Pediatric Society, most food 14) _____ on children's TV shows is for fast foods, soft drinks, candy and pre-sweetened cereals — while 15) _____ for healthy food make up only 4 per cent of those shown.

Fast food 16) _____ spend more than 3 billion dollars a year on advertising, much of it aimed at children. To directly 17) _____ children, the fast food industry uses more than traditional commercials. Restaurants offer 18) _____ such as playgrounds, contests, clubs, games, and free toys

and other merchandise 19)_____ to movies, TV shows and even sports leagues.

The results of all this 20)_____ marketing of fast food, soft drinks and candy to children — a 21)_____ of overweight children, according to the Heart and Stroke Foundation of Canada—which says that almost one in four Canadian children between 7 and 12, is obese.

A 2002 U.S. study showed that fast-food commercials during 22)_____ programming on Saturday mornings are pitching bigger and bigger portions, a 23)_____ that researchers link to an the alarming rise of obesity among young people.

Answer the questions.

How can advertising influence on children and their view of the world?

What is the danger of advertising aimed at kids?

What are the results of aggressive marketing of fast food?

What is your opinion about advertising aimed at children?

6. Read the text and fill each of the numbered gaps with one of the words listed.

private pressed free public find avoid innovative
brand clutter imagination intrusive exposed ads
average celebrities launched commercialization
endorse appearances investigated
moving

Advertising: it's everywhere. No, it's not your 1)_____. The amount of advertising and marketing people are 2)_____ to daily has exploded over the past decade; studies show, that on 3)_____ we see 3,000 ads per day. At the gas pumps, in the movie theatre, in a washroom stall, during sporting events—advertising is impossible to 4)_____.

Even outer space isn't safe from 5)_____: the Russian space program 6)_____ a rocket bearing a 30-foot Pizza Hut logo, and some companies have 7)_____ placing ads in space that will be visible from earth.

The challenge of the future may be finding public and 8)_____ spaces that are 9)_____ of advertising. Marketers are pressed to 10)_____ even more 11)_____ and aggressive ways to cut through the “ad 12)_____” or “ad fatigue” of modern life.

Ambient advertising refers to 13)_____ ads in public places. Cars, bicycles, taxis and buses have become 14)_____ commercials. Ambient 15)_____ appear on store floors, at gas pumps, in washrooms stalls, on

elevator walls, park benches, telephones, fruit and even 16)_____ into the sand on beaches.

Marketers are moving away from the traditional use of 17)_____ as product hucksters, since a cynical 18)_____ no longer believes that celebrities actually use the products they 19)_____ in commercials. The trend now is to 20)_____ celebrities with specific merchandise by having them use or wear products in public 21)_____ or promote them in media interviews—without making it clear that the celebrities are paid spokespeople.

7. Read the text and fill each of the numbered gaps with one of the word partnerships listed.

favorite product special offer consumable products right decision brand loyalists advertising agencies loyal customers creative advertising brand loyalty consuming public potential consumers frequent advertising real effect

No matter how 1) _____ is, most 2) _____ and manufacturers agree that the 3) _____ falls into what is commonly called “the 80-20” rule. This theory, which seems to crop up no matter what is being sold, says that 80 percent of the product will be bought by 20 percent of the 4) _____.

The other 80 percent of buyers fall into other categories. They may sample products with the potential of establishing a 5) _____, already maintain loyalty to another brand, or buy whatever is on sale or discounted by use of a 6) _____ such as a coupon.

The figures might vary by the product being sold, but a core of 7) _____ will always buy their 8) _____ unless its manufacturer drives them away by drastically changing it or raising the price too much. To that end, much advertising—particularly for 9) _____— is designed to attract people who will become 10) _____.

Advertisers know much of this money is wasted on the majority of people, but they believe nothing else will establish brand loyalty like 11) _____.

Advertising's 12) _____ on brand loyalty itself is more difficult to measure.

Some studies suggest that brand loyalists pay even more attention to advertising once they have bought because they are reassuring themselves

that they made the 13)_____. This is particularly true of high-ticket items such as cars, kitchen appliances, and computer.

8. Read the text and fill each of the numbered gaps with one of the words listed.

*shot images personal self-esteem convention rival unifying
freckled campaigns pressure view
purpose consumerism*

To sustain the momentum, Dove has engaged a new group of “real” women to chip away at the “restrictive” and “unrealistic” 1)_____ of beauty served up by 2)_____ firms.

One woman is heavily 3)_____, another shows off a prominent scar, a third sports tattoos and body piercing. The message, as in earlier 4)_____, is upbeat and inclusive: “all skin is beautiful when it is beautifully moisturized.”

Dove's advertising offers a democratized 5)_____ of beauty to which all can aspire. The campaign also has an implied moral 6)_____, one that takes on the ethical issues of 7)_____: the psychology of self-esteem, the supposed link between the 8)_____ to conform and eating disorders and the various stigmas attaching to old age and disfigurement.

A Dove spokesperson confirmed that the campaign primarily sought to elevate a woman's 9)_____. This dimension is most visible in the latest skincare advertising, which was 10)_____ in black and white, and features letters telling the 11)_____ stories behind featured women's blemishes and styles.

Dove's refusal to bow to aesthetic 12)_____ is a clever piece of branding, 13)_____ its products around a compelling idea and setting Dove apart from rivals Johnson & Johnson and Nivea.

GRAMMAR

Articles

We use the indefinite article in the following ways:

- before unspecified singular countable nouns
It will be supervised by an internal management team.
- singular things and people in general terms (definitions, jobs, nationalities)
She's an executive and he's a manager.
A deadline is the time limit for completing a task.

She is an architect. She's a Brazilian who lives in New York.

- in expressions of measurement to show: a) price in relation to weight (*two pounds a kilo*), b) distance in relation to speed (*80 km an hour*), c) frequency (*twice a week*)
- with the verbs *to be* and *have (got)*
She has (got) a dog.
- before a noun to mean all things of the same type
A loss leader is an article that a store sells at a low price to tempt customers to buy other goods.
- we use *a/an* or *one* with no difference in meaning when counting or measuring distance, weight, time, etc.
I paid a/one hundred pounds for this bracelet.
- in certain expressions *a few, a little, a great many*
They produce a few products.

We do not use indefinite article in the following ways:

- with uncountable nouns or plural countable nouns. We use *some* instead of *a/an*
We need some milk and some flour.
- before an adjective if it is not followed by a noun
This ring is expensive.
This is an expensive ring.

We use the definite article in the following ways:

- when it is clear from the context what particular thing or place is meant.
I'll meet you in the reception area.
- before adjectives to specify a category of people or things
the rich, the poor
- with the words *only, last, first* (used as adjectives).
He was the first person to arrive.
- with adjectives/adverbs in the superlative form.
He's the most respected man in the firm
But: When 'most' is followed by a noun, it does not take 'the'.
Most children like cartoons.

1. Complete the text with the articles where necessary.

Today's kids have become 1)____ most marketed-to generation in 2)____ history, due to their spending power and their future influence as adult consumers. By talking to kids about 3)____ advertising – how it works and how they're targeted – we can help them to become more savvy as 4)____ consumers and more resistant to pressures to be “cool.”

Until 5)___the age of six or seven, children have 6)___difficulty distinguishing advertising from 7)___reality and may not understand that ads are there to sell something. In fact, children watching TV often find 8)___ commercials more engaging than 9)___ programs! Talking to children about advertising from 10)___ early age encourages them to become active – not passive – consumers of commercial messages.

Talk about how 11)___ job of marketers is to play on human insecurities by creating ads that imply their products will improve our lives and bring us 12)___ happiness. Have kids make a list of 13)___ good things in their lives (the things they value) and then make a list of 14)___ things they wish they could buy. Have them compare 15)___ “real life” list with 16)___ “wish” list. Do they think the things on 17)___ wish list will bring them 18)___ happiness? If so, why?

Explain that advertisers use many methods to get us to buy their products. Some common “tricks of 19)___ trade” include pulling on our 20)___ heartstrings by drawing us into a story and making us feel good; using misleading words, such as “the taste of real . . . ,” “studies have shown” and “for a limited time only”; making exaggerated claims about 21)___ product; and using cartoon characters or celebrities to sell products or brand names.

Look for examples of how marketers try to build brand loyalty in young children. Talk about cross-marketing – show how 22)___ release of a new kids' movie is usually preceded by 23)___ a huge marketing campaign involving tie-in toys, fast food, clothing and books. Explain how marketers target image-conscious pre-teens and teens with messages about being “cool” and attractive.

Most food advertising aimed at kids is for fast food, candy and pre-sweetened cereals. Point out misleading language in food commercials, such as 24)___ description of a sugary cereal that is “part of a nutritious breakfast” or “natural fruit roll-ups” that don't contain any fruit. Explain how food is prepared by special artists to look perfect in ads. Talk about how fast food restaurants use tie-ins with popular movies and TV shows in 25)___ order to attract kids.

One of 26)___ most important lessons we can teach our children is how to be smart about 27)___ money. Our consumer culture promotes spending over 28)___ saving, so we have to counter that message on 29)___ regular basis by discussing purchasing decisions and money-management skills with kids.

Show kids how to comparison shop, read reviews and investigate warranties. Talk about 30)___ effect of mass consumerism on 31)___

environment. Encourage them to think about ways they can cut down on buying non-essential consumer products.

SKILLS

Starting presentations

There are examples of different presentations.

1. Press conference: two chief executives tell journalists why their companies have merged.
2. Briefing: a senior officer gives information to other officers about a police operation they are about to undertake.
3. Demonstration: the head of research and development tells non-technical colleagues about a new machine.
4. Product launch: a car company announces a new model.
5. Lecture: a university professor communicates information about economics to 300 students.
6. Talk: a member of a stamp-collecting club tells other members about 19th century British stamps.
7. Seminar: a financial adviser gives advice about investments to eight people.
8. Workshop: a yoga expert tells people how to improve their breathing techniques and gets them to practice.

Useful language

Introducing yourself and your talk

Greeting, name, position

Good morning. My name's (...). I'm the new Finance Manager.

Ladies and gentlemen, it's an honour to have the opportunity to address such a distinguished audience.

Good morning. Let me start by saying just a few words about my own background.

My name is ... and I work for NSN Consultants. My talk is called "Consultancy Skills for the 21st Century".

Title/Subject

I'd like to talk (to you) today about...

I'm going to present the recent...

to inform you about...

to describe...

subject of my talk

focus of my presentation

topic of my speech

Purpose/Objective

We are here today to decide/learn about/agree....

The purpose of this talk is to update you on/give you the background to...
This talk is designed to act as a springboard for discussion/to start the ball rolling.

Length

I shall only take ten minutes of your time.

I plan to be brief.

Outline/Main parts

I've divided my presentation into five parts/sections.

The subject can be looked at under the following headings:...

Firstly/first of all...

Secondly/then/next...

Finally/lastly/last of all...

There are three main skills areas I want to talk about today...

To begin, let's look at the

Let's move on to the second area....

Time is moving on, so let's turn to the third area...

Questions

I'd be glad to answer any questions at the end of my talk.

If you have any questions, please feel free to interrupt.

Please interrupt me if there's something which needs clarifying. Otherwise, there'll be time for discussion at the end.

If you have any questions, I'll be very happy to answer them at the end of the session.

Closing and dealing with questions

Let me sum up. Firstly, we looked at, secondly, at... and last, but by no means least, at....

That brings me to the end of my presentation.

That's confidential. I'm afraid I'm not at liberty to tell you.

That's not really my field. But I can put you in touch with someone in my organization who is working on Internet application.

The questioner would like to know what sort of background the people we recruit usually have. Is that right?

Well, I think that goes beyond the scope of today's presentation. Today I wanted to concentrate on, not go into particular case studies in...

I'm afraid we've out of time. But if you'd like to come and discuss that with me now, I'll try and give you an answer.

Ending

I think that's a good place to stop. Thank you for listening.

1. Complete these sentences. Choose the correct verb.

1. I'd like to _____ you of the latest news.

- A) speak B) inform C) describe
2. Could you _____ up? We can't hear you at the back.
A) talk B) say C) speak
3. I'll have to _____ the place as I don't have any photographs with me.
A) explain B) describe C) present
4. He's going to _____ the latest results.
A) describe B) inform C) present
5. Let me _____ why we need to cut costs.
A) explain B) describe C) talk
6. We'll have time to _____ about this over lunch.
A) discuss B) say C) talk
7. I couldn't _____ how long will it take.
A) talk B) speak C) say
8. We will _____ you when the project comes to an end.
A) say B) describe C) tell

2. Use one of the following expressions to replace each of the expressions in italics in this introduction.

Don't hesitate	a chance	I take care
I'm delighted	sections	go through
In more depth	my purpose is	divide

Good morning, ladies and gentlemen. a) *It's a pleasure* to be with you today. My name's Gordon Matthews and b) *I'm in charge* of corporate finance at our headquarters here in Brussels. c) *We are here today* to d) *review* some key figures and to outline financial strategy over the next five years. So what I intend to do is to e) *break down* this presentation into three f) *parts*: first, the financial review; second, the options facing us; and finally, the strategy I propose. If you have any questions, please g) *feel free* to interrupt me, but I should also say there'll be h) *an opportunity* to discuss issues i) *at greater length* after my talk.

UNIT 7 CULTURES

STARTING UP

1. Answer the questions.

1. Why should businesses involved in global trade be aware of cultural differences?
2. What stereotypes do you have about people from other countries? What stereotypes are there of people from your country? How do we get stereotypes? Where do they come from?
3. What are the benefits of understanding other cultures?
4. What cultural differences would you experience working in another country?
5. How could you prepare to fit into the culture of another country?
6. Think about marketing goods in other countries. What are some obstacles you might face?
7. Here are some areas of potential cultural misunderstanding. Continue this list.
 - a. Distance when talking to people: what is comfortable?
 - b. Eye contact: how much of the time do people look directly at each other?
 - c. Gesture: do people make lots of facial gestures? How much do they move their arms and hands?
 - d. Greetings/goodbyes: do people shake hands every time?
 - e. Humor: is it out of place in some contexts?
 - f. Physical contact: how much do people touch each other?
 - g. Presents: when should you give them?
 - h. Rules of conversation and the role of silence: how long can people be silent before they feel uncomfortable? Is it acceptable to interrupt when others are speaking?

2. Test your intercultural competence by answering true or false to each of the following statements.

1. A “thumbs up” in some Islamic countries is a rude sign.
2. Forming an “O” with the thumb and the forefinger in Japan means that we can now discuss money.
3. Scandinavians are more tolerant to silent breaks in conversations.
4. Laughter in Japan can be a sign of confusion, insecurity or embarrassment.
5. In the UK, to compromise is seen as a positive sign of both parties winning.
6. Wearing gloves in Russia when shaking hands is considered polite.

7. Leaving right after dinner in Central America is considered well-mannered as it means you've been well fed.
8. In Australia, a single male passenger should sit in the back seat.
9. In Sub-Saharan Africa it is normal to arrive half an hour late for dinner.
10. If you tell your female friend from Africa that she's put on weight during her holiday, it means she's had a good holiday and is physically healthier than when she left.
11. In Brazil, flicking your fingers under your chin is a sign of disgust.
12. If you want to show your respect for an elder in Africa, do not look them directly in the eye.
13. Keeping your hands in your pockets while negotiating in Russia is rude.
14. It is seen as polite to not accept an offer of food or drink in Persia immediately on being offered it, instead you should refuse a few times before accepting the gift.
15. In France, dinner is commonly served at 5 pm.
16. In Brazil, purple flowers are a symbol of friendship.
17. In Mediterranean cultures, being boisterous in the streets and public places is widely accepted.

Answers:

1-5: True

6: False—you need to remove your gloves when shaking hands in Russia.

7-9: True

10: False – this means you don't know the answer to a question in Brazil.

11-13: True

14: False– in France, it is common to eat dinner at 7 p.m. or later and it tends to be a light dinner.

15: False – Purple flowers in Brazil are often seen at funerals. Avoid giving a host purple flowers.

16: True

17: False: A single male passenger should sit in the front seat in Australia.

KEY VOCABULARY

1. Match the words to their definitions.

1. value
2. stereotype
3. culture
4. custom
5. business etiquette
- a. a practice followed by people of a particular group or region
- b. a belief that all people from a culture behave a certain way

- c. the beliefs, customs, and attitudes of a distinct group of people
- d. conduct that is considered socially acceptable in business
- e. the belief that a certain part of life is especially important

2. Choose the best word to fit the gap.

1. It's important to understand how other cultures behave so you don't cause _____.
A) offence B) problem C) disaster D) behaviour
2. In some countries it is quite _____ to use the correct title when talking to business colleagues
A) offensive B) likely C) formal D) tricky
3. Having good _____ may help you to make deals more easily.
A) clothes B) manners C) demonstrations D) handshaking
4. Ian has to be very organised as his work involves meeting tight _____.
A) problems B) responsibilities C) challenges D) deadlines
5. Lesley doesn't like having to wait for other people to _____ work for her.
A) generate B) solve C) resolve D) tackle
6. Paul enjoys working at Small World because he finds the _____ stimulating.
A) installation B) environment C) application D) opportunity
7. If someone looks me straight in the eye without _____ I tend to think they are honest.
A) yawning B) sighing C) blinking D) sniffing
8. Your body _____ usually gives other people information about how you really feel.
A) appearance B) impression C) language D) relationship
9. Bob and Tony are business _____ and have arranged to meet at the sales conference
A) delegates B) customers C) associates D) officers
10. I've given the latest sales _____ to Mr Allen but he hasn't had a chance to look at them yet.
A) systems B) figures C) worksheets D) facts

3. Complete these sentences with the words.

*stereotype culture worldwide impression measurement tastes
customs interaction etiquette problems products differences*

1. To market products successfully in another country, companies must research the country's languages, customs, and _____.
2. As companies trade _____, they must be aware of different cultural and business practices.

3. Each country has its own rules for etiquette, business _____, and personal _____.
4. Properly approaching people from various cultures can give them a better _____ of you.
5. Companies that conduct business in other countries must be aware of _____ in laws, currencies, eating habits, and even systems of _____.
6. Failure to understand the _____ of a country with which you do business can ruin a deal or lead to a marketing disaster.
7. Business _____ differs from country to country.
8. Many companies avoid cultural _____ by hiring local managers in other countries.
9. Some people _____ others who are different from them.
10. Companies that are culturally aware are better able to market _____ globally.

4. Read the text and fill each of the numbered gaps with one of the words or word partnerships listed.

foreign counterpart wrong assumptions impression
cultural backgrounds cross-cultural cooperation
international markets abroad internationally

In times of increasing globalization and 1) _____ and in a competitive business environment, corporations must rely on the 2) _____ of people of different 3) _____. If you are working 4) _____, it is extremely important to make a good 5) _____ when meeting your 6) _____ and so is understanding his way of doing business 7) _____, based on your own culture, can cause problems, if not outright offense and, of course, your counterparts 8) _____ are probably also making assumptions, based on their own background. 9) _____ orientation is imperative in our global environment.

READING

1. Read the text.

The Middle East as a region is generally agreed to be the following countries: Bahrain, Egypt, Iran, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Qatar, Saudi Arabia, Syria, Turkey, United Arab Emirates, Yemen.

The Middle East is a diverse area of culture, language and race. It has a large number of older civilisations, many of which are thousands of years old. The different countries of the Middle East each have their own unique identity but share many commonly held traditions and beliefs. To successfully do business in this region, companies must understand the cultural differences between countries and people.

Much of the Middle East's wealth, today, comes from its huge oil and gas reserves and many natural resources. Tourism and Banking then follow as the major contributors to the region's GDP. The Middle East provides many opportunities for all different types of investment with its strong economic growth. If a company or individual wishes to enter this lucrative market, it is very important that they have a real understanding of the traditions and influences that shape Middle Eastern culture.

In the Middle East relationships with colleagues and contacts are highly valued, more so than in the Western cultures with our increased electronic social networking. People in these countries tend to ensure that they spend real 'quality' time with personal contacts, so ensure you set aside as much time as possible to show respect and enhance your friendships. Most business is done between 'friends' and those people who have shown respect to each other.

Religion plays a large part in everyday life in the Middle East. Methods of personal communication are very different to most Western cultures. This has a lot to do with old traditions of saving-face, so direct challenges and refusals can be avoided, with this in mind find a gracious way out of a situation by making an excuse.

Hospitality forms a large part of Middle East tradition and is closely linked to personal and business reputation. Displays of hospitality and generosity show a person to be of good standing and are encouraged. Don't offend anyone by refusing directly, again look for a polite way out of the situation without being confrontational or direct.

Answer the questions.

1. What must the companies know to successfully do business in the Middle East?
2. What are the differences between the Middle East culture and the Western culture?

2. Read the text.

Zyklon is a harmless word in the German language – it means cyclone, powerful storms known as hurricanes in some regions. A year ago, Siemens filed two applications in the United States with the Patent and Trademark Office, to use the name Zyklon for a range of home products, from vacuum cleaners to home appliances such as gas ovens. Outside Germany, though, the word Zyklon is associated with only one thing - Zyklon B, the poison gas used during the Second World War to kill Jews and other prisoners in Nazi death camps such as Auschwitz and Mauthausen.

While Siemens may have chosen the name innocently, the move has been strongly condemned by Jewish organisations. Dr Shimon Samuels, head of the European arm of the Simon Wiesenthal Center, a Jewish human

rights organisation, said Siemens should have known better. The company, Dr Samuels says, was directly complicit in the use of slave labour during Nazi times. He calls the trademark application a “major scandal”.

The Siemens subsidiary behind the trademark application, Bosch Siemens Hausgeraete, made a quick about-turn when confronted with the news that the word Zyklon has a sinister ring in the English-speaking world. Bosch Siemens spokeswoman Eva Delabre said the company was very sorry if this trademark application had caused any offence. She said the company would now take the necessary steps to withdraw its trademark applications for the Zyklon brand.

But Siemens is not alone in getting it wrong. In August, UK sports goods maker Umbro apologised after complaints that it named one of its sports shoes Zyklon.

Which of these statements are true? Correct the false ones.

1. Zyklon is a harmful word in the German language.
2. Outside Germany, though, the word Zyklon is associated with many different things.
3. Dr Samuels calls the trademark application a “major scandal”.
4. A year ago, Siemens filed three applications in the United States with the Patent and Trademark Office, to use the name Zyklon for a range of home products.
5. Bosch Siemens spokeswoman Eva Delabre said the company was very sorry if this trademark application had caused any offence.
6. In April, UK sports goods maker Umbro apologised after complaints that it named one of its sports shoes Zyklon.

Find the words and expressions in the text which mean the following.

1. the official right to be the only person or company to make or sell a new product
2. a name or symbol that a company uses on its products and that cannot legally be used by another company
3. a number of different things of the same general kind
4. devices or machines that do a particular job in your home
5. involved in an illegal activity
6. a request to register the trademark
7. a company which is part of a larger company
8. do what is needed

- | | |
|------------------|------------|
| 2. A) by | B) for |
| 3. A) for | B) on |
| 4. A) conducting | B) making |
| 5. A) to | B) for |
| 6. A) in | B) on |
| 7. A) high | B) chief |
| 8. A) at | B) beyond |
| 9. A) lack | B) absence |

In the Middle East, a business person may 10) _____ a visitor waiting for a long time. But once the host 11) _____ the meeting, it may last as long as required 12) _____ the business at hand. Of course, others with later appointments on the same day also must wait their turn.

Americans are also deadline-oriented. If a deadline is mentioned to an Arab, however, it is like waving a red flag in front of a bull. Forcing the Arab 13) _____ a quick decision may very well 14) _____ you the deal. What appears to be inefficiency and muddling on the part of Arab businessmen may be a signal of displeasure with the way things are going. Experienced negotiators recommend slowing 15) _____ and looking for signals that suggest that negotiations are not going well.

- | | |
|------------------|------------|
| 10.A) hold | B) keep |
| 11.A) ends | B) begins |
| 12.A) to conduct | B) to make |
| 13.A) to do | B) to make |
| 14.A) cost | B) involve |
| 15. A) up | B) down |

3. Read the text below and decide which answer (A or B) best fits each gap.

Western cultures view time as a resource that is not to be wasted. The efficient 1) _____ of time is emphasized in such phrases as “Time is 2) _____” and “Time is the enemy.” In 3) _____, Eastern cultures view time as unlimited and unending. In America, meetings sometimes 4) _____ with phrases such as “Let's get started” and “Let's dispense with the preliminaries.” In Japan, casual conversation precedes business 5) _____, because the Japanese are generally more interested than Americans in getting to know the people 6) _____ in the transaction.

Furthermore, it is important to the Japanese that consensus be 7) _____ and any misunderstandings be cleared up before proceeding on any problems that may surface in negotiations. The Japanese process of consultation could 8) _____ to the surface problems not appreciated or known to Americans. This will require further consultations to 9) _____ obstacle.

Many cultures value relationships. Europeans and Asians place a high regard on long-term relationships rather than on short-term gains, which runs counter to what most Americans perceive. Excessive emphasis on speed and time may 10)_____ the impression that the transaction is more important than the person. This is a fundamental error in professional judgment in many regions of the world.

- | | |
|----------------|--------------|
| 1. A) use | B) usage |
| 2. A) money | B) cash |
| 3. A) contrast | B) opposite |
| 4. A) set up | B) begin |
| 5. A) issues | B) matters |
| 6. A) involved | B) intangled |
| 7. A) reached | B) gained |
| 8. A) take | B) bring |
| 9. A) withdraw | B) remove |
| 10. A) give | B) make |

4. Read the text and fill each of the numbered gaps with one of the word partnerships listed.

<i>global economies</i>	<i>poor understanding</i>
<i>damaging consequences</i>	<i>non-verbal communication</i>
<i>business personnel</i>	<i>company organisation</i>

Having a 1)_____ of the influence of cross-cultural differences in areas such as management, PR, advertising and negotiations can eventually lead to blunders that can have 2)_____.

It is crucial for today's 3)_____ to understand the impact of cross-cultural differences on business, trade and internal 4)_____. The success or failure of a company, venture, merger or acquisition is essentially in the hands of people. If these people are not cross-culturally aware then misunderstandings, offence and a break down in communication can occur.

The need for greater cross-cultural awareness is heightened in our 5)_____. Cross-cultural differences in matters such as language, etiquette, 6)_____, norms and values can, do and will lead to cross cultural blunders.

5. Read the text and fill each of the numbered gaps with one of the words listed.

<i>space</i>	<i>behavior</i>	<i>distance</i>	<i>amount</i>	<i>exact</i>	<i>conversation</i>
<i>personal</i>	<i>head</i>	<i>empty</i>	<i>offence</i>	<i>touching</i>	

Different cultures have varying rules on personal 1) _____ and touching. Americans sometimes touch others on the hand or arm or

shoulder when talking. In some cultures, such 2) _____ may not be appropriate, especially with the left hand when in the Middle East.

The 3) _____ between individuals when talking is another issue that must be known and respected. Although one may not be able to define the 4) _____ distance if asked, most individuals have a specific 5) _____ of space that they maintain between themselves and others when conversing. Americans are typically made uncomfortable by the close 6) _____ distance of Arabs and Africans. In the same respect, Arabs and Africans may feel rejected by the lengthy 7) _____ distance Americans maintain.

Indonesians operate with less 8) _____ space than Americans require, and some touching is permissible. However, an Indonesian should not be patted on the 9) _____, and a person of the opposite sex should never be touched. It is important to know the rules for personal 10) _____ and space of the culture in which a visit is planned. In some cases, personal touching can be viewed as an extreme act; in addition to violating the norms of a culture, it may even be viewed as a criminal 11) _____.

6. Read the text and fill each of the numbered gaps with one of the words listed.

impolite gesture titles behaviour fields
introductions meanings person polite
official disadvantage insult office taste
traveler objects hands politics acceptable hosts

Social 1) _____ and comments have different 2) _____ in different cultures. For example, Americans generally consider it 3) _____ to mound food on a plate, make noises when eating. However, some Chinese feel it is 4) _____ to take a portion of every food served.

Other social behaviors, if not known, will place the international 5) _____ at a 6) _____. For example, in Saudi Arabia, it is an 7) _____ to question a host about the health of his spouse, show the soles of one's shoes, or touch or deliver 8) _____ with the left hand.

In Korea, both 9) _____ should be used when passing objects to one another, and it would be considered impolite to discuss 10) _____, communism, or Japan. Also in Korea, formal 11) _____ are very important. Although in America it might be 12) _____ to initiate a visit to a corporate or government 13) _____ to meet an 14) _____, in Korea it is not considered in good 15) _____. In both Japan and Korea, ranks and 16) _____ are expected to be used in addressing 17) _____. In the United States, there is not a clear rule on this behavior, except in select 18) _____ such as the armed forces or medicine. In Indonesia, it is considered rude to

point at another 19)_____ with a finger. However, one may point with the thumb or 20)_____ with the chin.

7. Read the text and fill each of the numbered gaps with one of the words listed.

addressing embrace universal conversation grasp
bow extends advisable appropriate greeting senior
involves close social clench placing vary

When greeting someone, it is 1)_____ in most countries, as in the United States, to shake hands. In some countries the 2)_____ includes a handshake and more. In Japan, a handshake may be followed by a 3)_____, going as low and lasting as long as that of the 4)_____ person. In Brazil, Korea, Indonesia, China, and Taiwan, a slight bow is also appropriate.

In some countries, the greeting 5)_____ more contact. For instance, in Venezuela, 6)_____ friends greet each other with a full 7)_____ and a hearty pat on the back; in Indonesia, a 8)_____ kiss is in vogue, and a touching of first the right then the left cheek as one shakes hands. In Malaysia, close friends 9)_____ with both hands; and in South Africa, blacks shake hands, followed by a 10)_____ of each other's thumbs, and another handshake.

In most countries, 11)_____ someone as Mr., Mrs., Miss, or Ms. is acceptable, but this is certainly not 12)_____. Monsieur, Madame, and Mademoiselle are preferred in France, Belgium, and Luxembourg, while *senor*, *senora*, and *senorita* are the norm in Spain and Mexico.

It is sometimes the case that 13)_____ occurs as greetings are exchanged. In Sweden, the greeting is “god dag”; in the Netherlands, it is “pleased to meet you”; in the United Kingdom it's “how do you do”; and in Israel it is “shalom.” Other greetings 14)_____ by country.

In many countries, men do not shake hands with a woman unless she 15)_____ her hand first. In India, women, or a man and a woman, greet each other by 16)_____ the palms of their hands together and bowing slightly; and in Mexico simply by a slight bow. In some countries, such as India, it is not 17)_____ for men to touch or talk alone with a woman.

8. Read the text and fill each of the numbered gaps with one of the words listed.

respecting public explicit standstill etiquette employee
interpersonal context ignorance translated negotiations
roughly introduced consequences chased emphasizing

*campaign natives featuring proposed wearing printed
life motion interpreted discovered comical investment*

An American oil rig supervisor in Indonesia shouted at an 1) _____ to take a boat to shore. Since it is no-one berates an Indonesian in 2) _____, a of outraged workers 3) _____ the supervisor with axes.

Pepsodent tried to sell its toothpaste in Southeast Asia by 4) _____ that it “whitens your teeth.” They found out that the local 5) _____ chew betel nuts to blacken their teeth which they find attractive.

A company advertised eyeglasses in Thailand by 6) _____ a variety of cute animals 7) _____ glasses. The ad was a poor choice since animals are considered to be a form of low 8) _____ and no self 9) _____ Thai would wear anything worn by animals.

When President George Bush went to Japan with Lee Iacocca and other American business magnates, and directly made 10) _____ and direct demands on Japanese leaders, they violated Japanese 11) _____. To the Japanese (who use high 12) _____ language) it is considered rude and a sign of 13) _____ or desperation to lower oneself to make direct demands. Some analysts believe it severely damaged the 14) _____ and confirmed to the Japanese that Americans are barbarians.

A soft drink was 15) _____ into Arab countries with an attractive label that had stars on it--six-pointed stars. The Arabs 16) _____ this as pro-Israeli and refused to buy it. Another label was 17) _____ in ten languages, one of which was Hebrew – again the Arabs did not buy it.

U.S. and British negotiators found themselves at a 18) _____ when the American company 19) _____ that they “table” particular key points. In the U.S. “Tabling a 20) _____” means to not discuss it, while the same phrase in Great Britain means to “bring it to the table for discussion.”

In addition to 21) _____ cross-cultural gaffes, the translation of documents, brochures, advertisements and signs also offers us some 22) _____ cross-cultural blunders.

Kellogg had to rename its Bran Buds cereal in Sweden when it 23) _____ that the name 24) _____ translated to “burned farmer.”

When Pepsico advertised Pepsi in Taiwan with the ad “Come Alive With Pepsi” they had no idea that it would be 25) _____ into Chinese as “Pepsi brings your ancestors back from the dead.”

In Italy, a 26) _____ for Schweppes Tonic Water translated the name into “Schweppes Toilet Water.”

In conclusion, poor cross-cultural awareness has many 27) _____, some serious others comical. It is imperative that in the global economy cross-cultural awareness is seen a necessary 28) _____ to avoid such blunders as we have seen above.

Match the words on the left with the words on the right.

- | | |
|---------------|-------------|
| 1. poor | a. demands |
| 2. local | b. label |
| 3. outraged | c. points |
| 4. business | d. natives |
| 5. direct | e. choice |
| 6. attractive | f. workers |
| 7. key | g. magnates |

9. Read the text and fill each of the numbered gaps with one of the words listed.

*insensitive behavior relationship aggressiveness market
objective knowing traveling errors impression practices orientation*

When 1)_____ to other countries to transact business, people usually attempt to make a favorable 2)_____ and do their professional best. Unfortunately, behaviors, comments, time 3)_____, social 4)_____, and etiquette that are considered appropriate professional 5)_____ in one country may be perceived as arrogance, insensitivity, overconfidence, or 6)_____ in another culture. This could result in the business person being perceived as 7)_____ to other cultures and jeopardize that person's working 8)_____ with international counterparts.

In the domestic 9)_____, people are comfortable in 10)_____ what to do and how to do it. But to achieve the same 11)_____ and success with a minimum of interpersonal and professional 12)_____ abroad, advanced preparation is crucial.

10. Read the text and fill each of the numbered gaps with one of the words listed.

*answer gestures simply response distance reluctant
embarrassment contact aggression reluctance suspicion
attempt demands confrontation visitor directions maintaining*

One of the most damaging 1)_____ that can be made of an Asian is "Give me a yes or no answer." Although an American would view this as a mild form of 2)_____ and would expect to get a "yes" or "no" 3)_____, Asians rarely say no. This is because of their 4)_____ to displease another with a negative answer and also to save them the 5)_____ of having to admit an inability. There is no word for "no" in Thailand. Similarly, the French often say "no" when they may _____ actually mean "maybe."

In some countries, if a question is asked, the 6)_____ may be told whatever the native thinks the visitor wants to hear. If you ask for 7)_____ in Mexico, Lebanon, or Japan, and the natives don't really know the 8)_____, they may still give you one 9)_____ to make you happy. In

countries such as Paraguay or Pakistan, if directions are requested, regardless of the 10)_____, the answer is likely to be “not far.”

In America, a person who is 11)_____ to maintain eye 12)_____ is called shifty-eyed and arouses 13)_____. But in some countries an 14)_____ to maintain eye contact may be perceived as a sign of 15)_____. Accordingly, in Japan, South Korea, Taiwan, and other Asian countries, 16)_____ eye contact is not an acceptable behavior. On the other hand, in Saudi Arabia, eye contact and 17)_____ of openness are important and could facilitate communications.

11. Read the text and fill each of the numbered gaps with one of the words listed.

*considered visiting isolation education ability host
importance regions native issues unusual accepted purpose
respect abroad proficient source
nonverbal employees degree executives
significant period knowing unintended expected*

Most people who transact business 1)_____ may not be 2)_____ in the spoken language of the 3)_____ country. However, 4)_____ communications, such as signs, gestures, and body cues, can be learned in a short 5)_____. The value of 6)_____ what to do and what to avoid should not be underestimated, so that one will not transmit 7)_____ messages. According to several business 8)_____ interviewed, these 9)_____ are of much greater importance to closing the deal than actually knowing how to speak the 10)_____ language.

One executive reported that the English language is used in many 11)_____ of the world as the 12)_____ form of business communication. In some countries such as the Philippines, you would be 13)_____ to use English or risk being 14)_____ of a lower class. Even though they risk 15)_____ from the rest of the world, Filipinos no longer require English as a second language for their young, leaving only the upper class the 16)_____ to learn it in private schools or from tutors. Power brokers in most of the developing countries recognize the 17)_____ of understanding English. In Singapore, for example, it is not 18)_____ to hear the language spoken in the home just for the 19)_____ of further developing the skills of young people.

In the same 20)_____, such regions as the Middle East may prefer that 21)_____ business people not attempt to use the native language, unless they have a high 22)_____ of proficiency. According to one 23)_____, it is quite common for Arab businessmen to speak English, because their formal 24)_____ is likely to have come from Western universities. However, it is

also recommended that if a company is intending to do a 25)_____ degree of business in the Middle East, its 26)_____ should be trained in Arabic.

GRAMMAR

Advice, obligation and necessity

The verbs **can, could, may, might, must, will, would, shall, should and ought** are modal verbs. They do not take a suffix (-s, -ing or ed). They are followed by a bare infinitive, except for ought which is followed by a to-infinitive. They go before the subject in questions and are followed by not in negations. Modal verbs do not usually have tenses. They can refer to the present or the future.

Advice

- *should/ought to + present infinitive = I advise you to/You had better do sth*

Ought to is sometimes used for advice based on laws, rules or generally accepted ideas

You should check everything again. (general advice; I advise you).

- for strong advice we can use **must or mustn't**

You must pay your bills on time.

- "Shall I?" is used when we ask for advice:

Shall I tell him the truth? (Is it right thing to do?)

Obligation and necessity

- **must** = it is your duty/you are obliged to do sth, must is used only in the present and future

- **have to** = it is necessary to do sth

We use *must* when the speaker decides that something is necessary. We use *have to* when somebody else other than the speaker has made the decision:

I must sign the contract. (The speaker decides.)

I have to sign the contract. (Somebody else has made the decision.)

- **must** and **have to** have different meanings in questions

Must I sell the company? (=Do you insist that I sell the company?)

- *Do I have to sell the company?* (=Is it necessary for me to sell the company?)

- *should/ought to* (less emphatic than *must*). *Should and ought to* express duty:

People should take/ought to take better care of the environment.

- *need* = it is necessary to

Need I talk to the boss right away?

Absence of Necessity

- **needn't/don't have to/don't need to+present infinitive**=it isn't necessary to do sth
You needn't/don't have to/don't need to drive a car.
- **Didn't need to/didn't have to**=it was not necessary to do sth in the past and we may not know if the action happened or not
She didn't need to/didn't have to call you.
- **needn't+bare perfect infinitive**= sth happened in the past although it was not necessary
She needn't have gone there.

Modals of probability and possibility

We use different modals to say that an event or situation is probable or possible.

- **ought to/should+present infinitive** are used to show that sth is probable now or in the future
You ought to/should get promotion. (You will probably get.)
- **can+present infinitive** = general possibility – it is theoretically possible, this structure is used in affirmative sentences to show that sth is possible theoretically or in general, that is, when we are not referring to a specific situation
We can extract the lists of potential customers from our database.
- **may/might/could+present infinitive**=it is possible that sth will happen in the future or perhaps it is true at the moment
In a case of horizontal integration, a large supermarket might take over another smaller supermarket chain.
A company may be set up with two classes of share: 'A' shares, which are available to the general investor, and 'B' shares which are only bought by certain individuals, such as the founder and his family.
- **may/might/could+perfect infinitive**= perhaps sth happened in the past.
She looks miserable. She may/might/could have lost her job. (Perhaps she has lost her job.)
- **shouldn't, ought not to, be unlikely to** is used when we expect sth will not happen
That shouldn't be a problem.
- **could+perfect infinitive** is used for sth which was possible but didn't actually happen.
You could have met him.

Had to is the past form of *must* and refers to a past obligation. *Sorry I'm late, I had to post some letters.* The negative form is *didn't have to* and refers to an absence of obligation. *Must have* refers to past certainty. Expectation

Should have refers to something which was supposed to happen. *The parcel I sent you **should have arrived** by now.*

Should have and verbs of thinking

The past form *knew* in the example is an unreal verb form, and the *should have* form is used according to 'sequence of verb forms'.

*I **should have thought** you knew.*

With *be* and adjectives describing chance

It was strange that you **should have been staying** in the same hotel last year.

As a polite expression of thanks on receiving a gift or a favour

*I've done the washing up for you.. - Oh, you really **shouldn't have!*** The intonation should be friendly, as this is not a criticism.

Could have refers to past possibility or uncertainty.

*David **could have won** the race if he had tried, (possibility/ability) It **could have been** Sue, I suppose, (uncertainty).*

Couldn't have is also possible for both meanings.

Couldn't have can be used with comparative adjectives.

We couldn't have been happier **in those days.**

Could have can also express unwillingness

*She **could have gone** to the party with her friends, (but she didn't) We **couldn't have left** the dog on its own. (so we didn't).*

Could refers to past permission or past ability.

*When I was sixteen I **could stay** out till 11.00. (I was allowed to) Mary **could swim** when she was three. (she actually did).*

Might have and *may have* refer to uncertainty.

*I suppose I **may have been** rather critical.*

Both can be used in the negative to express uncertainty.

They might not have received **our letter yet.**

Might have is used to express annoyance at someone's failure to do something. There is strong stress on the words underlined.

You **might have told** me my trousers were split.

*I **might have known** + would* is an idiom by which the speaker expresses ironically that an action was typical of someone else.

I might have known **that he would be late.**

A: It was Jack who broke the vase.

B: **I might have known.**

These refer to the speaker's certainty about a past action.

*Someone **must have taken** it. (I am sure they did) You **can't have lost** it. (I am sure you didn't)*

Both can also be used with *surely* in exclamations.

Surely you can't have **eaten all of it!** Surely you must have **noticed it.**

This expresses an unwillingness in the past.

Everyone was angry because Sam **wouldn't turn** off the television.

Would have can refer to events in the past which did not actually happen.

I would have accepted this job, but I didn't want to move house.

Assumptions about the past are also possible with *would have*.

A: Someone called after you left but didn't leave a message.

B: That would have been **Cathy, probably.**

Needn't have done refers to an unnecessary action which was actually done.

You **needn't have paid** all at once, (you did pay) *Didn't need to* refers to an unnecessary action which was not done.

I didn't need to go to the dentist again, luckily.

Adverbs such as *well, easily, obviously, really, just* are often used to emphasise modal expressions, in both present and past time.

You could **easily** have been killed.

I might **well** decide to come.

She **obviously** must have left.

You couldn't **really** have managed without me.

I might just take you up on that

1. Fill in the gaps with **must, should or have to**.

1. All parties signing the agreement _____ do what is agreed.
2. Candidates _____ send a letter of application with a curriculum vitae to the HR manager.
3. All produce _____ be labelled to show the country of origin.
4. All sales staff _____ attend a sales briefing on the new product.
5. You _____ give the customers time to make their choice.
6. A salesman _____ know the prices of all the products he is selling.
7. Candidates _____ pass a battery of tests.
8. This document _____ form the basis for an agreement.
9. The meeting passed a proposal that salaries _____ be frozen.
10. You _____ pass an examination to get a job in the civil service.

2. Underline the correct word(s).

1. A law passed by parliament which *must/should* be obeyed by the people.
2. The Boston Box was devised by the Boston Consulting Group in the 1970s to help companies decide which businesses they *should/have to* invest in and which they should withdraw from.
3. You will *have to/should* make it clear to the staff that productivity is falling.

4. Each member of the sales team *must/have to* aim to double their previous year's sales.
5. A balance sheet *must/have to* balance, with the basic equation that assets (what the company owns, including money owed to the company) must equal liabilities (what the company owes to its creditors) plus capital.
6. Using a computer *should/must* eliminate all possibility of error.
7. The company's shareholders *should/must* hold on and wait for a better offer.
8. You *should/must* not allow the mortgage payments to fall into arrears.
9. We *must/have to* compete with cheap imports from the Far East.
10. The directors exploit their employees, who *have to/must* work hard for very little pay.
11. Disintegration has meant we now *must/have to* buy all of our plastic parts.
12. The reps *have to/should* account for all their expenses to the sales manager.

3. Fill in the gaps with may, might, can or could.

1. He believes this _____ have caused the economy to grow at an annualized rate of almost 5 per cent in the final quarter of last year.
2. The leaflet describes the services the company _____ offer.
3. He warned the shareholders that the dividend _____ be cut.
4. The company _____ afford the time to train new staff.
5. many companies are discovering that a well-recognised brand name _____ be a priceless asset that lessens the risk of introducing a new product.
6. Up to 15% of a company's shares _____ be bought in this way, and the purchaser must wait for seven days before purchasing any more shares.
7. The social audit showed that the factory _____ provide jobs for five per cent of the unemployed in the small town nearby.
8. The basic wage is £110 a week, but you _____ expect to earn more than that with overtime.
9. Before we _____ give the grant we must have an estimate of the total costs involved.
10. Goods _____ be exchanged only on production of the sales slip.

4. Underline the correct word or phrase in each sentence.

- a) Look at those clouds. I think it *can/might/must* rain.
- b) This is impossible! It *can't be/mustn't be/may not be* the answer.
- c) Well done! You *may be/must be/might be* very pleased!
- d) I've no idea where Jane is. She *could be/must be* anywhere!
- e) I suppose it's possible. I *might/can/must* come to your party.
- f) I'm not sure. I *must not/may not* be able to get there in time.
- g) That *can't be/mustn't be/may not be* David. He hasn't got a bike.

- h) Lisa isn't here yet. She *can be/must be* on her way.
- i) There's someone at the door. It *can be/could be* the postman.
- j) Sorry, I *can't come/may not come* out tonight. I have to do my homework

5. Complete each sentence with one suitable modal auxiliary.

- a) Soldiers to obey orders.
- b) I think you take your umbrella.
- c) Sorry, I go now. I don't want to be late.
- d) I'm not sure, but I be able to help you.
- e) Francesca isn't at home, so she be on her way here.
- f) We better not leave any windows open.
- g) It be a star, it's too bright. Perhaps it's an alien spaceship!
- h) I don't to go to work today. It's a holiday.
- i) Sorry, but I wasn't to finish all the work you gave me.
- j) I think you to ask your teacher for some advice.

6. For each question, complete the second sentence so that it means the same as the first, using no more than three words.

- a) I'm sure you dropped your wallet at the bus stop.
You your wallet at the bus stop.
- b) Maybe Joanna missed the last bus.
Joanna the last bus.
- c) Peter knew how to skate when he was twelve.
Peter skate when he was twelve.
- d) Emma was wrong not to tell you the answer. Emma you the answer.
- e) It wasn't necessary for us to pay to get in. We pay to get in.
- f) I'm sure that Diana didn't take your books. Diana take your books.
- g) Perhaps David didn't notice you.
David noticed you.
- h) Terry arrived early, but it wasn't necessary. Terry arrived early.
- i) It wasn't necessary for me to buy any food yesterday.
I didn't any food yesterday.
- j) It was a bad idea for us to be rude to the policeman!
We been rude to the policeman.

7. Complete each sentence so that it contains the words in bold.

- a) I'm completely soaked! We ... *should have taken an umbrella.*
should/umbrella
- b) I've lost my bag. I think I
must/bus
- c) I tried to phone Sam, but I

couldn't/get through

d) I forgot Kate's birthday. I

should/present

e) The cat doesn't like fruit! It

can't/orange

f) Jo isn't here yet. I suppose she

might/address

g) I did badly in the test. I

ought/harder

It's a shame we didn't go on holiday. We.....

8. Rewrite each sentence beginning as shown. Do not change the meaning.

b) You were wrong to study so late!

You shouldn't *have studied so late*.....

c) Did you manage to stop him?

Were.....?

d) It wasn't necessary to work hard.

I didn't.....

e) Perhaps Tim has lost his way.

Tim might.....

f) It was possible for you to hurt yourself.

You could.....

g) It would have been a good idea to tell me.

You should.....

h) I'm sure the class enjoyed it.

The class must.....

i) I helped her but it wasn't necessary.

I needn't.....

j) It was a mistake to leave.

You ought.....

9. Underline the correct word or phrase in each sentence.

a) Jim *asked/told* the teacher if the book was his.

b) I *have had/had* two teeth taken out last week.

c) I can't do these sums. I wish I *have/had* a calculator with me.

d) Ann refused/said she didn't want me to *borrow her bike*.

e) Helen *can't have stolen/must have stolen* the money from the office. f) She didn't come in to the office on the day it was stolen.

g) If I *have/had* more money, I'd pay for you too.

h) It's getting very late, so I think *you'd better/you could* leave.

i) Tracey phoned earlier and said that she *had been/would be* late.

- j) The next two lessons *were been/have been* cancelled.
- k) If *we'd remembered/we remembered* to bring the map, we wouldn't have got lost.

10. Underline the correct word or phrase in each sentence.

- a) I don't think you *could/should* tell anyone yet.
- b) I *couldn't/shouldn't* possibly leave without paying.
- c) That *mustn't/can't* be the hotel Jane told us about.
- d) There are times when the traffic here *can/could* be really heavy.
- e) We are enjoying our holiday, though the weather *could/must* be better.
- f) You *couldn't/shouldn't* really be sitting here.
- g) You *could/may* be older than me, but that doesn't mean you're cleverer.
- h) You *might/should* like to look over these papers if you have time.
- i) I'm afraid that nobody *should/would* help me in that kind of situation.
- j) No member of the association *must/shall* remove official documents from these premises without written permission.

UNIT 8 EMPLOYMENT

STARTING UP

1. Answer the questions.

1. Have you applied for any job?
2. What sort of job would you like to do?
3. Where can you find job vacancies?
4. What are some things you should emphasize on your resume?
5. What questions you can be asked by interviewer applying for a position?
6. What question should you ask during the interview?
7. How can you persuade a company that you are the best person for the job?

2. Find interviews stressful? Get nervous beforehand? Feel you don't always do your best? You're not alone! Most of us dislike job interviews. But, you can improve your chances with the key to interview success – preparation. Divide the following statements into two groups:

A What to do in an interview.

B What not to do in an interview.

1. Turn up late/at the wrong place/on the wrong day/at the wrong time.
2. Enter the interviewer's room without knocking, or sit down without being asked.
3. Chew, smoke or have anything in your mouth.
4. Answer questions directly and briefly.
5. Listen carefully.
6. Crack jokes. (This can sound as if you're not taking things seriously or don't really care.)
7. Look scruffy or if you haven't made an effort with your appearance.
8. Give one word answers ('yes' and 'no') to questions.
9. Maintain eye contact.
10. Look tidy, clean and well dressed.
11. To be relaxed and confident.
12. Smile.
13. Try to end on the positive note.
14. Thank the interviewer for his or her time.
15. Ask how your qualifications and backgrounds meet the requirements of the position.
16. Ask your interviewer how soon you can expect to hear from the company.

17. Sound vague about your exam results or past job history (they'll think you've got something to hide).
18. Say anything which is untrue.
19. Ask questions ('how long are the tea breaks?') which make it sound as if you're only interested in what's in it for you.
20. Talk too little or too much.

3. Divide the following questions into two groups:

- a. Questions asked by interviewer
- b. Questions that should ask an interviewee
 1. Tell me about yourself ?
 2. Why do you want to work for us ?
 3. How does this position fit into the overall company structure?
 4. Who would I be working with?
 5. What is a typical working week or day like?
 6. Is on-the-job training provided?
 7. Why did you leave your last job?
 8. Why do you think you are the best person for this position?

KEY VOCABULARY

1. Match the words to their definitions.

1. vacancy
2. job
3. curriculum vitae
4. self assessment
5. staff
6. careerist
7. career brake
8. careers adviser
9. probationer
10. recruitment
 - a. the process of finding people for particular jobs
 - b. short account of one's education, career
 - c. someone who has recently started a job and who is being tested to whether they are suitable for it
 - d. the regular paid work that you do for the employer
 - e. the process of gathering information about yourself in order to make an informed career decision
 - f. someone whose job is to give people advice about jobs and professional training might be suitable for them
 - g. the people who work for an organization

- h. someone whose career is more important to them than anything else so that they will do whatever is necessary to be successful
- i. a job that is available for someone to start doing
- j. a short period of time when you do not work in your usual job or profession, for example because you want to look after your children

2. Match the words.

- | | |
|--------------|---------------|
| 1. unfilled | a. employment |
| 2. part-time | b. career |
| 3. current | c. vacancy |
| 4. promising | d. search |
| 5. career | e. job |
| 6. qualified | f. employment |
| 7. staff | g. staff |
| 8. job | h. brake |

3. Match the verbs to the nouns.

- | | |
|----------------|---------------|
| 1. to fill | a. chairman |
| 2. to increase | b. a person |
| 3. to employ | c. a vacancy |
| 4. to build | d. candidates |
| 5. to select | e. a career |
| 6. to appoint | f. the staff |
| 7. to resign | g. employment |

4. Complete the phrases with the correct prepositions.

- for up to*
- to take _____ an appointment
 - to appoint sb _____ a position
 - to apply _____ a job (position)
 - to interview sb _____ job
 - to respond _____ advertisement

5. Match the phrases with the same meaning.

- 1. to have can-do attitude
- 2. to meet deadlines
- 3. to be a self-starter, proactive, self-motivated or self-driven
- 4. to be able to multi-task
- 5. to be effective team player
- 6. to be numerate and computer literate
- 7. to be methodical, systematic and organized
- a. to have IT skills

- b. can work in a planned, orderly way
- c. to co-operate with colleagues
- d. to have a positive approach
- e. can finish job on time
- f. to be good at working on her/his own
- g. can cope with several jobs at the same time

6. The following nouns describe an ideal candidate's abilities. Can you change them into adjectives?

talent enthusiasm flexibility energy commitment ambition
 motivation reliability initiative honesty determination
 persistence adaptability loyalty responsibility

7. Some skills are known nationally as Key Skills. Key Skills are basic skills that affect everything you do. They can help you achieve higher grades. They can help you do better at work. They widen your job choice. They allow you flexibility in future job and career moves. Divide the following skills into six key skills – **communication, application of number, information and communication technology, problem solving, working with others, improving own learning and performance.**

1. taking part in discussions
2. giving presentations
3. writing different types of documents
4. interpreting different sorts of information
5. carrying out calculations
6. interpreting results
7. finding, choosing and using information
8. exploring and developing information
9. presenting information like text, images and numbers
10. identifying problems and coming up with different solutions
11. planning and testing different options
12. reviewing approaches to tackling problems
13. deciding what you want to achieve
14. making a plan and working with others to achieve your aims
15. discussing and agreeing improvements
16. setting goals and targets for improvement
17. getting support and feedback from others
18. planning how you will achieve your targets

8. Complete these sentences from job advertisements.

computer-literate proactive talented self-starter numerate motivated (2) driven organized methodical team-player systematic

1. You'll need to be _____, as you'll be working on financial budgets.
2. As part of your sales team, you'll be working independently, so you have to be _____ and _____.
3. We're looking for someone who can work on ten projects at once. You must be _____, _____ and _____.
4. We need _____ journalists who are very good at their job and extremely _____ to find out as much as they can.
5. You'll be researching developments on the Internet, so you have to be _____. You must be able to work on your own initiative, to be _____ and a _____. But as part of a team of researchers, you need to be a good _____ too.

9. Which two of these sentences are not possible.

1. I think you should ask for a pay rise.
2. I think you should ask for a pay increase.
3. I think you should ask for more pay.
4. I think you should ask for higher money.
5. I think you should ask for a salary increase.
6. I think you should ask for bigger money.

10. Complete the sentences with the words.

fill career high-powered staff prospects create hunters vacancy suitable previous

1. We will let you know if we have any _____ vacancy.
2. A _____ has arisen in an accounting department.
3. She will _____ the vacancy for teacher.
4. She applies for a _____ job.
5. It is hoped that the factory will _____ new jobs in the region.
6. Our company is holding an open day for job _____.
7. He wasn't satisfied with his _____ position.
8. There are few employment _____ in our developing town.
9. She achieved a lot in her chosen _____.
10. The company has a _____ often.

11. Put the words into the spaces.

for by on the staff payroll staff member

1. He works _____ Microsoft.
2. He's employed _____ Microsoft.

3. He's _____ the staff of Microsoft.
4. He's on the _____ of Microsoft.
5. He's a Microsoft _____.

12. Choose the best word to fit the gap.

1. For many people job _____ is more important than a high salary.
A) satisfaction B) expectation C) achievement D) acceptance
2. The company needed to make job cuts so they asked staff to _____ for redundancy.
A) offer B) choose C) volunteer D) select
3. Employees are allowed up to three weeks unpaid _____ a year.
A) absence B) vacation C) time D) leave
4. Carol's reliability and confidence make her an _____ employee.
A) idealized B) ideal C) idyllic D) idealistic
5. The interview panel's _____ impression was that Sam was the most suitable candidate.
A) overdone B) overall C) overbearing D) overblown
6. Many people would jump _____ the chance of working for a successful travel company.
A) off B) in C) at D) over
7. Although I am a very junior member of staff, my _____ prospects are good.
A) long-lived B) long-standing C) long-winded D) long-term
8. One of the advantages of this job is that they offer accommodation at a _____ rent.
A) nominal B) small C) poor D) deficient
9. I'm looking for a career which will give me plenty of _____ to use my foreign languages.
A) area B) room C) scope D) space
10. Unfortunately there is still a lot of _____ against older people in the workplace.
A) distraction B) discrimination C) discretion D) distortion

13. Fill in the blanks in the sentences below with the correct prepositions.

for in of on from

1. I'd like a job _____ the field of advertising.
2. You have all qualities to fill a vacancy _____ manager.
3. You should put a lot of emphasis _____ your work experience.
4. Your job application needs to stand out _____ the others.
5. He was offered the position _____ senior manager.

6. She was out _____ employment for many years.
7. I have heard of a vacancy _____ an accountant in our company.
8. She has always had difficulty to resign _____ the job.
9. She will apply _____ a job at local theatre.
10. It is impossible to bring up a family _____ such a low salary.
11. There are only five full-time members _____ staff in our company.
12. He is _____ staff of the university.
13. I work _____ a large car market.
14. The economy is growing fast and more people are _____ work than ever before.
15. I leave _____ work at 7.30 every morning.
16. He got a temporary job _____ a financial company.

14. Choose the correct alternative from each of the pairs in italics below.

1. She has *got/received* a highly-paid job.
2. The closure of our factory will mean the *loss/losing* of jobs.
3. It was difficult to find the *right/proper* person for the job.
4. In addition to a *competitive/large* salary, the company offers attractive employee benefits.
5. The government aims to achieve *full/complete* employment within three years.
6. This investment will *create/do* high level of employment in our city.
7. CV's are more interesting to employers if they highlight the *key/famous* achievements in your career.
8. He *made/done* a good career for himself in business.
9. Please state your name, address and *occupation/work*.
10. Once your probation period is successfully *completed/finished*, you will be offered a contract.

15. Divide the following words into groups that are most commonly associated with each theme.

- a. job
- b. vacancy
- c. position
- d. employee
- e. employment

*decent key high senior managerial official low highly-paid
well-paid boring job white-collar large-scale routine
potential prospective regular unfilled salaried*

10. Many company executives receive a performance-related _____.
A) bonus B) gift C) extra

17. Complete the sentences with the words.

appoint recruited apply headhunt offers hired

1. I phoned to check on my application, but they said they'd already ____ someone.
2. This job is so important, I think we _____ someone.
3. The selection process has lasted three months, but we're going to _____ someone next week.
4. That last applicant was very strong, but I understand he's had two other _____ already.
5. They've finally _____ a new receptionist.
6. Computer programmers wanted. Only those with UNIX experience should _____.

18. Complete this job advertisement with appropriate words.

*leading annum applicant attractive basic benefits
colleagues commission covering CV drive
experience increment motivate package*

post qualified rewards salary team vacancy
1) _____ manufacturing company APB has a 2) _____ for the
3) _____ of Sales manager to begin work in our busy Manchester office
from this September. The successful 4) _____ will be suitably
5) _____ and should have had extensive 6) _____ in sales
management. They will be able to work as part of a 7) _____, and
should have 8) _____ and the ability to 9) _____ and inspire
their 10) _____.

In return, we can offer an 11) _____ 12) _____
13) _____, which includes a 14) _____ 15) _____ of
£20K per 16) _____, 10% 17) _____ on all sales, a
guaranteed annual 18) _____ of £1K, and other 19) _____
such as a company car and free meals.

If you are interested in working for this us, send your 20) _____
with a

21) _____ letter to:

APB Ltd, Norton Towers, Blackberry Way, Whittersley, WH8 4RT

APB is an equal opportunities employer

19. Complete the common phrases you might use when applying for a job with prepositions.

for under in of

1. I would like to apply _____ the position _____
2. If you would like to discuss this _____ more detail
3. I enjoy working _____ pressure
4. I was _____ charge _____
5. I was responsible _____
6. I am keen to pursue a career _____ publishing
7. I think I am suitable _____ the position.

READING

1. Read the text.

What is it that all successful companies have mastered – and what job-seekers looking to advance in their careers need to master? What is it about Coca-Cola, Microsoft, Starbucks, Disney, and McDonald's? What makes a consumer buy one product over another – and makes one job-seeker much more sought after than others? The answer is marketing, but more specifically it is the power of branding. And branding isn't just for products anymore.

Branding (some call it self-branding when talking about individuals) is essential to career advancement because branding helps define who you are, how you are great, and why you should be sought out. Branding is your reputation. Branding is about building a name for yourself, showcasing what sets you apart from others, and describing the added value you bring to a situation.

Most job-seekers are not proactive in establishing and building their career brand. But why not take the time to master some very basic tactics that can help build your career brand and make you a much more attractive employee or job-seeker?

Building your brand begins with tracking your past accomplishments and gaining strategically important new experiences. Your accomplishments are the foundation of your career brand.

For many careers, a minimum amount of education is necessary, but to excel in your career you may need to complete additional education, training, or certifications. You can have an amazing brand, but if no one knows about it, you are not going to have much success with your career development. One of the oldest tools of promotion for job-seekers is the resume, and you certainly need to start there by listing all your key accomplishments, skills, and education on your resume. Nothing builds

credibility in a career brand more than establishing yourself as an expert in your field.

Nothing in marketing is more powerful than a promotion tool called word-of-mouth, which can be defined as what people say about you. Thus, nothing is more powerful in building your career brand than what your network of contacts – your friends, colleagues, customers, clients, and former bosses – say about you and your set of skills, education, and accomplishments.

Once you identify and build your brand, remember to continue strengthening and protecting it. There will always be competing brands (job-seekers) ready to fill any gap you leave behind. You are indeed founder and CEO of Me, Inc., and the more you do to cultivate your career brand, the more successful you'll be with your current employer and in the job-search.

Answer the questions.

1. What do you know about self-branding?
2. Why is self-branding essential to career advancement?
3. How can self-branding help you build your career?
4. What is the foundation of your career brand?
5. What should you do to excel in your career? What are the advantages of additional education?
6. What is the one of the oldest tools of promotion for job-seekers?

2. Read the text.

CV stands for 'Curriculum Vitae' ('story of your life') and is a brief written account of your career so far. The advantage of a CV is that it contains all the basic information that an employer needs to know about you on a single, easy-to-read sheet.

Once you have written and typed it, you can make as many copies of your CV as you like. This is particularly useful if you want to apply to several different companies at the same time. You can send a copy of your CV when you're applying for a specific job vacancy or when you're just writing 'on the off-chance.'

CV must contain the following information:

- personal details – name, address, post code, telephone number, e-mail address (if you've got one);
- education;
- qualifications;
- skills and personal qualities;
- employment history and experience;
- any special skills e.g. driving license;

- interests, hobbies and achievements;
- references.

A 'traditional' CV lists everything in date order starting with your education and qualifications, followed by your employment history, interests etc.

A 'personal profile' CV starts with a pen picture of yourself which highlights your skills and experience relevant to the job. Personal profile CVs are more modern and fashionable, but 'traditional' CVs may be easier for school leavers to write.

Answer the questions.

1. What are the advantages of CV?
2. What information must CV contain?

3. Read the text and write your CV.

CURRICULUM VITAE

Name: Mark Ten

Address: 16 Lloyd George Crescent, Llantrisant, Morgannwg LL4

Telephone: 35886109

E-mail: djfgn@vn.net

Date of birth: 12 February 1979

Personal Profile

1. I am a young and energetic sales assistant with two years experience in a large, computer retail store
2. I am an effective communicator with strong customer care skills and a successful sales record. During the past two years I have twice won the regional 'sales assistant of the month' award for exceeding sales targets and for receiving positive customer feedback
3. I have an excellent knowledge of current entertainment software particularly computer games.
4. For the last six months I have been acting team leader in the computer games software section, responsible for organising and supervising the work of two part-time members of staff and one trainee. During this period the section has increased sales by thirty per cent.

Qualifications

GNVQ Advanced Information Technology (Pass)

Education

East Glamorgan College of Further Education 1995 – 1997

Llantrisant Comprehensive School 1990 –1995

Employment and Work Experience

September 1997 to present: Modem World, Llantrisant Shopping Mall

- first year as trainee with two months each in hardware sales, software sales, technical support, customer service and customer accounts departments.
- second year as sales assistant in software sales.
- last six months as acting team leader for computer games section

November 1995 to August 1997: FW Woolworth's, High Street, Llantrisant

Part-time sales assistant on music counter.

January 1997: PC Electronics, Llantrisant Industrial Estate.

Two weeks work experience in quality control department.

Other Interests

American Football

Rock climbing

Play drums in a band

References

Names and addresses of two referees are available on request.

4. Read the text and write a cover letter.

You should always include a cover letter with your resume. A **cover letter** tells the employer about you and why you are applying for a job. It can also be used to inquire about possible job openings. As with your resume, your cover letter also needs to make a good impression. It should be formatted and error-free.

Teri Philips
24 Mill Creek Road
Sunnyville, FL 32300
Phone: (850) 555-0123 TPhilips@school.edu

October 30, 20—

Thomas L. Warren
T.L. Warren & Associates
300 Commerce Center Plaza
Miami, FL 33109

Dear Mr. Warren

Peter Cortez suggested I write to you about a full-time administrative position at your law firm.

I have three years of experience working in an office environment. My experience includes volunteer work for a nonprofit organization that

provides free legal services to community residents. I have handled incoming and outgoing phone calls, and typed and distributed documents. Please see my enclosed resume to learn more about my background.

I am dependable, efficient, and personable. I pay attention to detail, have excellent communication and organizational skills, and enjoy working with people.

If there are job opportunities at your law firm for which I might be qualified, I would appreciate an interview to discuss what makes me a good match for your company

Sincerely,
Teri Philips

VOCABULARY DEVELOPMENT

1. Complete the conversation with the words or expressions.

qualified relocation allowance benefits experience
team drive motivate incentive colleagues vacancy
responsibilities leading advance basic salary post
increment commencing application candidate rewards
package commission CV covering letter interview

M: What are you reading?

N: I'm looking at the jobs pages in the paper. There's something here I like the sound of. Modus International, a 1) _____ supplier of car parts, has a 2) _____ for the 3) _____ of Sales Manager in their Brighton office.

M: That sounds like your kind of job. When does it begin?

N: Let me see. Er, 4) _____ April 1st, it says here. That's in three weeks' time..

M: You'd better get your 5) _____ in, if you're interested. What else does it say about the job?

N: It says that the successful 6) _____ should be suitably 7) _____ and should have had extensive 8) _____ in sales management.

M: That sounds perfect. You've got a University degree in Business Management, and you've been working in sales for more than five years.

N: I suppose so. It also says that he or she should be able to work as part of a 9) _____, and should have 10) _____ and the ability to 11) _____ and inspire his or her 12) _____.

M: Well, that's great! You've always got on with the people you work with, and everyone is always saying how you're able to encourage people to work harder.

N: That's true. It also says that the 13) _____ include liaising with colleagues around the country, training new staff and presenting a full report to the board of directors twice a year.

M: It all sounds quite good. What's the company offering in return?

N: The 14) _____ they're offering looks very attractive. It includes a 15) _____ of £25000 per annum...

M: What does that mean?

N: Well, that's the minimum amount of money that you can earn during the year. In addition to that, they're offering 10% 16) _____ on all sales made.

M: Well, that's a good 17) _____. The more you work, the more you sell. And the more you sell, the more money you'll make.

N: Exactly. There's also a guaranteed annual 18) _____ of £1500, and a 19) _____ of £2500.

M: What's that for?

N: To pay me for moving to the area, finding somewhere to live, and so on. Oh, and there are other 20) _____, such as a company car, free medical and dental insurance and free meals in the canteen. It also says that there is room to 21) _____, so I might end up with an even better job within the company.

M: So what should you do if you're interested in applying for the job?

N: It says I should send my 22) _____, together with a 23) _____, to their head office in Sheffield. If the company is interested, they'll contact me to arrange an 24) _____ at one of their offices nearer home.

2 Complete the text with the words and word partnerships.

*affirmative recruitment applicants appointments benefits
description disabilities discrimination equal opportunities
experience externally institutional agency increments
internally job centres journals personal qualities private
recruitment agency qualifications recruit vacancy recruitment
agency leave rewards situations vacant staff*

When a company or organisation has a 1) _____ for a job, and it needs to 2) _____ a new member of 3) _____, it usually advertises the post. It does this 4) _____ (for example, in the company magazine or on a company notice board) or 5) _____, either in the 6) _____ or 7) _____ section of a newspaper, in specialist trade 8) _____ or through a 9) _____ which helps people to find employment. There are two main types of agency. The first of these is the 10) _____, usually found in a school or university. These work closely with employers to let potential employees know about the jobs that are on offer (also included in this category are 11) _____,

which are provided by the state, and which can be found in most main towns in Britain and other countries). The second is the 12) _____, which are independent companies, and employers have to pay these agencies for each employee they successfully provide.

A job advertisement has to give an accurate 13) _____ of the job and what it requires from the 14) _____ (the people who are interested in the post). These requirements might include 15) _____ (academic, vocational and professional), work 16. in similar lines of work, and certain 17) _____ (for example, it might say that you need to be practical, professional and have a sense of humor). The advertisement will also specify what 18) _____ (basic salary, commission, regular 19) _____, etc) and 20) _____ (paid 21) _____, free medical insurance, company car, etc) the company can offer in return. The advertisement must be careful it does not break employment laws concerning sex and racial 22) _____ : some companies emphasis in their job advertisements that they are 23) _____ employers (or 24) _____ employers in the USA), which means that they will employ people regardless of their sex, skin colour, religion, 25) _____, etc.

3. Read the text below and decide which answer (A, B or C) best fits each gap.

You want a career 1) _____. How does it happen? Perhaps you just begin 2) _____ interest. Perhaps you find something that interests you more. A lot of people 3) _____ careers because they dislike their job, their boss, their company. Perhaps your company is downsizing. These are just some of the 4) _____ reasons people 5) _____ themselves on that precipitous cliff looking back on their career just as the dirt begins to crumble beneath them. Are you facing that career change plunge? Do you wish you were? Take it slowly and 6) _____ sure what you really want to do is change careers. Remember that, in a sense, you are 7) _____ your career again from square one. Changing careers is a 8) _____ life decision that can get overwhelming 9) _____ times. You'll need to be flexible about nearly everything – from your employment 10) _____ to relocation and salary. 11) _____ positive goals for yourself, but expect setbacks and change – and don't let these things get you down.

- | | | |
|-----------------|---------------|-------------|
| 1. A) alter | B) change | C) revise |
| 2. A) to drop | B) to lose | C) to have |
| 3. A) change | B) improve | C) do |
| 4. A) numerous | B) funny | C) abundant |
| 5. A) find | B) discover | C) detect |
| 6. A) take | B) make | C) do |
| 7. A) beginning | B) setting up | C) starting |

- | | | |
|-------------|----------|-----------|
| 8. A) chief | B) major | C) minor |
| 9. A) at | B) in | C)for |
| 10.A) state | B) rank | C) status |
| 11.A) set | B) put | C) lay |

4. Read the text and fill each of the numbered gaps with one of the phrases listed.

employment agencies job offer chances of success
prospective employers help and advice gap year sorts of ways
work-place training job vacancies(2) job hunting job
seekers speculative letters vacation work casual work
amazing CV high number advertising positions job adverts

Unless you're very lucky, nobody is going to come knocking on your door with a 1) _____! Before you can wow 2) _____ with your 3) _____ and interview skills you must find out where the 4) _____ are. There are all 5) _____ to look for jobs. Some are 'formal', like visiting the Job Centre, and others 'informal', like asking your friends to keep a look-out for you. The more methods you try, the greater your 6) _____.

Job centers (career centers) are government-run 7) _____. This means whether you are young or not so young, you will still be able to get 8) _____. This could mean finding jobs, apprenticeships and other 9) _____, or getting advice on courses, subjects and qualifications you need. You can also get advice on 10) _____ or where to spend your 11) _____. Vacancies both local and national are advertised and staff are trained to help and advise people with all aspects of 12) _____.

You can find a job with the help of employment agencies which charge a fee to employers to find people to fill their 13) _____. They often specialise in temporary or 14) _____ or in particular types of work like office work or catering. The good news is that their services are free to 15) _____.

A surprisingly 16) _____ of jobs are filled through informal networking. If you're looking for work, make sure you let your friends and family know so they can keep an eye open for you.

Newspapers usually carry 17) _____ of jobs. Newspapers are one of the most traditional forms of 18) _____ vacant.

Many job vacancies are never advertised. You can try writing 19) _____ to employers, on the off-chance that they might have a vacancy or be planning to recruit in the near future. You'll need to find out which companies might offer the sort of work you're looking for, so you

can target your letters. Your local Careers Centre or Job Centre may be able to help.

5. Read the text below and decide which answer (A, B or C) best fits each gap.

Employing someone involves a risk for an employer. You need to show that they're not 1) _____ a big risk employing you; you'll be an asset, helping the business 2) _____ smoothly and grow.

An employer will want to know whether you:

- can do the job;
- will do it well;
- will fit easily into their organization.

When you apply 3) _____ a job, be clear about these three things, so that they decide in your 4) _____. Employers mainly want to know whether you have the abilities, skills, knowledge, experience and qualifications 5) _____ the job. They also want to know if they'll have 6) _____ any extra training before you can start doing the work involved.

An employer wants to be able to depend on you. They want you to be enthusiastic about doing the work, and self-motivated. The more in 7) _____ your life goals are with the company goals, the better. The more interested you are in what the company does, the better an employee you'll make.

On a practical level, they want you to be available to work long term—they want a return on any time or money they invest in training you.

Being a 'good fit' in a company usually means:

- being cheerful and easy to get 8) _____;
- supporting the company's 9) _____, values and goals;
- dressing appropriately for your role;
- speaking in a way that represents the company well;
- relating well with your co-workers;
- 10) _____ a good impression 11) _____ the company's clients;
- 12) _____ good relationships with existing clients;
- 13) _____ new clients.

- | | | |
|------------------|------------|---------------|
| 1. A) taking | B) making | C) doing |
| 2. A) run | B) operate | C) make |
| 3. A) for | B) in | C) of |
| 4. A) side | B) favour | C) advantage |
| 5. A) of | B) for | C) in |
| 6. A) to provide | B) to make | C) to support |
| 7. A) music | B) tune | C) sound |

- | | | |
|-------------------|----------------|---------------|
| 8. A) with | B) among with | C) along with |
| 9. A) image | B) title | C) hope |
| 10. A) making | B) doing | C) providing |
| 11. A) for | B) on | C) of |
| 12. A) keeping | B) maintaining | C) supporting |
| 13. A) attracting | B) drawing | C) engaging |

6. Read the text and fill each of the numbered gaps with one of the words or phrases listed.

employers interview time and trouble advert
letter job exams suitable candidate
work experience details absolute whizz address
at the top name of the person sincerely faithfully
block capitals named referees permission copy

Letters and application forms are used by 1) _____ to decide who to invite for interview. Unless you get onto the 2) _____ short list you won't get the job. This is why it's worth taking 3) _____ to produce your best effort. Respond to job adverts as quickly as possible.

If the 4) _____ says 'write for an application form' you should write a short letter doing just that. If it says 'apply in writing' you need to write a longer 5) _____ including:

- the title of the 6) _____ you are applying for
- your age, school and 7) _____ passed or to be taken
- why you want the job and why you think you would be a 8) _____
- details of any 9) _____ or part-time jobs you have had
- brief 10) _____ about your spare-time interests and hobbies or send a CV and a short covering letter instead.

Unless you're an 11) _____ at letter writing, always practice first. Unless the job advert tells you otherwise, you can word process your letter or write it by hand in black ink.

Use good quality white, unlined paper with a matching or brown office envelope. Include your own 12) _____ and the address of the company you are writing to 13) _____.

Use the 14) _____ you are writing to if possible and finish 'Yours 15) _____'. If you don't know the name write 'Dear Sir or Madam' and finish 'Yours 16) _____'.

Sign your letter and then print your name in 17) _____ underneath. If you give 18) _____ (people whom the employer can contact to ask about you), get their 19) _____ first. Get someone to check your letter, especially the spelling, and keep a 20) _____.

Match the words on the left with the words on the right.

- | | |
|------------------|-------------------|
| 1. to invite for | a. the job |
| 2. get | b. writing |
| 3. respond to | c. the letter |
| 4. apply in | d. interview |
| 5. to pass | e. the permission |
| 6. to apply for | f. exams |
| 7. to sing | g. job adverts |
| 8. get | h. the job |

7. Read the text and fill each of the numbered gaps with one of the prepositions listed.

out by from for of after on in for

Should filling 1)_____ an application be a stressful event? No. If you have a resume, you should have just about all the information you need. When are job applications used 2)_____ employers?

For many part-time, entry-level, and blue collar jobs, employers use applications to screen potential employees; they use the information 3)_____ the applications to determine who they are going to call 4)_____ a job interview. 5)_____ other types of jobs, applications are simply the paperwork the Human Resources department requires 6)_____ all job applicants; employers often ask you to complete an application 7)_____ they have invited you 8)_____ an interview.

Why do employers use job applications? Many employers use applications as a way 9)_____ standardizing the information they obtain 10)_____ all job-seekers, including some things that you would not normally put 11)_____ your resume. Your goal is to complete the application as completely and honestly as you can – all the time remembering that the application is a key marketing tool 12)_____ you 13)_____ the job-hunting process. Remember that some employers will use your application as a basis 14)_____ deciding whether to call you for an interview.

8. Read the text below and decide which answer (A, B or C) best fits each gap.

If you 1)_____ an application don't 2)_____ any negative information. As with any job search correspondence, never offer negative information. Your goal with the application is to 3)_____ an interview. Providing negative information (such as being fired from a job) just 4)_____ the employer a reason not to interview you.

The fastest way for an application to hit the trash can is to have a lie on it, but that doesn't mean you need to give 5)_____ answers either. For example, many applications ask your reason for 6)_____ your last job. If you were fired or downsized, you should try to be as positive as possible and leave longer explanations for the interview.

- | | | |
|----------------|---------------|-------------|
| 1. A) complete | B) full | C) do |
| 2. A) provide | B) contribute | C) open |
| 3. A) receive | B) get | C) obtain |
| 4. A) gives in | B) gives | C) supplies |
| 5. A) entire | B) whole | C) complete |
| 6. A) dropping | B) abandoning | C) leaving |

9. Read the text and fill each of the numbered gaps with one of the words listed.

*interested achievement departments fully dressed material
double-check sort home obvious appointment chat interview
beforehand information annual interest chance experience*

Before going to 1)_____ find out as much as possible about the company and the job 2)_____. Your local library may have 3)_____ on the company itself. Ask friends and family. Do they publish an 4)_____ report? The Job Centre and Careers Centre may have 5)_____ that could be useful to you.

Try to discover what 6)_____ of interview you're likely to have. A one-to-one friendly 7)_____? Formal interview panel? Written tests? Work out answers to 8)_____ questions ('why do you want this job?') the night before.

Think up some questions you would like to ask. Choose ones which will make you sound genuinely 9)_____ in the job like 'could you tell me more about the training?' or 'Could I try out work in other 10)_____?'

Appear smartly 11)_____ and well groomed. Check and 12)_____ the place, date and time. Make sure you know how to get there and leave 13)_____ in plenty of time. A 'dummy run' is never a waste of time. Know where to go and who to ask for when you get there. Take any 14)_____ card or letter with you.

Take along anything which might be of 15)_____ to the interviewer – exam certificates, record of 16)_____, work 17)_____ report. During the interview Answer all questions as 18)_____ as you can. This is your 19)_____ to prove that you are the one for the job.

GRAMMAR

Indirect questions and statements

There's more than one way to ask a question. Indirect questions and statements are more polite and don't need a change in word order in the main question.

We use indirect questions to make our requests or questions softer or more polite. After the question word (where, when, who, how, etc) indirect questions have the same word order as positive statements.

Indirect questions are introduced with **Could you tell me...? Do you know...? I wonder..., I want to know..., I can't remember..., I'd like to know..., I am not sure... I have no idea...**

Could you tell me where the nearest bank is please?

Would you mind telling me why you can't make a report?

Have you any idea what the time is please?

For yes/no questions we use if or whether. We can also use if or whether in statements.

Will they set up a shop?

Have you any idea whether they will set up a shop?

The most important rule is to use verb forms that are natural in the situation.

'I'm happy to help you' she said.

She told me she is happy to help us.

In the above example, the verb has not been put one stage back in the past. In the following example, the same is true.

'I wanted to go to the cinema, but John wasn't so keen,' said Sue.

Sue said that she wanted to go to the cinema, but John wasn't so keen.

Reported speech with modal auxiliaries

If the reporting verb is in a past verb form, modals change where there is a 'past' equivalent.

Will - would can - could may - might

Could, would, and might *do not change.*

I might be late. She said (that) she might be late.

Should changes to would if it is used as a first person form of would.

I should love to come. She said (that) she would love to come. Otherwise should remains unchanged.

You should rest. They said (that) I should rest.

Must can be reported as either had to or remain as must.

Reported speech with conditional sentences

After a past tense reporting verb, real situations include verb form changes.

If we leave now, we'll catch the train.

I told him that if we left then we'd catch the train.

In reported hypothetical situations, verb form changes are not made if the event has reference to a possible future.

If you came back tomorrow, I'd be able to help you.

She said that if I came back the next day, she'd be able to help me.

If the event is clearly hypothetical and impossible, time changes are made.

If I had a spanner, I could fix it.

He said that if he had had a spanner he could have fixed it.

Hypothetical past conditional sentences do not change.

Don't think

Statements reported with verbs of thinking such as *think, expect, suppose* can transfer the negative from the statement to the verb.

I suppose she won't come. (This means I don't suppose she'll come.)

There are numerous reporting verbs, which report the words of others, or our own words and thoughts. Verbs followed by *that*+clause

Add	confirm	feel	predict	say	
Admit	consider	hope	promise	state	
Agree	decide	imply	reassure	suggest	
Announce	deny	insist	reckon	suppose	
Argue	doubt	mean	remark	remark	tell
Believe	estimate	mention	repeat	think	
Claim	expect	object	reply	threaten	
Complain	explain	persuade	report	warn	

Verbs followed by subjunctive or *should*

Most of these verbs can also be used in the other ways given.

As these verbs contain the sense that someone 'should do' something, *should* can follow them.

They suggested that she should apply again.

More formally, the subjunctive can be used instead of *should*. This is formed from the base of the verb (without third person V).

They suggested that she apply again.

Some other verbs of this type are:

advise (also: someone to do/against something)

agree (also: to do something, *that* + clause)

demand (also: to do something)

insist (also: on someone doing something)

prefer (also: someone to do something)
propose (also: doing something)
recommend (also: doing something)
request (also: someone to do something)
suggest (also: *that* + clause)
urge (also: someone to do something)

Verbs which can be followed by *that* + clause containing *would*
All these verbs report statements containing will. These verbs can also be followed by 'to do something'.

I'll leave at 8.00.

She decided to leave at 8.00.

She decided (that) she would leave at 8.00.

Others are: expect, hope, promise, threaten.

Many verbs describe a function, rather than report words.

Look, if I were you I'd leave early. She advised me to leave early.

Examples are:

admit complain request suggest advise invite
remind warn agree persuade threaten.

Some verbs describe actions.

He agreed me.

1. Complete the text with one word in each space.

The case of the break-in at a Cambridge home entered its third day today. The accused's defence was based on the fact that he (1) could not have entered the house at 6.30. He claimed (2).....have been playing football at the time, and stated that several witnesses could confirm this. At this point, the prosecution (3).....him of changing his story, as he had previously stated that he had been at home at the (4).....of the break-in. The defendant agreed that his memory (5).....not in the best of shape, as he had been (6)..... from bouts of depression. The judge stepped in, reminding the defendant that he (7)..... taken an oath to tell the truth, and warning (8)..... of the severe consequences of lying in court. The defendant said that he had simply forgotten (9)..... the football match, and insisted (10)..... he was not changing his story.

2. Choose the correct indirect questions that you'll ask from the list below.

1. A) Would you mind asking you how big your family is?
B) Would you mind asking you how big is your family?

2. A) I wonder why you have signed the contract.
B) I wonder why have you signed the contract.
3. A) Would you mind telling me what your favorite shop is?
B) Would you mind telling me what is your favorite shop?
4. A) I wonder how you choose the applicants?
B) I wonder how do you choose the applicants?

5. Re-write each of the following sentences as indirect speech.

1. Our teacher said “I want you to listen very carefully to my instructions”.
2. “My government is not responsible for the deaths of those who died in the war,” insisted the Prime Minister.
3. “We need more time to finish the exercise,” complained the students.
4. “I have never promised not to raise taxes,” claimed the Finance Minister.
5. “If you don’t do your homework you will be in serious trouble,” warned the Principal.
6. My aunt said, “Last summer I drove coast-to-coast across Australia with your grandmother in my uncle’s old mini-bus.”
7. “You will be arrested if you take part in the political demonstration,” warned the police officer.
8. “Do you really enjoy your English lessons?” asked the school inspector.

6. Some of the sentences are correct, but some contain mistakes. Try to find the mistakes.

1. She wanted to know whether I had the flight details.
2. He was wondering whether he could buy a kilt.
3. She demanded me to call her.
4. I asked her how she was doing.
5. I asked her if she was prepared for it.
6. She asked me if I could turn on my web cam.
7. She couldn’t stop asking whether I had a haircut.
8. She asked whether I could write a letter for her.
9. She wanted to know if I had gone shopping.
10. She asked me whether I has passed all my exams.

SKILLS

Managing meetings

Useful language

Starting

Ok, let’s down to business

Right, can we start, please?

Setting objectives

The purpose of the meeting is...

The aims of this meeting are...

Dealing with interruptions

Could you let him finish please?

Could you just hang on for a moment, please?

Asking for reaction

How do you feel about...?

What do you think....?

Keeping to the point

I am not sure that's relevant.

Perhaps we could get back to the point.

Speeding up

I think we should move on now.

Can we come back to that?

Slowing down

Hold on, we need to look at this in more detail.

I think we should discuss this a bit more.

1. Choose the best word to fit the gap.

address/ discuss/talk about open floor venue speakers
open implement welcoming participants closes
attendance supporting agenda progress schedule get
through achieve clarification contingency contribute
interrupt issues discuss conference bringing up notes
matters priority summarizing points recommendations
opinions goals objectives chair/ preside over minutes
report complaints questions floor presentations delegates

I'd like to 1) _____ this meeting by 2) _____ you all. It's good to see so many 3) _____ here today - in fact, this is probably the best 4) _____ we've had at a meeting for a long time - and I'd like to thank you all in advance for 5) _____ me. Well, we've got a lot on the 6) _____ and I want to make as much 7) _____ as possible in the next two hours or so. If we stick to the main 8) _____, we should 9) _____ everything and 10) _____ all of our 11) _____ and 12) _____. I will 13) _____ the meeting, as usual, but I really hope that you will all have something to 14) _____, and if anything needs 15) _____, please don't hesitate to 16) _____ me (although not too often, I hope: the more 17) _____ we can 18) _____ today the better).

I'll be 19) _____ several important 20) _____ during the meeting, beginning with those that I feel should take 21) _____, before 22) _____ the main 23) _____ and making 24) _____. This will be followed by an

25) _____ session where you can give me your 26) _____. And I'm sure you will all be delighted to hear that after the meeting 27) _____, there will be drinks and snacks for everyone. Mr Barker will be taking 28) _____ and keeping the 29) _____ of the meeting, and I will be using these to write my 30) _____ afterwards, so if anyone has any 31) _____, I suggest you talk to him and not to me.

Now, before I get going, are there any 32) _____ from the 33) _____? No? Good. Right, well I'll begin. The first point I want to 34) _____ is next month's 35) _____. As you know, the 36) _____ we have chosen is the Royal Eynsham Hotel in Oxfordshire. We've invited several 37) _____ to make 38) _____ on various aspects of the trade, and we're expecting over 200 39) _____ from our offices around Europe. Now, of course, there's always the possibility that some major players won't be able to make it, so we need to make a 40) _____ plan that we can 41) _____ if things go pear-shaped.

2. Choose the best word to fit the gap.

- It was decided to _____ the meeting until after lunch.
A) finish B) hold C) adjourn D) interrupt
- Copies of the _____ for the meeting were distributed to the heads of departments.
A) proposal B) summary C) plan D) agenda
- The management committee _____ that flexitime should be limited to permanent members of staff.
A) stipulated B) required C) asked D) wanted
- The members were asked to _____ on the proposal to introduce flexitime.
A) conclude B) vote C) elect D) opt
- They agreed that the system wasn't working well and there was a need to _____ a more radical approach.
A) choose B) designate C) prefer D) adopt
- The chair suggested that we got _____ to business as quickly as possible as there was a lot to get through.
A) on B) up C) down D) about
- She made sure that everyone was able to express their points of _____.
A) view B) opinion C) idea D) impression
- He thanked the management _____ behalf of the staff for taking their suggestions seriously.
A) with B) on C) in D) for
- The management decided _____ to accept the proposals put forward by the committee.
A) unanimously B) altogether C) completely D) totally

UNIT 9 TRADE

STARTING UP

1. Answer the questions.

1. How do tariffs, quotas and subsidies impact trade?
2. How can selling your product in other countries be more difficult than at home?
3. What do you know about globalization?
4. What does globalization mean to a country like Ukraine?
5. Choose statements which characterise globalization:
 - people around the globe are more connected to each other than ever before
 - information and money flow more quickly than ever
 - goods and services produced in one part of the world are increasingly available in all parts of the world
 - international travel is more frequent
 - international communication is commonplace
6. What global international organizations do you know?
7. Has globalization changed the world?

KEY VOCABULARY

1. Match the words to their definitions.

1. import
 2. export
 3. deregulation
 4. devaluation
 5. gross domestic product (GDP)
 6. gross national product
 7. national per capita income
 8. external debt
 9. domestic trade
 10. world trade
 11. re-export
 12. fair trade
 13. trade barrier
- a. the exporting of goods which have been imported
 - b. the practice or business of sending goods to foreign countries to be sold
 - c. reduction in the value of a currency
 - d. the national income divided by the population
 - e. the production, purchase and sale of goods and services within a country
 - f. the value of all the goods and services produced by an economy over

- a period (e.g. one year)
- g. the exchange of goods and services across international boundaries
 - h. when a government removes rules and controls from some types of business
 - i. an international business system where countries agree not to charge import duties on some items imported from their trading partners
 - j. anything which makes it difficult for someone to do something, especially to send goods from one place to another
 - k. something that is brought into one country from another in order to be sold
 - l. GDP plus other forms of income such as interest, profits and dividends received from abroad
 - m. money owed by a country to foreign creditors

2. Match the words.

- A) 1. import a. barrier
 2. total b. sales
 3. export c. balance
 4. tariff d. trade
 5. external e. export
 6. trade f. price
- B) 1. to restrict a. trade barriers
 2. to impose b. an embargo
 3. to lift c. trade
 4. to expand d. import

3. Complete the phrases with prepositions.

- 1. a ban/restriction _____ imports
- 2. the demand _____ imports
- 3. a fall/rise _____ imports
- 4. a reduction _____ tariffs
- 5. to lift trade barriers _____ imports

4. Match the phrases with the same meaning.

- 1. to impose trade barriers on certain goods
- 2. to lift trade barriers from imports
- 3. to lay or put an embargo on trade with a country
- 4. to lift an embargo
- 5. to increase exports to the maximum
- a. to increase exports as much as possible
- b. to say that trade with a country must not take place
- c. to restrict the import of some goods by charging high duty

- d. to allow trade to start again
- e. to remove restrictions on imports

5. Chose the correct answer.

1. Balance of trade is...
 - A) the difference between what a country exports and what it imports
 - B) the sum of what a country exports and what it imports
 - C) the difference between what a country imports and what it exports.
2. Tariff is...
 - A) a tax on goods coming into a country or going out of a country.
 - B) a tax on goods coming into a country
 - C) a tax on goods going out of a country
3. Protectionism is...
 - A) the system of helping your country's trade, especially by taxing foreign goods
 - B) the system of helping your country's trade, especially by taxing domestic goods
 - C) the system of helping foreign country's trade, especially by taxing domestic goods
4. Domestic market...
 - A) the market consisting of the country where a company is based and no other countries
 - B) the market consisting of the country where a company is based and some other countries
 - C) the market consisting of the countries where a company isn't based
5. Multinational company...
 - A) a large company where work people from different countries
 - B) a large company with subsidiaries in many different countries
 - C) a large company that sells its products in many countries

6. Choose the best word to fit the gap.

1. The government decided to _____ the import of cars.
 - A) exclude
 - B) prohibit
 - C) bar
2. Imports were _____ at £687 million last month.
 - A) valued
 - B) measured
 - C) estimated
3. Governments _____ import taxes on foreign goods to make products more expensive and their own products cheaper.
 - A) put
 - B) lay
 - C) set
4. The government aims to increase exports and _____ imports.
 - A) reduce
 - B) lower
 - C) weaken
5. Food exports have _____ steadily.
 - A) intensified
 - B) lifted
 - C) risen

6. Many governments try to help their own industries by making it more difficult to import _____ products.
A) domestic B) foreign C) national
7. The agreement ____ tariffs for foreign goods coming into USA at 7%.
A) put B) fixed C) laid
8. Sales are _____ by 50% compared to this time last year.
A) up B) higher C) high
9. I don't really see a lot of sales _____ for this product.
A) potential B) patent C) potency

7. Choose the best answer to fit the gap.

1. Most of our _____ have been working with us for a number of years.
A) supplies) suppliers C) supporters D) supplements
2. Unfortunately the recent takeover will result in a number of _____ at the plant.
A) rationalisations B) dealings C) redundancies D) exchanges
3. You will see from the catalogue that our prices are very _____.
A) competitive B) competent C) completed D) compatible
4. The price of the catalogue is _____ against your first order.
A) removable B) replaceable C) rechargeable D) refundable
5. All items in this range will be _____ from 27 April.
A) suitable B) portable C) available D) accessible
6. The assignment arrives at the warehouse on Monday and will be _____ immediately.
A) unloaded B) emptied C) undone D) unsent
7. Unfortunately it is _____ to keep the complete range in stock.
A) insufficient B) uneconomic C) uncertain D) invalid
8. After rationalisation the company was _____ and its order book was full.
A) in good time B) in good shape C) in good spirits D) in good health
9. Artemis gives us a good price on this because they are our _____ suppliers.
A) single B) one C) individual D) lonely
10. I would be grateful if you could let me have a detailed _____ including prices and delivery terms.
A) quotation B) term C) offer D) order

8. Complete these sentences with the words.

*license beneficial forces association customs globalization
services fixed world efficiently details law*

1. "The world is one market". This is one way of describing _____.
2. Trade is the buying and selling of goods and _____.
3. Our company has applied to join the trade _____.

4. About 150 countries are members of the World Trade Organization, an institution that sets up rules for _____ trade.
5. At the most basic level, trade is _____ because it allows people to specialize in the goods and services they produce best and most _____.
6. The world price of coffee is not _____. It is largely controlled by market _____.
7. We have had some difficulties with _____ over the export of computers.
8. She gradually learnt the _____ of the import-export business.
9. He was granted a temporary export _____.
10. You will be breaking the _____ if you try to take that computer out of the country without an export license

9. Choose the best preposition to fit the gap.

1. Government legislation is a bar _____ foreign trade.
A) to B) for C) of D) at
2. They considered imposing trade barriers _____ some food products.
A) on B) for C) at D) with
3. The government has put an embargo _____ the export of computer equipment.
A) on B) of C) for D) over
4. The company is engaged _____ trade with UK.
A) at B) in C) on D) by
5. 50% of the company's profits come _____ the export trade.
A) over B) of C) from D) at
6. The export market has become very difficult since the rise _____ the dollar.
A) of B) at C) in D) by
7. He is the chairman of the government commission _____ export subsidies.
A) at B) in C) of D) on
8. Exports have benefited from the fall _____ the exchange rate.
A) of B) by C) in D) at
9. Canadian exports to Europe have risen _____ 25%.
A) at B) on C) with D) by
10. The recession has done a lot of harm _____ export sales.
A) at B) in C) for D) to

10. Complete these sentences with the words.

*decrease license regulations delegation exports
bilateral trade government figures home*

1. The minister signed a _____ trade agreement.
2. This month's bad trade _____ are only a blip.

3. A Chinese trade _____ is visiting the UK.
4. The _____ has embargoed trade with the Eastern countries.
5. The USA is increasing its _____ with the EU.
6. Exports have registered a _____.
7. The government wants to encourage _____ – for example, it gives free credit to exporters.
8. Government _____ make it impossible for us to export.
9. Our sales for last year indicate a move from the home _____ to exports.
10. They jumped the queue and got their export _____ before we did.

11. Choose the best preposition to fit the gap.

1. Our total income _____ exports rose last year.
A) at B) in C) of D) from
2. There is considerable scope for expansion _____ the export market.
A) at B) for C) of D) into
3. We are taking advantage _____ improving international relations in that area to expand our exports.
A) in B) at C) from D) of
4. The government has issued a report _____ the credit problems of exporters.
A) of B) in C) for D) on
5. The company's trading pattern shows high export sales _____ the first quarter.
A) at B) on C) in D) into
6. The strike by customs officers has had a knock-on effect _____ a car production by slowing down exports of cars.
A) of B) in C) at D) on
7. The increase _____ export orders has created hundreds of job opportunities.
A) in B) at C) on D) for
8. The company has to depend increasingly _____ the export market.
A) with B) in C) at D) on
9. Traders are asking the government to take the duty _____ alcohol.
A) of B) off C) from D) at
10. The government helps exporting companies _____ easy credit.
A) in B) by C) with D) for

12. Complete the sentences with the words.

*decline resistance refers key cross expansion spread services
doubling openness integration recognize back decision*

1. A significant degree of _____ to trade, financial liberalization, and

8. A) imports/exports B) exports/imports
9. Foreign trade keeps domestic prices _____ by creating competition at home and provides large markets abroad.
A) down B) up
10. Governments may put restrictions on foreign trade, which they usually do by subjecting _____ to customs duties or by restricting some types of export.
A) imports B) exports
11. We live in a global economy fueled by _____ trade.
A) international B) domestic

14. Choose the best word to fit the gap.

1. There are many different definitions of globalisation, but most acknowledge the greater movement of people, goods, capital and ideas due to increased economic _____ which in turn is propelled by increased trade and investment.
A) integration B) integrity
2. Globalisation is like moving towards living in a _____ world.
A) borderless B) boundless
3. Globalisation _____ opportunities and challenges.
A) provides B) contributes
4. Weak domestic policies, institutions and infrastructure and trade barriers can restrict a country's ability to _____ advantages of globalisation.
A) take B) hold
5. Each country _____ decisions and policies to maximise the benefits and minimise the challenges presented by globalization.
A) makes B) does
6. Trading goods and services allows countries to _____ their individual wants and needs as well as to help their own economy.
A) meet B) fulfill
7. Better transportation and telecommunications, along with decrease _____ trade barriers, enables more world trade.
A) in B) for
8. At the heart of most trade disputes is whether there should be limits on trade or whether trade should be _____.
A) restricted B) unrestricted
9. To limit _____ from other countries, Japan practices protectionism in rice farming and auto production.
A) opposition B) competition

15. Choose the best word to fit the gap.

1. Neither the customer or the salesperson wants to feel _____ over a deal.

- A) checked B) changed C) cheated D) charged
2. The retailer was allowed to order the goods on a sale or _____ basis.
A) return B) revert C) restore D) retract
3. It was agreed that the full cost would be refunded if the goods were returned in perfect _____.
A) condition B) state C) situation D) shape
4. We are willing to supply the goods _____ a discount of 5%.
A) in B) after C) at D) over
5. Before negotiating a deal make sure you know the strengths and weaknesses of _____ products.
A) competing B) conflicting C) commanding D) connecting
6. A good salesperson can _____ almost anybody to buy anything.
A) satisfy B) appeal C) persuade D) adapt
7. Once they had agreed terms the deal was pushed _____ very quickly.
A) over B) through C) in D) by
8. The goods will be delivered by Wednesday at the _____.
A) last B) longest C) least D) latest
9. The most effective sales technique is one which tells the customer how the product will _____ him or her.
A) better B) improve C) profit D) benefit
10. The company imports raw materials and exports the _____ products.
A) done B) made C) finished D) ended

17. Fill in the appropriate word in the gap. There are three words you do not need to use.

introductory regular stock recent place

Thank you for your 1) _____ enquiry about our AntiSpy SP 700 computer screen protector. This particular model is available from 2) _____ at this time. The special 3) _____ price is \$199 per unit or \$499 for six. The 4) _____ price is \$499. Please let me know by fax or e-mail if you would like to 5) _____ an order at these prices as this offer will end on 31 March.

READING

1. Read the text.

The European Commission has agreed to big changes in sugar trading arrangements. These would lead to a cut in the amount of sugar grown and a lower price offered to EU producers. These proposals have been criticised both by producers and by development agencies.

Europe produces around 20 million tones of sugar each year – much more than it consumes. Producers enjoy guaranteed prices on world

markets. High tariffs keep cheaper imports out – while subsidies allow producers to dump millions of tonnes on export markets each year.

So unveiling this reform the EU's Agriculture Commissioner Frans Fischler said it recognised the unpleasant truth that an artificially high sugar price in the EU was not economically viable and was bad news for development policy and consumers too.

The new proposals would reduce by about a third the guaranteed price that EU producers receive. The proposals would also cut quotas – or the amount of product eligible for subsidies. That should ultimately lead to a drop in production.

The new system would maintain preferable terms for sugar exports from certain African, Caribbean and Pacific countries – although development agencies claim this seriously disadvantages other nations.

The plans were immediately criticised by sugar producers – the German Sugar Industry Association warned that the proposals threatened the entire future of the EU sugar industry.

And Oxfam and the environmental group the WWF said that the proposals would not reduce poverty or increase environmental standards. They warned the moves would allow continued export dumping on developing countries, thereby undermining poor farmers' livelihoods.

Which of these statements are true? Correct the false ones.

1. Changes in sugar trading arrangements would lead to a cut in the amount of sugar grown and a higher price offered to EU producers.
2. Low tariffs keep cheaper imports out.
3. The proposals would also increase quotas – or the amount of product eligible for subsidies.
4. The new proposals would reduce by about a third the guaranteed price that EU producers receive.
5. The new system would maintain preferable terms for sugar exports from certain countries.

Find the words and expressions in the text which mean the following.

1. benefit from
2. taxes on goods coming into a country
3. money paid by a government to help support an industry
4. to sell extra unwanted produce to other countries at a very low price
5. higher than the true cost of the product
6. capable of operating at reasonable cost, not wastefully
7. qualifying for
8. trade agreements that give certain countries advantages over other countries

9. making less secure

2. Read the text.

The United States has suffered a final defeat in a high profile trade dispute with Brazil about subsidies paid to cotton growers. There's been celebration in Brazil following its victory at the World Trade Organization.

Leaders of Brazil's largest farming organization, the Rural Society, which helped to bring the case against US cotton subsidies to the WTO. "It's the first time," said former Rural Society president Luis Haffers, "that a less developed country has won against a major power. This shows you can take action at the WTO and prove your point," he said.

Many here see the ruling against US cotton subsidies as just the first step in tipping the balance of future world trade talks in favour of developing countries. Brazil is still waiting for a similar WTO ruling in a case against European sugar subsidies, and officials say they're now planning WTO action against subsidies to US soy farmers.

The United States and Brazil are vying with each other to become the world's largest soy producer. The Brazilian government will also be hoping that the WTO ruling will help its overall economic strategy: this is to use agricultural exports to try to claw its way from under the burden of huge debts.

Which of these statements are true? Correct the false ones.

1. The United States has suffered the first defeat in a high profile trade dispute with Brazil.
2. Brazil is still waiting for a similar WTO ruling in a case against European wheat subsidies.
3. The United States and Brazil are vying with each other to become the world's largest sugar producer.

Find the words and expressions in the text which mean the following.

1. to challenge
2. money paid to make prices lower
3. an influential country
4. to do something
5. influencing the result of something in a particular way
6. to benefit
7. decision
8. competing
9. to come out of a situation with great difficulty
10. under the pressure

3. Read the text.

A meeting of the World Trade Organisation in Geneva will discuss the end of the system of quota restrictions which currently regulates textile trade. The quotas are due to be eliminated. Some countries fear they will be hit very hard.

There have been quotas on textile trade for decades. They impose limits on how much developing nations can export to rich countries. The original purpose was to protect textile and clothing companies in those rich countries from low cost competition. Now with the end of the quota restrictions just a few weeks away, many smaller developing nations see them in a different light – as a kind of guaranteed share of the very profitable markets of the developed world. And they are worried that China and India will make huge inroads if they are freed from their own quotas.

A group of WTO member countries, from Asia, Africa and the Caribbean are calling for the World Trade Organisation to find solutions to the problems. There has been little progress and the deadline is getting very close. The countries concerned say that job losses from the closure of textile and clothing factories will cause social unrest and increase poverty. They say women will be especially affected as they work in the industry in large numbers and have few other employment opportunities.

There is almost no prospect of the quotas being extended. The phase out is written into the WTO rules and China and India would not agree to a delay.

Which of these statements are true? Correct the false ones.

1. The tariffs are due to be eliminated.
2. Some countries impose limits on how much developing nations can export to rich countries.
3. The original purpose was to protect textile and clothing companies in those rich countries from high cost competition.

Find the words and expressions in the text which mean the following.

1. a fixed limited amount or number that is officially allowed
2. periods of ten years
3. to force officially
4. differently
5. something that will definitely happen
6. the time or day by which something must be done
7. when a business or organisation stops operating
8. disagreements or fighting within a community
9. the possibility that something might happen in the future

VOCABULARY DEVELOPMENT

1. Read the text and fill each of the numbered gaps.

harder labour globalisation standard goods multinational markets growth increasingly agreements borders barriers countries outsourcing role assembly exports overseas global

Trade has been the engine of 1)_____, with world trade in manufactured 2)_____ increasing more than 100 times (from \$95bn to \$12 trillion) in the 50 years since 1955, much faster than the overall 3)_____ of the world economy. Since 1960, increased trade has been made easier by international 4)_____ to lower tariff and non-tariff 5)_____ on the export of manufactured goods, especially to rich 6)_____.

Those countries which have managed to increase their 7)_____ in the world trading system by targeting 8)_____ to rich countries – such as Japan, Korea and now China – have seen dramatic increases in their 9)_____ of living. In the post-war years more and more of the 10)_____ production has been carried out by big 11)_____ companies who operate across 12)_____.

Multinationals have become 13)_____ global, locating manufacturing plants 14)_____ in order to capitalise on cheaper 15)_____ costs or to be closer to their 16)_____.

And globalisation is even 17)_____ to track now that one-third of all trade is within companies, for example Toyota shipping car parts from Japan to the US for final 18)_____.

More recently, some multinationals like Apple have become "virtual firms" 19)_____ most of their production to other companies, mainly in Asia.

2. Read the text below and decide which answer (A, B or C) best fits the gap.

The World Trade Organization (WTO) is a 1)_____ international organi-sation 2)_____ with the 3)_____ of trade between nations. The goal is to help 4)_____ of goods and services, exporters, and importers 5)_____ their business. The result is assurance. Consumers and producers know that they can enjoy secure supplies and 6)_____ choice of the 7)_____ products, components, 8)_____ materials and services that they use. Producers and exporters know that 9)_____ markets will remain 10)_____ to them. The result is also a more prosperous, peaceful and accountable 11)_____ world. Virtually all decisions in the WTO are 12)_____ by consensus among all member countries and they are 13)_____ by members' parliaments.

1. A) large B) national C) global

- | | | |
|-----------------|---------------|-----------------|
| 2. A) dealing | B) working | C) coping |
| 3. A) rules | B) orders | C) guidelines |
| 4. A) producers | B) consumers | C) customers |
| 5. A) make | B) conduct | C) handle |
| 6. A) proper | B) greater | C) limited |
| 7. A) finished | B) complete | C) accomplished |
| 8. A) natural | B) raw | C) basic |
| 9. A) local | B) foreign | C) internal |
| 10. A) open | B) close | C) available |
| 11. A) economic | B) economical | C) economy |
| 12. A) taken | B) done | C) prepared |
| 13. A) ratified | B) signed | C) done |

By 14)_____ trade barriers, the WTO's system also breaks 15)_____ other barriers between peoples and nations.

At the heart of the system — known as the multilateral trading system — are the WTO's agreements, negotiated and 16)_____ by a large 17)_____ of the world's trading nations, and ratified in their parliaments. These agreements are the 18)_____ ground-rules for 19)_____ commerce. Essentially, they are contracts, guaranteeing member countries important trade 20)_____. They also bind governments to keep their 21)_____ policies within agreed limits to everybody's 22)_____. The goal of WTO is to improve the welfare of the peoples of the member countries.

- | | | |
|----------------------|---------------|----------------|
| 14. A) lowering | B) decreasing | C) lessening |
| 15. A) down | B) out | C) off |
| 16. A) signed | B) announced | C) declared |
| 17. A) majority | B) minority | C) share |
| 18. A) legal | B) lawful | C) legitimate |
| 19. A) international | B) national | C) private |
| 20. A) rights | B) power | C) obligations |
| 21. A) trade | B) government | C) local |
| 22. A) benefit | B) profit | C) success |

3. Read the text and fill each of the numbered gaps.

liberalisation market improvements workers movement
increase pace flows assets links production
capital industries globalisation investors

The world's economies have developed ever-closer 1)_____ since 1950, in trade, investment and 2)_____. Known as globalisation, this process is not new, but its 3)_____ and scope has accelerated in recent years, to embrace more 4)_____ and more countries. There have been losers as well as

winners from 5)_____, with China the biggest winner, and blue-collar 6)_____ the biggest losers.

The changes have been driven by 7)_____ of trade and finance, changes in how companies work, and 8)_____ to transport and communication. As well as the free 9)_____ of goods, there has also been a dramatic 10)_____ in the 11)_____ of money (capital) around the world.

Banks and private 12)_____ now hold trillions of 13)_____ invested overseas since the liberalisation of world capital 14)_____ in the 1980s. 15)_____ flows are highly concentrated among rich countries and a few developing countries, and can fluctuate from year to year.

4. Read the text and fill each of the numbered gaps.

Divide the following paragraphs into two groups: benefits of globalisation and problems of globalisation.

cheap imports *average wages* *investment barriers*
international economy *poverty rate* *open economies*
traditional sectors *rate of growth* *participating countries*
appropriate skills *poorest countries* *economic growth*
cultural identities *living standards* *qualified professionals*
wider range *greater career* *global income* *labour shortages*
global institutions *modern communications*
technological improvements *workplace standards* *long term*
skilled workers *advantage of globalisation* *social costs*

1. Economies of countries that engage well with the 1)_____ have consistently grown much faster than those countries that try to protect themselves. Well managed 2)_____ have grown at rates that are on average 2 ½ percentage points higher than the 3)_____ in economies closed to the forces of globalization.
2. Countries which have had faster 4)_____ have then been able to improve 5)_____ and reduce poverty. India has cut its 6)_____ in half in the past two decades. China has reduced the number of rural poor from 250 million in 1978 to 34 million in 1999. Cheaper imports also make a 7)_____ of products accessible to more people and, through
3. competition, can help promote efficiency and productivity.
4. Increased 8)_____ and reduced 9)_____ have led to an increase in foreign direct investment which has accelerated growth in many countries. In 1975, total foreign direct investment amounted to US\$23 billion while in 2003 it totaled US\$575 billion.
5. Increasing interdependence and 10)_____ like WTO and World Bank, that manage the settlement of government-to-government disputes, have enabled international political and economic tensions to be resolved on a

- "rules based" approach. 11)_____ and the global spread of information have contributed to the toppling of undemocratic regimes and a growth in liberal democracies around the world.
6. The voluntary adoption by global companies of 12)_____ for their internationalised production facilities in developing countries has made an important contribution to respect for international labour standards. Wages paid by multinationals in middle- and low-income countries are on average 1.8 to 2.0 times the 13)_____ in those countries.
 7. International migration has led to greater recognition of diversity and respect for 14)_____ which is improving democracy and access to human rights.
 8. Trade liberalisation rewards competitive industries and penalties uncompetitive ones, and it requires 15)_____ to undertake economic restructuring and reform. While this will bring benefits in the 16)_____, there are dislocation costs to grapple with in the immediate term, and the 17)_____ for those affected are high.
 9. Some countries have been unable to take 18)_____ and their standards of living are dropping further behind the richest countries. The gap in incomes between the 20% of the richest and the 19)_____ has grown from 30 to 1 in 1960 to 82 to 1 in 1995.
 10. Trade liberalisation and 20)_____ change the economy of a country, destroying traditional agricultural communities and allowing 21)_____ of manufactured goods. This can lead to unemployment if not carefully managed, as work in the 22)_____ of the economy becomes scarce and people may not have the 23)_____ for the jobs which may be created.
 11. Globalised competition can force a 'race to the bottom' in wage rates and labour standards. It can also foster a 'brain drain' of 24)_____, where highly educated and 25)_____, such as doctors, engineers and IT specialists, migrate to developed countries to benefit from the higher wages and 26)_____ and lifestyle prospects. This creates severe skilled 27)_____ in developing countries.

5. Read the text and fill each of the numbered gaps.

*managed resource products fair price bolster original gains
proportion lives arguments production places reasons*

Almost all 1)_____ against free trade blame it for problems it has little to do with. Free trade enables people to lead better 2)_____ and it benefits the environment as well. Most of the arguments against free trade 3)_____ the arguments of those who seek to perpetuate 4)_____ trade. Free trade enables people to sell their 5)_____ to those who are willing to pay the

highest 6)_____ for them. That means the 7)_____ producer is able to capture a larger 8)_____ of the value of the product. In this sense free trade is 9)_____ trade.

Free trade also enables 10)_____ to occur in places where it is most environmentally appropriate. For similar 11)_____, most aluminium is produced in 12)_____ where there is abundant hydroelectric power, which is less 13)_____ intensive than gas or coal. Thus the 14) _____ from trade are environmental as well as economic.

6. Read the text and fill each of the numbered gaps.

beneficiaries quantity domestic fair consumers artificially costs import money price importers importation goods profits foreign barriers effects world product amount producers

Most trade 1)_____, whether tariffs, quotas, or subsidies, hurt producers in poor countries most. A tariff has two 2)_____: it reduces the amount of the product sold (people usually buy less of any 3)_____ when it is more expensive) and it reduces the 4)_____ that is received by the people making the product (part of the sale 5)_____ is removed in the form of taxation).

So for example, a tariff imposed by the United States on the 6)_____ of nuts from Brazil reduces the 7)_____ of Brazilian nuts bought in the United States and it reduces the amount that Brazilian nut 8)_____ obtain for the nuts they harvest. The primary 9)_____ of such taxes are the government and the 10)_____ producers (in this case, of nuts), whilst both the export producers (in this case, the nut harvesters) and the 11)_____ in the importing country lose out.

An 12)_____ quota directly reduces the quantity of a product that is imported and indirectly reduces the amount of 13)_____ that the export producers receive. The primary beneficiaries of quotas are the 14)_____, whose 15)_____ are increased, and the domestic producers, who face less competition. Again the consumer and the 16)_____ producers lose out.

Quotas seem to be even less 17)_____ than tariffs because it does not matter how cheap the foreign producers make their 18)_____, they simply cannot sell into the market more than the quota allows.

A subsidy 19)_____ reduces the 20)_____ of production, thereby increasing production in that country. This artificially lowers 21)_____ market prices, reducing the amount that producers in other countries receive for their goods.

Answer the questions

1. What are the benefits of free trade?
2. What hurts producers in poor countries?

3. What effects does a tariff have?
4. Who are the primary beneficiaries of tariffs imposed on the importation of goods?
5. Who are the primary beneficiaries of quotas?

7. Read the text and fill each of the numbered gaps.

*process shifting payroll luxuries leading volume
boom international presence jobs investments rate
multinationals dynamic manufacturing attitudes sector
affluence development economy globalization outsourcing*

It is not only the Western 1) _____ industry that is under threat from globalization. The services 2) _____, which includes everything from hairdressers to education to accounting and software 3) _____, is also increasingly affected by 4) _____. Many service sector 5) _____ are now under threat from 6) _____ and offshoring, as global companies try to save money by 7) _____ many functions that were once done internally.

What China has become to manufacturing, India has become to the new world of business 8) _____ outsourcing (BPO) - which includes everything from 9) _____ to billing to IT support. India is the world's 10) _____ exporter of IT services, with its 11) _____ of offshore business doubling every three years.

Every major 12) _____ company in the IT industry now has a huge 13) _____ in India, and plans to expand its 14) _____. Several 15) _____ new Indian companies are now challenging the 16) _____ for global leadership in this area, including TCS, Infosys and WIPRO. The IT services 17) _____ has helped to transform the Indian 18) _____, which is now growing at more than 9% per year, the same 19) _____ as China.

The new-found 20) _____ of the young workers in the IT sector has in turn changed 21) _____ to wealth and consumption in India - with educated young people for the first time being able to afford such 22) _____ as motor cars and home ownership.

8. Read the text and fill each of the numbered gaps.

*deficit competition keen investment meagre economies
unfavourably wages sectors ventures
boom exporting state-owned similar*

Unlike most of Latin America, Mexico has not benefited from the 1) _____ in the Chinese economy in recent years.

The 2) _____ of Argentina, Brazil, Peru and Chile have all boomed in recent years on the back of 3) _____ more commodities to China like soya, iron ore, copper and other metals. But Mexico has mostly suffered from

4)_____ with China particularly as it supplies 5)_____ manufactured products like shoes and clothing to the US market. Indeed, many in Mexico see China as more of a threat than an opportunity. They point to the loss of foreign 6)_____ in Mexico's assembly industries, which has shifted to China because 7)_____ there are generally much lower. Mexico also has a large trade 8)_____ with China of more than twenty billion dollars.

Mexico is hoping to change all this. Mexico is 9)_____ for Chinese companies to come to it as China's foreign investment last year was a 10)_____ four million dollars. That compares 11)_____ with the hundreds of millions of dollars Chinese companies have invested in Peru's mining industry and Venezuela's oil and gas 12)_____. Mexican law prevents foreign investment in the 13)_____ petrol company, but this country is still hoping for joint business 14)_____ in the steel, car and computer industries.

Find the words and expressions in the text which mean the following.

1. grown rapidly
2. as a result of something that happened recently
3. more negative than positive
4. businesses where workers and machines in factories make products (e.g. cars, TVs, computers)
5. money from one country that is put into another in the hope of making profits in the future
6. is different in a negative way
7. businesses which are owned and operated by two companies (here, between companies from Mexico and China)
8. the number of people who have professional jobs and who are richer than most factory workers or farmers is growing or expanding

9. Read the text and fill each of the numbered gaps.

*free negotiations commodities rival officials pacts difficult
choice governing sector rural protecting tariffs reluctant
range terms products agreement open*

After years of 1) _____, a free trade agreement between Japan and Mexico comes into effect today. Japan has in the past been 2)_____ to sign trade 3)_____. The agreement affects a 4)_____ of products, including pork. From today, Japan's nine thousand pig farmers will experience something entirely new – competition. Under the 5) _____ of a landmark free trade agreement with Mexico, pork will be subject to much lower 6)_____ along with a range of other products. In fact, more than ninety percent of Mexican 7)_____ will have their tariffs cut altogether. This is the first time Japan has made such an 8)_____ with a major trading

partner. The only other 9)_____ trade pact it has is with Singapore which produces none of the sensitive agricultural 10)_____ Japan has always protected in the past.

At the moment, Japan exports far more to Mexico than it imports. Mexican 11)_____ believe trade will be far more balanced now that the agreement is in place. It took more than two years of 12)_____ negotiations to conclude. Many politicians in the 13)_____ liberal democratic party have their power base in 14)_____ areas and their reluctance to lift the tariffs 15)_____ Japanese pig farmers nearly killed the deal. But the government believes it has no 16)_____ but to start opening Japan's agricultural 17)_____ to foreign competition. China has proved far more 18)_____ to reaching free trade agreements helping it 19)_____ or even eclipse Japan's influence in the Asia Pacific region.

Find the words and expressions in the text which mean the following.

1. is legal for the first time
2. an agreement, or pact between countries to allow unlimited sales of products which are imported and exported without high charges
3. an adjective meaning first or very important
4. tax charged by governments on goods coming into or going out of the country
5. farmed products which are highly valued and so need to be dealt with carefully
6. the area of the country where most people support the politicians
7. almost stopped the agreement from happening
8. area of business which relates to farming
9. to become more important

10. Read the text and fill each of the numbered gaps.

consumers cheaper pressure imports exports
quotas favour targeting recession officials rules
trade protection dispute tariffs support member

Japan says the move by China violates a bilateral trade agreement and World Trade Organisation 1)_____, even though China isn't a 2)_____ of the WTO. Beijing says it is retaliating for Japanese emergency import 3)_____ on mushrooms, leeks and rush mats from China. The 4)_____ has boiled over after months of 5)_____ from Japanese companies who claim they are being undercut by cheap Chinese 6)_____. Manufacturers of everything from ties to towels have been asking for 7)_____. Five years ago most Japanese 8)_____ passed over cheap Chinese imports in 9)_____ of domestic products.

But after drifting in and out of 10)_____ through the nineties, consumers are now much more keen to seek out 11)_____ imports. Although Tokyo is protesting loudly against the Chinese move, Japanese 12)_____ say privately that Beijing may be deliberately 13)_____ products that are not big sellers in China so as to prevent this from becoming an all-out 14)_____ war. The total value of the affected 15)_____ is around half-a-billion dollars a year and 16)_____ on them are already high. Japan's Trade Minister says he is prepared to go to Beijing himself to sort this dispute out but he added that it wouldn't affect Japan's 17)_____ for China's entry into the World Trade Organisation.

Find the words and expressions in the text which mean the following.

1. breaks
2. a commercial agreement between two countries
3. choosing, selecting
4. taking action against someone because of what they have done to you, a kind of revenge
5. restrictions on the number or amount of particular goods that can be brought in from another country
6. someone is offering products at a cheaper price than you are
7. moving slowly
8. a time when the economy of a country is poor
9. taxes
10. disagreement

GRAMMAR

Conditionals

Conditionals are clauses introduced with *if*. The main types of Conditionals are: the 'Zero' Conditional, the First Conditional, the Second Conditional, the Third Conditional.

The '**Zero**' **Conditional** describes situations that are generally always true.

If Opec increases production, prices fall.

Let me know if you get any more information.

If you arrive late in this company you have to report to the personnel manager.

The **First Conditional** describes situations that are possible and likely to happen.

If they offer me the job, I will accept it.

The company will have to stop production if the political situation does not improve.

If you accept the new conditions, we will lower the price.

If you arrive late you will probably miss you connecting flight.

The **Second Conditional** is used to express imaginary situations which are contrary to facts in the present and, are unlikely to happen in the present or future. It is also used to give advice.

If I had time I would travel more, but I always have too much work to do.

If we accepted these conditions, we wouldn't make any money at all.

If I had more staff I would be able to delegate more; I will ask the MD to employ some more people.

If she won \$5,000,000, she'd buy a huge house.

The **Third Conditional** is used to express imaginary situations which are contrary to facts in the past. They are also used to express regrets or criticism.

In my last job if I hadn't had so few staff I would have been able to delegate more.

If I had been more careful, I wouldn't have made such a big mistake.

It is possible to mix the Second and Third Conditional to relate a present situation with a past one.

If they had listened to me, they wouldn't be in this crisis now.

We can form conditionals by using **unless** that means the same as **if not**.

Unless you come immediately, the machine will explode.

*If you **don't** come immediately, the machine will explode.*

*I won't ring you **unless** there are any problems.*

*I'll ring you **if** there are any problems.*

1. Match the two parts of the sentence

1. If there's a way to help reduce my phone bills,...
2. If you are interested,...
3. If you make international calls at off-peak times,..
4. If you want the free calls for a month...
 - a. you need to apply right away
 - b. there is a 40% reduction
 - c. count me in
 - d. just complete the application form and send it back

2. Choose the correct verbs from the brackets to complete these sentences.

1. If you (go/will go) to our competitors, you (won't get/don't get) a better deal than with us.
2. If we (accept/will accept) your price, then we (have/will have) to raise our prices.
3. If you (reduce/will reduce) your price by 5%, then we (look/will look) at prices for our next contract.

4. If you (speed up/will speed up) delivery, then we (review/will review) delivery for the next consignment.
5. If we (accept/will accept) your delivery terms, then we (have/will have) to delay production.
6. If you (reconsider/will reconsider) your payment terms, then we (discuss/will discuss) payment with our bank for the next order.
7. We (cancel/will cancel) if you (don't offer/won't offer) us something better.
8. We (do/will do) business with you if we (get/will get) a substantial discount.
9. If we (accept/will accept) your payment terms, that (increase/will increase) our costs.
10. The product (is/will be) cheaper if you (buy/will buy) ten at a time.

3. Using the following situations and prompts, create Second Conditional sentences. The first one has been done for you:

1. I've got a cold. I won't go to the party tonight.
If I didn't have a cold, I'd go to the party tonight.
2. I'm going to the office early tomorrow so I can't give you a lift.
3. I'm not a bird so I can't fly.
4. He's busy at work. He doesn't spend much time with his children.
5. She doesn't have much money because she spends it all on shoes.
6. We haven't got a spare room. We can't invite your mother to stay with us.
7. I can't knit so I can't make you a jumper.
8. She's doesn't have much money. She loves horses but she doesn't have one.
9. I don't know his phone number so I can't call him.
10. You don't live in London so you don't see Big Ben.

4. Use the conditional construction (if...or unless) to exert pressure in the following.

1. (supplier to company) Sign the contract immediately/get a discount
Unless you sign the contract immediately, you won't get a discount.
2. (company to IT providers) Cancel the contract/reduce your fees.
3. (factory to supplier) Choose another supplier/better offer.
4. (negotiator to negotiator) End the negotiation/ a concession.
5. (boss to employee) Lose your job/improve performance.
6. (employee to boss) Leave the company/better salary.
7. (headhunted job candidate to boss) Accept a new job/bigger office.

5. Complete the sentences.

1. If I hadn't joined this company...
2. The company might have had higher profits last year if...
3. If I were the boss...
4. The employees would work with more satisfaction if...
5. If I had founded this company...
6. If we had made one more effort, we would have

6. Underline the correct word or phrase in each sentence.

- a) If *we'd be/we're* late for class, our teacher *will be/was* angry.
- b) If we *would live/lived* on another planet, *we'll see/we'd see* the Earth in the sky.
- c) *If we take/will take a taxi*, we *arrived/we'll arrive sooner*.
- d) *If we won't hurry/don't hurry*, we'll be/we'd be *late*.
- e) *If we were/are birds*, we would be able to/are able to *fly*.
- f) *If you don't wear/wouldn't wear your pullover*, you'll feel/you felt *cold*.
- g) *If I studied/will study harder*, I *get/would get better marks*.
- h) If I *have/had* a motorbike, I *rode/I'd ride* it to school.

7. Put each verb in brackets into an appropriate verb form.

- a) I'd rather you *didn't watch*... (not/watch) television while I'm reading.
- b) It's high time you.....(start) working seriously.
- c) I wish I.....(spend) more time swimming last summer.
- d) Helen is bossy. She acts as if she.....(own) the place.
- e) I wish you.....(not/keep) coming late to class.
- f) Suppose a complete stranger.....(leave) you a lot of money in their will!
- g) I wish I..... (go) to your party after all.
- h) I'd rather you.....(sit) next to Susan, please.
- i) The government demanded that the ambassador.(be)recalled,
- j) You are lucky going to Italy. I wish I..... (go) with you

SKILLS

Negotiating

A negotiation is a special type of meeting in which the parties (usually two) need each other's agreement in order to achieve an effective result.

Useful phrases

Starting the negotiation

I wondered if I could start by saying....

We're short of time, so let's get started....

We've got a very full agenda, so perhaps we'd better get down to business.

Starting the position

We would like to reach a deal with you today.

We would like to buy... We are interested in selling...

We need to reach agreement about...

We are keen to make a decision about....

The aim/purpose/target/objective of this negotiation is to solve the problem over....

Exploring positions

So, if understand you correctly, you want to sell...

So, we are right in thinking that you would like us to sell...?

We fully understand your views/position....

But what exactly do you want us to do?

But what would you actually like us to do?

But what precisely are you offering?

1. Choose the best word to fill each gap from the alternatives given below.

In a successful negotiating, no one should feel that they have lost. You should reach a win-1)_____ solution. After one side makes a proposal, the other should make a 2)_____ -offer. If both sides make 3)_____ you can work towards a compromise. By making a goodwill 4)_____ you may get something from the other side. It is this 5)_____ -trading that moves the negotiations along. If you are not prepared to make a 6)_____ -off, there is a chance that the talks will break down.

1. A) lose B) draw C) win
2. A) counter B) condition C) consensus
3. A) priorities B) objectives C) concessions
4. A) gesture B) mannerism C) etiquette
5. A) bull B) horse C) bear
6. A) business B) work C) trade

2. Choose the best word from the brackets to fill the gap.

1. I am very close to _____ a deal with a key client.
A) gripping B) clinching C) holding
2. We have a _____ contract with a new client in London.
A) voice B) speaking C) verbal

3. She certainly drives a _____ bargain, but we're happy with the result.
A) hard B) long C) easy
4. My _____ contract says that I should get five week's holiday.
A) employment B) position C) situation
5. This is a legally _____ contract so you can't get out of it.
A) fixing B) holding C) binding
6. The only _____ issue is the date of delivery.
A) waiting B) outstanding C) lasting
7. Can you draw _____ a contract based on those points?
A) out B) up C) in
8. We've read your written _____ and we think we can do business.
A) proposal B) suggest C) question

UNIT 10 QUALITY

STARTING UP

1. Answer the questions.

1. What are the characteristics of a high-quality product?
2. When you buy something, how do you know the quality of the product you are buying?
3. Some products have grade labels, which indicate the quality of the product. Do you think most consumers pay attention to these labels?
4. When consumers talk about quality, what different aspects or criteria do they have in mind?

KEY VOCABULARY

1. Match the words with definitions.

1. quality
 2. quality control
 3. quality circle
 4. standard
 5. service
 6. customer service
 7. imitation
 8. warranty
 9. grade labels
 10. fake
- a. labels indicating the level of quality of foods
 - b. something which is a copy of an original
 - c. a service given to customers once they have made their decision to buy, including delivery, after-sales service, installation, training
 - d. what something is like or how good or bad something is
 - e. imitation, copy made for criminal purposes
 - f. the process of making sure that the quality of a product is good
 - g. a piece of work done to help someone as a duty or a favour
 - h. a group of employees in a company who meet to discuss quality controls and working practices
 - i. the usual quality or usual conditions which other things are judged against
 - j. a legal document which promises that a machine will work properly or that an item is of good quality

2. Complete these sentences with the words.

improving *excellent* *poor* *imitation* *expense*
lowering *compromise* *standard* *increase* *associate*

1. The _____ quality of the service led to many complaints.
2. One of our aims is to _____ the quality of our products.
3. The quality of the firm's products is _____, but its sales force is not large enough.
4. It was well worth the _____ to get really high-quality equipment.
5. He was caught selling _____ Rolex watches in Oxford Street.
6. We hope to achieve low prices with no _____ of quality.
7. This batch is not up to _____.
8. _____ the quality would add to costs.
9. Buyers often _____ quality with brand names.
10. Most people don't realize that there is no need to _____ quality for cost.

3. Choose the best answer to fit the gap.

1. The reason why I always buy my clothes at this store is because all the _____ they sell are of very high quality.
A) types B) species C) brands
2. Before these articles leave the factory to be forwarded to the retailer, each one is thoroughly _____.
A) looked at B) inspected C) seen
3. If for any reason customers do not like the item they have bought, they always _____ and get a refund.
A) give it back B) hold it back C) take it back
4. The great thing about this particular material is that however much you screw it up, it never _____.
A) wrinkles B) turns C) folds
5. The company insists that all their products are _____ in respect of their quality, specification and look.
A) uniform B) actual C) typical
6. Before the product is put on the market, the company must _____ whether it complies with safety standards.
A) ascertain B) calculate C) ask
7. It is absolutely essential to do some thorough _____ before you even think of putting a new product on the market.
A) revision B) research C) repeat
8. You have a _____ to the public to ensure your toy products are suitable for children to play with.
A) responsibility B) concern C) attitude
9. The job of the _____ of this particular section is to train the members to deal politely with any complaints from the public.
A) controller B) organizer C) supervisor

10. The quality of your goods and services is _____ by what your customers expect.

- A) restricted B) measured C) defined

4. Complete these sentences with the words.

competitive afford ingredient result maintain range
fake price ensure improved assurance
mass primary consumers objective enhance

1. _____ want great quality products that look good and taste good, the very highest quality.
2. A shift from _____ products, to quality products, is regarded by Hungarians as their best part of a common European market.
3. The government pledged to tighten controls to _____ only quality products were available to the public.
4. The government's overall _____ for herbal medicines is that the public should have access to a wide _____ of safe and high quality herbal remedies, with appropriate information about the product and its use.
5. Our newspaper must _____ the quality and distinctiveness of its news and current affairs output in a tough _____ environment.
6. This high-calibre research is helping our _____ producers to maintain and _____ the quality of our food and drink.
7. As markets have become much more competitive – quality has become widely regarded as a key _____ for success in business.
8. _____ and quality are obviously linked but not everyone can _____ to buy the most expensive goods.
9. The quality of Ford Motor vehicles has _____ improved markedly over the past year.
10. _____ and poor quality drugs are costing lives, scientists warn.
11. Quality control evaluates whether or not the end _____ is satisfactory.
12. Quality _____ ensures a product or service is manufactured, implemented, created, or produced in the right way.

5. Your company has asked you to draw up a list of proposals for improving quality within your organization(s). Select of the following which you feel should definitely form part of your company's new commitment to total quality. Is there anything else you might like to add?

1. Appointment of quality control inspectors for random checks on finished goods.
2. Establishment of a regular quality competition with prizes for best suggestions for improving quality and saving money.

3. Decision to seek international quality standard (e.g. ISO 9000).
4. Creation of telephone hotlines so that customers can get immediate help with problems and give immediate feedback on your products/services.
5. Introduction of a quality improvement training programme for all staff members.
6. Appointment of a top manager to have overall responsibility for the quality improvement programme.

6. Complete these sentences with the prepositions.

in at of for by with

1. We haven't had to do anything to develop this brand, 'Made in Sheffield' exists because it is a guarantee _____ quality.
2. In the UK, the name Marks and Spencer stands _____ high quality products.
3. We are known _____ high quality products.
4. Quality is judged _____ longevity of a product.
5. Much still needs to be done to improve quality _____ life.
6. Workers must take responsibility _____ for the quality of what they produce.
7. Some fashion brands have merged or tried to cut costs _____ lowering the quality of their products.
8. Everwhite has a portfolio _____ high quality products and the business potential to become a very successful company.
9. Herbal remedies which contain only natural ingredients have to comply _____ safety or quality standards.
10. In motoring, BMW is associated _____ quality and makes no bones about its being German.
11. There is a market _____ good-quality secondhand computers.
12. We specialize _____ top quality imported goods.
13. Our shop offers customers high-quality furniture _____ extremely low prices.

7. Match the parts of the sentences.

1. The basic goal of quality control is to ensure that
2. If a company has employees that don't have adequate skills or training, have trouble understanding directions, or are misinformed,
3. The goal of a quality control team is to identify products or services that
4. Quality control is concerned with the product, while
5. Quality assurance is the process of verifying or determining whether
6. Quality improvement is the process of improving all the systems and procedures within your organization so that

7. The ISO 14000 quality standards set out formally how
8. Our company has put in place quality controls at each stage of the manufacturing process to ensure that
9. Consumers are more sensitized these days to the idea that
10. Toyota is bent on becoming the top-selling car company in the world but
 - a. it's obviously finding it tough to maintain its usual standards for quality
 - b. our customers obtain the highest quality products.
 - c. the products, services, or processes provided meet specific requirements.
 - d. if you want quality you have to pay for it.
 - e. do not meet a company's specified standards of quality.
 - f. quality assurance is process-oriented.
 - g. you produce better goods or services for your customers.
 - h. quality may be severely diminished.
 - i. products or services meet or exceed customer expectations.
 - j. environmental management systems should operate.

8. Complete these sentences with the words.

track improving evaluating hand-made services
item policy sampling punctuality good
standards work packaging expectations

1. This company has a _____ that our managers should be committed to maintaining and _____ the quality of their work, and also their skills and knowledge.
2. We don't check every _____ before we send it for sale. We usually find that random _____ gives us a good idea of quality.
3. In a recent survey, Lufthansa was voted the world's favourite carrier for its _____, comfort, quality of inflight catering and of course its _____ of safety
4. We had to take the _____ away from the supplier because the quality was so bad.
5. Delivering high-quality _____ and exceeding customers' _____ have allowed us to retain several of our customers for years.
6. Managers keep _____ of the budget and the quality of the products or services they provide.
7. Basically, quality control involves _____ a product, activity, process, or service.
8. Design and high-quality _____ materials proved more effective than advertising.
9. We want our brand to be associated with _____, top-quality products.
10. Our aim is to be known for high quality, _____ design and good customer service.

9. TQM is a management philosophy in which quality is an absolute priority. Read the statements below. Fill in the spaces with a word that means the same as the word or phrase in italics below.

statistical data skills reliability strategic planning durability
customer needs training improvement collaboration culture
suppliers teams competitive advantage participation

1. Product quality is the _____, _____ serviceability and dependability of goods or services.
extent to which the user can trust the product/extent to which the product will last a long time
2. TQM is much wider philosophy than just quality control.
TQM is a concept that covers the whole process of meeting _____ .
what the buyer requires
3. TQM aims to ensure continual _____ in products and services.
better quality
4. TQM must be part of the overall _____ of the organization.
ethos and philosophy
5. TQM is essential to the _____ of the organization.
long-term policy objectives
6. Successful TQM gives businesses a _____ .
better prospects than other businesses in the same market
7. TQM uses _____ to demonstrate improvements in quality.
numerical information from research
8. TQM includes customers and _____ in setting quality objectives.
companies who sell parts or components, or services, to other companies
9. TQM recommends improvement of employees' _____ through _____ .
abilities and competence/courses
10. TQM requires good _____ and _____ in _____ at all levels of the organization.
involvement/working together/groups

READING

1. Read the text.

Responding to growing global concerns about the quality and safety of seafood, China announced that it would introduce new standards for the sector, including several measures aimed at improving product safety and guarding against the use of illegal veterinary drugs.

The Ministry of Agriculture said in a speech that the new standards would cover 100 categories, everything from breeding fish and seafood products to disease prevention and drug controls.

This year, China was hit by a wave of product safety recalls involving products from tainted toothpaste and contaminated pet food ingredients to toys coated with toxic lead paint. The Chinese seafood industry was also damaged in June after the United States blocked imports of several types of fish because a growing amount of Chinese seafood was found to contain residues of illegal veterinary drugs.

The difficulty regulating China's seafood industry is enormous. The country has more than 14 million fish farmers and thousands of seafood processors.

China is the world's largest producer and exporter of seafood, with nearly \$9 billion in exports last year. And its shipments to the United States have grown dramatically over the past decade, partly because China's low cost laborers are being used not just to produce Chinese grown seafood but to process wild caught seafood from the ocean and other parts of the world.

Experts say that the country's environmental problems are closely entwined with its seafood safety problems.

Answer the questions.

1. What would China do responding to growing global concerns about the quality and safety of seafood?
2. Why have the Chinese shipments to the United States grown dramatically over the past decade?

Complete the phrases from the text with the prepositions.

1. global concerns _____ the quality
2. standards _____ the sector
3. measures aimed _____ improving product safety
4. measures guarding _____ the use of illegal drugs
5. standards _____ the sector
6. catch seafood _____ the ocean

Match the verbs to the nouns.

- | | |
|-----------------|------------------|
| 1. to introduce | a. safety |
| 2. to block | b. drugs |
| 3. to contain | c. imports |
| 4. to produce | d. the standards |
| 5. to improve | e. seafood |

2. Read the text.

When you buy something, how do you know the quality of the product you are buying? Many people use price as a guide. If something is expensive, then it is likely to be of higher quality than something that is cheaper. Even relying on the brand is suspect in these days of brand

extension, for example where you can buy a cheap Sony hi-fi product that is significantly lower quality than a higher-priced Sony product. Pricing, generally, is a black art and is based more on what people are prepared to pay than on the actual cost of what you are selling (although, of course, you probably need to recover your costs).

Low pricing can actually damage sales, as people who might buy the product equate the low price with low quality. Quality is also signaled by other items such as external product finish and packaging. Where these visible signs are at odds with the price, then the mixed message may result in a conclusion of low quality. Price items according to the means and value expectations of your target market (this means getting a good understanding of the people who you want to buy what you are selling).

Which of these statements are true? Correct the false ones.

1. Many people don't use the price as a guide.
2. Relying on the brand is suspect in these days of brand extension
3. Pricing, generally, is a white art and is based more on what people are prepared to pay than on the actual cost of what you are selling.
4. Low pricing can actually damage sales.
5. Quality is also signaled by other items such as advertising and packaging.

Answer the questions

1. Do you use price as a guide when you buy something?
2. How can low pricing damage sales?

3. Read the text.

Due to quality problems and rising labor costs, about 20% of German companies with manufacturing operations in China plan to leave. Citing fast-climbing labor costs and pesky production quality problems, a growing number of German companies are pulling their manufacturing operations out of China. Some are searching for countries with lower wages while others are returning production to Germany. Manufacturers of high-quality goods are looking at China with a more critical eye — at least in the long-term. A dip in quality for these companies could damage their reputation.

Four years ago, Steiff, a world-famous German company that makes high-quality teddy bears, moved part of its production to China. In early July, though, the company announced it would return all manufacturing to Germany. Steiff CEO Martin Frenchen said it took six months to train workers to produce the teddy bears' complicated stitching and to meet the company's standards for quality. Despite the company's arduous efforts to produce high quality products in China, Steiff executives weren't satisfied with the end result. Following a major scandal last year in which

researchers discovered that some toys made in China were coated in toxic lead paint, the public's faith in production in the country was shaken, and Steiff decided to end its production in China.

Answer the questions.

1. Why do the German companies with manufacturing operations in China plan to leave?
2. Why are the manufacturers of high-quality goods looking at China with a critical eye?

Match the words on the left with the words on the right.

- | | |
|------------------|---------------|
| 1. manufacturing | a. efforts |
| 2. growing | b. wages |
| 3. high-quality | c. operations |
| 4. complicated | d. paint |
| 5. arduous | e. number |
| 6. major | f. faith |
| 7. toxic | g. stitching |
| 8. low | h. scandal |
| 9. public's | i. goods |

Match the verbs to the nouns.

- | | |
|---------------|------------------|
| 1. to rise | a. faith |
| 2. to damage | b. standards |
| 3. to return | c. production |
| 4. to train | d. costs |
| 5. to meet | e. a reputation |
| 6. to produce | f. manufacturing |
| 7. to shake | g. workers |
| 8. to end | h. products |

4. Read the text.

Italy has recalled from shops and supermarkets some mozzarella cheese produced near Naples which is suspected of being contaminated by toxic waste.

The Health Ministry in Rome said it was ordering the withdrawal of mozzarella produced by twenty-five different cheese companies in the Naples area, pending the results of further tests. This order has apparently satisfied European Commission authorities in Brussels, who have been threatening an embargo after several countries – including France, Japan and South Korea – halted sales of one of Italy's most famous gastronomic specialities.

Genuine mozzarella cheese – made only from buffalo milk – is produced mainly in the Naples area. It's a huge and profitable business, employing twenty-thousand people and with a turnover of nearly five-hundred-million dollars a year. The Italian authorities are engaged in a massive damage-limitation exercise after tests showed that a very small number of mozzarella producers were selling contaminated cheese. Dioxin, which can cause cancer, was detected in quantities above those permitted by EC rules.

Mozzarella producers have been panicking after a drastic fall in sales this year. A deputy health minister scoffed down huge slices of mozzarella at a news conference in Rome organized earlier this week to publicize what the authorities claim is the minimal danger to public health from this latest food scare.

Which of these statements are true? Correct the false ones.

1. The Health Ministry in Rome said it was ordering the withdrawal of mozzarella produced by twenty-six different cheese companies in the Naples area.
2. Genuine mozzarella cheese – made only from cow milk – is produced mainly in the Naples area.
3. Mozzarella producers have been panicking after a drastic increase in sales this year.

Find the words and expressions in the text which mean the following.

1. taking out, removing, recall
2. while waiting for what more tests will show
3. stopped selling
4. business that brings a lot of money even after paying the costs of production and selling
5. the amount of business that a company does in a period of time (in this case, a year)
6. containing unwanted, harmful substances
7. found, discovered
8. a lot less cheese has been selling
9. ate quickly and eagerly

VOCABULARY DEVELOPMENT

1. Read the text and fill each of the numbered gaps with one of the words listed.

management *change* *directions* *efforts* *outcome*
quality *industrial* *producing*

After World War II, Japan had a reputation for 1)_____ poorly made products. In order to bring about 2)_____, Japanese business leaders hired Dr. W. Edwards Deming, an American 3)_____ consultant. Deming promised that if they followed his 4)_____, they could achieve the desired 5)_____ in five years.

The system he implemented came to be known as TQM — total 6)_____ management. Deming is now known as the father of the Japanese postwar 7)_____ revival.

For his 8)_____, he was awarded the Second Order of the Sacred Treasure by Emperor Hirohito in 1960.

2. Read the text and fill each of the numbered gaps with one of the words listed.

investment blow suspect manufactured
recalls consumable replace laced pharmaceutical
personal drop packaged rebounded

Brand integrity is based at least on product quality. If the quality of a product is 1)_____ – and worse, if it is recalled – it creates a nightmare like no other.

It's nothing new. One of the more notorious product 2)_____ involving a widely recognized 3)_____ brand was the case of Tylenol. In 1982, several people died after taking Tylenol 4)_____ with cyanide. It was discovered that the Tylenol was tampered with—but as a result of the news, Tylenol, then Johnson & Johnson's best selling 5)_____ product, saw its market share 6)_____ from about 37 per cent to 7 per cent.

But it wasn't a fatal 7)_____ to the brand. Johnson & Johnson pulled all 31 million bottles of Tylenol from store shelves, created a new tamper-proof bottle, and even offered to 8)_____ for free consumers' existing Tylenol with the safely 9)_____ product. It cost Johnson & Johnson well over US\$ 100 million, but the 10)_____ paid off. Consumer confidence recovered and, one year later, Tylenol's market share 11)_____ to 30 percent.

Mattel toys forced to recall nearly 20 million toys 12)_____ in China because of lead paint that could be toxic and small magnets that could be dislodged. The company's CEO stepped in and took 13)_____ responsibility.

Answer the questions.

1. What is the base of brand integrity?
2. How can the company prevent its products to be recalled?

Match the words on the left with the words on the right.

1. brand a. share

- | | |
|---------------|-------------------|
| 2. product | b. responsibility |
| 3. market | c. confidence |
| 4. consumable | d. recall |
| 5. fatal | e. integrity |
| 6. store | f. blow |
| 7. consumer | g. brand |
| 8. personal | h. shelves |

3. Read the text below and decide which of answer (A, B or C) best fits each gap.

As factory production processes have improved (particularly in Asia) over the last couple of decades, so has the ability to efficiently 1) _____ imitation branded products. A knockoff Chanel or Louis Vuitton item could be so uncannily close to the real deal that only an 2) _____ representative of the company can tell the difference.

While much of the public is 3) _____ of the fraudulent fashion items, few may know how pervasive counterfeit branded products are in their lives. 4) _____ items infiltrate industries including music and entertainment, electronics, household products, cigarettes and tobacco, food and liquor, (legal) drugs and medical supplies, and industrial goods.

As of October 2006, however, the European Union reports that China remains the 5) _____ counterfeiting nation, and claims that the country's local authorities do little to reign in the practices.

While many consumers may not recognize a fake from 6) _____ product nor purchase a fake intentionally, there are many others worldwide who are far from innocent dupes. They knowingly—and in some cases, proudly—purchase counterfeits on-street locations.

Food, beverage, and particularly pharmaceutical 7) _____ can pose extreme health 8) _____ to a (sometimes) gullible public.

Aside from funding 9) _____ activity and the original brand losing sales, piracy also results in municipalities losing tax 10) _____. According to the New York City Police Foundation, an estimated \$1 billion in New York City alone is lost in tax revenue from counterfeit purchases—money that would otherwise benefit the city's community.

- | | | |
|---------------------|--------------|-----------------|
| 1. A) produce | B) create | C) make |
| 2. A) sole | B) local | C) authorized |
| 3. A) aware | B) familiar | C) responsible |
| 4. A) valuable | B) main | C) pirated |
| 5. A) bottom | B) high | C) top |
| 6. A) a quality | B) a true | C) an authentic |
| 7. A) reproductions | B) forgeries | C) fakes |
| 8. A) risks | B) danger | C) threat |

9. A) lawless B) vicious C) criminal
 10. A) amount B) profit C) revenue

4. Read the text and fill each of the numbered gaps with one of the words listed.

*occurred legislation dropping stressed fake illegal
 survey estimates cottage consumed taking mushroomed
 passed widespread estimated combating annual*

The world-wide use of 1)_____ drugs has increased because they are so easy to make and sell cheaply, says the World Health Organization. The WHO 2)_____ up to 25% of medicines 3)_____ in developing nations are counterfeit or substandard. The problem is also 4)_____ in richer countries, according to the WHO. WHO director general Dr Lee Jong-wook said: “5)_____ low quality or 6)_____ medicines is now very important”. The US Food and Drug Administration 7)_____ that fake drugs alone comprise more than 10% of the global medicine market – generating 8)_____ sales of more than \$3bn. A WHO 9)_____ between January 1999 and October 2000 found that 60% of fake medicine cases 10)_____ in developing countries. Daniela Bagozzi, a WHO spokeswoman, said: “The problem is growing worldwide due to the 11)_____ of trade barriers.” She also 12)_____ how easy it was to produce fake medicines. In some instances flour has been put into capsules and 13)_____ off as medicine. The WHO believes that the manufacture of fake medicines is largely a 14)_____ industry, with most production 15)_____ place in people's backyard rather than in large warehouses. It said the problem had 16)_____ in part due to a lack of deterrent 17)_____ in many countries.

5. Read the text and fill each of the numbered gaps with one of the words listed.

*perception coupled take threat superior
 ranges competition laughable appealing reinvent tough
 parent edging position counts effort electronics*

Ten years ago Samsung was seen as a low-quality brand in a 1)_____ consumer electronic industry. Today the brand's 2)_____ company, Samsung Group, is the number one business group in South Korea 3)_____ out Hyundai Group. Total sales for 2002 were reported at won 146,052 billion (US\$ 116.8B; €110.4B).

As South Korea's top electronics company, Samsung Electronics is the third largest 4)_____ maker in the world behind number one Sony and number two Matsushita – which 5)_____ Panasonic, Quasar, and JVC in

its brand portfolio. In spite of its strong 6)_____ globally, what's extraordinary about Samsung Electronics is the way it has managed to 7)_____ itself as a brand of quality despite decades of consumer 8)_____ that it manufactured low-end, cheap knockoffs. Today, consumers appear to 9)_____ Samsung seriously as a quality brand of VCRs and TVs, and even consider it a 10)_____ brand in areas like mobile phones where it competes with Nokia, Motorola and Sony-Ericsson.

Certainly making a more 11)_____ quality product is one way to change perception, but Samsung has 12)_____ this with a consistent and highly visible marketing and PR 13)_____. Just ten years ago, it would have been 14)_____ to suggest that Samsung might pose a 15)_____ to huge brands like Sony. Even now, although Samsung may be a stronger name in certain product 16)_____ or regions of the world, it still faces strong 17)_____ (which differs depending on business area)

6. Read the text and fill each of the numbered gaps with one of the words listed.

*accused defects plagued loss cash recalled rescue
eligible slide catch result worldwide scandals parent*

Mitsubishi Motors has been 1)_____ by quality problems, which now mean more than 500,000 Mitsubishi Fuso trucks and buses will have to be 2)_____. Over 1.3 million vehicles in Japan are 3)_____ for the free inspection. Overall, the group is now seeing sales 4)_____. Mitsubishi's woes are largely the 5)_____ of a series of quality 6)_____. The latest saw a Pajero sports utility vehicle 7)_____ fire and burn to ashes on a mountain road in southern Japan less than a week ago. Not only have multiple 8)_____ caused massive recalls, totaling almost 350,000 passenger cars 9)_____, but management stands 10)_____ of covering up the flaw.

The only one of Japan's major carmakers to be making a 11)_____, Mitsubishi's troubles are causing pain for 12)_____ DaimlerChrysler, which owns 65% of the group. DaimlerChrysler refused to provide 13)_____ to bail out Mitsubishi earlier this year, forcing it to turn to its banks for a 550bn yen 14)_____ package.

7. Read the text and fill each of the numbered gaps with one of the words listed.

*investigated faulty prevented rise injured gripes
costs delay issues changes recalled aspects
design range reputation authorities contributor*

Toyota may have to 1)_____ the roll-out of some new models while it resolves quality control 2)_____ that have seen more than a million cars

3)_____. President Katsuaki Watanabe said the firm was looking at all 4)_____ of car development, from manufacturing and 5)_____ to dealing with customer 6)_____. A report in the Wall Street Journal said the 7)_____ could delay some new models by up to six months. Toyota has recalled some 1.5 million cars in Japan and the US this year.

On Friday, 8)_____ in China announced that Toyota would recall 20,000 cars due to a 9)_____ rubber seal used to fix the windscreen. Three of the company's executives are being 10)_____ by Japanese prosecutors over claims they delayed a car recall that may have 11)_____ a subsequent road accident that 12)_____ a couple and three young children. Car manufacturers are increasingly trying to cut 13)_____ by using the same components across a 14)_____ of models, but this has led to a 15)_____ in the number of recalls. Toyota has built up a 16)_____ for reliability in many world markets, a key 17)_____ to its success as it looks to overtake General Motors as the world's biggest carmaker.

8. Read the text and fill each of the numbered gaps with one of the words listed.

*confidence covers contents convey management good
certification level presence nationally proof reduce certified
awareness attached expect confident give represents*

If you do something well it's always nice to have objective 1)_____. That's why companies like to get 2)_____ for particular standards – everything from the well-known ISO 9000 for quality 3)_____ to ISO 13386 for hydraulic braking systems in road vehicles.

It is amazing how much three letters can 4)_____. Most people may have never heard of the International Organization for Standardization, but when they see ISO 5)_____ to a product or company, they feel more 6)_____. They 7)_____ things to be up to standard — nothing shoddy and no cowboy service. These three letters consistently 8)_____ customers a feeling of 9)_____, even though most of them have no idea about the actual 10)_____ of any given standard. But standards are 11)_____, and that's all they need to know.

There are six major 12)_____ bodies with an international 13)_____, which compete at a global 14)_____, along with hundreds of smaller organizations that tend to work more 15)_____. The aim of the EU Eco-label is to 16)_____ environmental impacts of products and increase the environmental 17)_____ of consumers. The scheme 18)_____ 23 product groups, and around 290 companies have obtained the label, providing more than 2000 products and services. The label currently 19)_____ some 400 million articles sold, worth around €700 million (almost US\$ 834 million) of sales per year.

GRAMMAR

Infinitive and –ing forms

The infinitive and –ing forms of verbs are very common in English and can act as subjects, objects and complements of verbs.

Tenses of the Infinitive		
	Active Voice	Passive Voice
Present	(to) offer	(to) be offered
Pres. Cont.	(to) be offering	----
Perfect	(to) have offered	(to) have been offered
Perf. Cont.	(to) have been offering	-----

Tenses of the -ing form		
	Active Voice	Passive Voice
Present	Offering	being offered
Pres. Cont.	-----	-----
Perfect	having offered	having been offered
Perf. Cont.	-----	-----

The Present Infinitive refers to the present or future. *I'd like to go for a walk.*

The Present Continuous Infinitive is used with appear, claim, seem, pretend must, can't, happen, should, would etc to describe an action happening now. *He must be working in the garden now.*

The Perfect Infinitive is used with appear, happen, pretend, seem etc to show that the action of the infinitive happened before the action of the verb. *He claims to have met the Queen.* (First he met the Queen, then he claimed he had met her). It is also used with modal verbs should, would etc.

The Perfect Continuous Infinitive is used with appear, seem, pretend etc to put emphasis on the duration of the action of the infinitive, which happened before the action of the verb. *She looks tired. She seems to have been working all morning.* It is also used with modal verbs.

The Present Gerund (-ing form) refers to the present or future. *She enjoys dancing.*

The Perfect Gerund (-ing form) shows that the action of the gerund has happened before the action of the verb. We can use the Present Gerund instead of the Perfect Gerund without a difference in meaning. *He denied having stolen the money.*

Infinitive is used:

- to express purpose

*The purpose of this proposal is **to examine** the feasibility of sponsoring an arts festival.*

- after certain **verbs: afford, agree, aim, appear, arrange, ask, attempt, care, choose, consent, decide, demand, expect, fail, fight, forget, guarantee, happen, help, hesitate, hope, intend, manage, need, neglect, offer, pause, plan, prepare, pretend, promise, propose, prove, refuse, seem, tend, threaten, trouble, try, undertake, want, wish.**

Don't hesitate to contact me if you require assistance.

He promised to help us with the report.

- after **too** and **enough**

He's too young to run the company.

There isn't enough money to buy food.

- after **adjectives** which describe feelings, express willingness and refer to person's character: **able/unable, afraid, anxious, ashamed, bound, careful, certain, crazy, curious, difficult, due, eager, fit, happy, impossible, likely, lucky, pleased, right, shocked, sure, surprised, welcome**

They were eager to accept our sponsorship.

He's certain to make accurate long term plans.

- after certain **verbs+object: advise, allow, ask, cause, command, compel, enable, encourage, expect, forbid, force, get, help, instruct, invite, lead, leave, oblige, order, permit, persuade, recommend, remind, request, teach, tell, tempt, train, trust, urge, use, warn**

I urge you to think carefully about the content.

- after **nouns: attempt, bid, decision, desire, incentive, need, nuisance, opportunity, place, pleasure, reason, time, wish**

She's finally made a decision to leave.

The -ing forms of verbs are used:

- after certain verbs: **admit, appreciate, avoid, burst out, can't help, consider, defer, delay, deny, detest, dislike, enjoy, escape, excuse, face, fancy, feel like, finish, give up, imagine, involve, justify, keen on, mention, mind, miss, postpone, practice, prevent, put off, recall, recommend, resent, resist, risk, risk, save, suggest, tolerate, understand**

Can you imagine setting up a business.

They postponed launching their special offer.

- after the verbs: **attempt, begin, bother, can't bear, can't stand, cease, continue, deserve, fear, hate, intend, like (=enjoy), love, prefer, start**. These verbs can be followed by gerund or an infinitive, with no difference in meaning

I can't stand to meet him.

- after while, after, before and when

After completing his MBA, he got a job in a bank.

When implementing a new project, it's important to keep to budget

- after prepositions

They are looking into expanding their operations in the Middle East.

- as a subject or object of a sentence

Financing the arts is an expensive form of publicity.

They fixed breaking into the Japanese market as their main objective.

- after certain expressions: **be/get used to, have difficulty, it's no good, it's no use, it's not worth, look forward to, object to, there's no point**

It's no good trying to sell it now.

1. Complete these sentences using the correct form of the verbs in brackets (infinitive or -ing form.

1. _____(go) into business involves _____(take) a certain amount of risk.
2. That production method is not cost-effective enough_____(continue) with; we risk _____(go) bankrupt unless we modify it.
3. He was quick_____(spot) the mistake in the accounts, and without even_____(run) them through the computer.
4. _____(discourage) their workers from _____(go) on strike, Fendara has been threatening_____(close) its Italian operation.
5. Do you happen _____(know) if Mr Woodward is considering_____(visit) Poland during his European trip?
6. Could you arrange_____(hold) the meeting after _____(complete) the proposal?

2. Choose the best word(s) to complete these sentences.

1. *To visit/visiting* foreign countries is one of the perks of business.
2. It would take a lifetime *to visit/visiting* them all.
3. I'd like *seeing/to see* all the sights in you town.
4. I tried *going/to go* and see the museum, but it was closed.
5. *Driving/to drive* all day is very tiring.
6. He went to the shop *buying/to buy* some souvenirs.
7. He drove there without *to stop/stopping* once.
8. We stopped on the way *to have/having* something to eat.
9. Would you like *visiting/to visit* the old town?
10. I've finished *to write/writing* the report.

3. Complete the sentences using the correct form (-ing form or infinitive) of the word in brackets.

1. _____ (achieve) results is all my boss cares about.
2. It's important ____ (present) a professional image of the company and its brands.
3. I look forward to ____ (work) with you on the new campaign.
4. My agent made me _____ (publicise) the new Holly Bank soap range, although I can't stand it.
5. I've persuaded two local celebrities _____ (attend) the launch.
6. Can you ask Sam about _____ (set) up the stand?
7. I'm slowly realizing that _____ (target) the right people isn't going to be easy.
8. You'll need ____ (liaise) with the manager over the in-store displays.
9. Unfortunately, _____ (cancel) the launch has cost us far more than we'd anticipated.
10. I'm looking forward to _____ (see) you.

4. Complete the sentences using the correct form (-ing form or infinitive) of the word in brackets.

1. You don't need a calculator _____ (do) simple addition.
2. It is up to the administration _____ (solve) the problem, not the government.
3. Fast _____ (type) is an advantage in a secretary.
4. The company has asked an advertising agent _____ (prepare) a presentation.
5. They are unlikely _____ (ban) the advert.
6. _____ (own) a business offers an opportunity to earn a good living.
7. The best way _____ (escape) from a problem is to solve it.
8. It's never too early or too late _____ (develop) leadership qualities.
9. Federal Express was starting _____ (grow) its business in the 1970s.

10. FedEx tends _____ (take) a humorous approach to advertising.
11. Junior members of staff are not allowed ____ (use) the chairman's lift.
12. The company allows all members of staff _____ (take) six days' holiday at Christmas.
13. Her job is _____ (produce) a regular sales analysis.
14. He finds it difficult _____ (cover) all his area in a week.
15. We spent hours _____ (argue) with the managing director about the site for the new factory.
16. They asked for more time _____ (repay) the loan.
17. The company made an attempt _____ (break) into the American market.
18. He has no authority _____ (act) on our behalf.
19. My aim is to avoid _____ (pay) too much tax.
20. The company is struggling _____ (avoid) bankruptcy.
21. The company has banned _____ (drink) on company premises.
22. She asked for a bank advance _____ (start) her business.
23. We have three people _____ (work) on a freelance basis
24. It was her reputation as a high achiever that made us _____ (think) of headhunting her.

5. Rewrite the sentences using the infinitive of purpose.

Example: I went to the mall because I needed a new coat.

I went to the mall to buy a new coat.

1. She wanted some fresh air, so she opened the window.
She opened...
2. I'm going to New York next week because I have a friend who lives there.
I'm going to New York...
3. I needed some medicine, so I went to the chemist's.
I went...
4. I wanted to find the correct spelling of the word, so I looked in the dictionary.
I looked..
5. These large pots are used for storing water.
These large pots...
6. I didn't want the milk to go bad, so I put it in the fridge.
I put...
7. John had to tell Keiko about the party, so he called her.
John called...
8. I didn't know what to get my sister for her birthday, so I called her husband.
I called my sister's...

9. I'm going to university. My chosen subject is history.
I'm going...
10. I've always wanted to see the pyramids, and I'm going to Egypt next month!
I'm going...

6. Choose the correct answer.

1. I remember _____ France when I was young.
A) visit B) to visit C) visiting
2. He stopped _____ three years ago.
A) smoke B) to smoke C) smoking
3. He has _____ all his money. Now he's broke
A) spend B) to spend C) spending
4. When I was a child, I would _____ cartoons on TV every Saturday morning.
A) watch B) to watch C) watching
5. I'm sorry, I forgot _____ the homework. I'll give it to you tomorrow, I promise.
A) do B) to do C) doing
6. I like living abroad, but I miss _____ my own language.
A) speak B) to speak C) speaking

SKILLS

Telephone complaints

Useful language

Complaining

Making the complaint

I'm ringing to complain about...

I'm sorry, but I'm not satisfied with...

Unfortunately, there's a problem with...

I'm a bit disappointed with your latest clothing shipment.

We received your dispatch today and we're not very happy with it.

Explaining the problem

The CD player doesn't work.

There seems to be a problem with...

We haven't received the...

Demanding action

I'd like to know what you're going to do about it.

What do you propose to do about this?

Insisting

It really isn't good enough.

I'd like to know why...

Threatening

If you don't replace the product, I'll complain to the manager.

If you can't offer deliver on time, we'll have to contact other suppliers.

Dealing with complaints**Showing understanding**

Oh dear! Sorry to hear that.

Mmm, I see what you mean.

I'm sorry about the problem/delay.

Reassuring the customer

I'm sorry to hear that. What exactly is the problem?

It's certainly not the policy here to dispatch the wrong goods.

This has never happened before.

Getting the facts

Could you give me some details, please?

What happened exactly?

What's problem exactly?

Making excuses/ denying responsibility

It's not our policy to replace items.

It's not our fault that it hasn't arrived.

I'm afraid that's not quite right.

Promising action

OK, I'll look into it right away.

I'll check the details and get back to you.

I'll look into it immediately.

I assure you that we will rectify the situation as quickly as we can.

I'll attend to the matter personally.

I'll get back to you before the end of the day.

1. Read the text and fill each of the numbered gaps with one of the words listed.

overcharged appreciate know wrong dispatch mistakes
happy sorry attend look hope expect assure fax
disappointed quantity received hear get exactly

A: Mr House

B: Hello, Mr House, this is Tony Clarke of Sydney Fashions

A: Ah, Mr Clarke.

B: Well, I'm a bit 1) _____ with your latest clothing shipment actually, Mr House. We 2) _____ your dispatch today and we're not very 3) _____ with it.

A: Oh? I'm sorry to 4) _____ that. What 5) _____ is the problem?

B: Well, on Model A the 6) _____ is wrong, on Model B the colour is 7) _____, on Model C the size is wrong, and on Model D you've 8) _____ us. I'd like to 9) _____ what you're going to do about it.

A: Well, it's certainly not the policy here to 10) _____ the wrong goods or to make 11) _____ with prices Mr Clarke I'm very 12) _____ about this. I'll 13) _____ into it immediately.

B: Yes, I should 14) _____ so. It's really not good enough.

A: I 15) _____ you that we will rectify the situation as quickly as we can. I'll 16) _____ to the matter personally, if you would be kind enough to 17) _____ me the details.

B: I'd 18) _____ that. When can I 19) _____ to hear from you?

A: I'll 20) _____ back to you before the end of the day.

UNIT 11 ETHICS

STARTING UP

1. Answer the questions.

1. Why are ethics important in business?
2. Which act of wrongdoing do you think is the most serious?
Which do you think is the least serious?
3. Do you know of any companies that are famous for their ethical behavior?
4. Businesses have a set of moral principles that they follow. In what ways can a business behave ethically towards its employees?
5. What is the difference between personal and business ethics?
6. Describe some of the ways that unethical business practices can affect a business. What is the relationship between illegal behaviors of business and unethical behaviors of business?

KEY VOCABULARY

1. Match the words to their definitions.

1. ethics
 2. business ethics
 3. bribery
 4. code of ethic
 5. corruption
 6. double standard
 7. conflict of interest
 8. insider dealing
 9. embezzlement
 10. market rigging
 11. ethical issues
- a. areas where choices have to be made about right and wrong behaviour
 - b. a type of fraud where someone illegally gets money from their employer
 - c. rules based on moral principles about how businesses and employees ought to conduct themselves.
 - d. a set of guidelines for maintaining ethics in the workplace.
 - e. someone buys or sells securities using information that is not publicly available
 - f. dishonest, illegal or immoral behavior, especially from someone with power
 - g. a conflict between self-interest and professional obligation
 - h. dishonestly giving money to someone in order to persuade them to

do something that will help you.

- i. the set of moral principles by which people conduct themselves personally, socially or professionally
- j. a group of investors work together to stop a financial market functioning as it should, to gain an advantage for themselves
- k. a rule, principle that is unfair because treats one group or type of people more severely than another in the same situation

2. Read the text and fill each of the numbered gaps with one of the words listed.

corrupt backhander corruption bribe kickback bribery

An illegal payment to persuade someone to do something is a 1)_____, or informally a 2)_____ or 3)_____. To bribe someone is 4)_____. Someone who receives bribes is 5)_____ and involved in 6)_____. This is informally known as sleaze, especially in politics.

3. Complete the sentences with the words or word partnerships.

*ethical standards ethical principles business environment
business ethics bribery professionals business practices
business organization code of ethics right and wrong*

- 1. Different cultures, businesses and industries have different_____.
- 2. _____ occurs when gifts, money or favors are offered to encourage a business deal.
- 3. Making even minor decision based on what's _____ challenges us at a very deep level, because it forces us to look at the ethical standards we learned in childhood from our culture in general and our family in particular.
- 4. Most businesses follow their own_____.
- 5. Many unethical _____ are against the law.
- 6. Ethics in business are about distinguishing between the right and the wrong and adhering to the_____.
- 7. Following _____ will quite certainly improve your business in more ways than you can imagine, and make it a very long-lasting and fruitful one.
- 8. Business ethics examines the ethical principles and problem that may arise in the_____.
- 9. Business ethics helps the _____ to stand on the strong pillars of integrity, fairness and trust.
- 10. Experts in business management have urged management _____ to adhere to ethics and accept it as a part of business.

4. Choose the correct answer to fit the gap.

1. The minister was dismissed for _____ a bribe.
A) taking B) gaining C) obtaining
2. They accused him of _____ practices.
A) corrupt B) corruption C) corruptibility
3. She resigned over an issue of _____ ethics.
A) personal B) personnel C) private
4. There should be a _____ of business ethics which indicates how clients are to be served.
A) code B) system C) scheme
5. We follow a very clear _____ of conduct when we choose stocks.
A) note B) list C) code
6. We only invest in companies that are socially _____ so we don't put money into tobacco companies or arms manufacturers.
A) spectacular B) responsible C) interested
7. We invest in some companies that make their products in countries where labour is cheaper, and we make sure that they don't _____ their workers.
A) export B) employ C) exploit
8. Some expensive, famous brand clothing is made in _____. Where people work long hours for very low wages.
A) sweatshops B) sweatshirts C) sweetshops
9. They thought the minister was involved _____ corruption.
A) at B) in C) on
10. Most businesses are committed _____ providing safe products, creating jobs, treating their employees fairly and being truthful about their financial situation.
A) to B) in C) with

5. Complete these sentences with the words.

*bribery component money ethically corruption
embezzling consequences unethically issues unethical*

1. He was arrested on suspicion of accepting _____.
2. He was involved in a _____ scandal.
3. In some cases ethical standards may be the _____ of religious laws.
4. We expect everyone in this company to behave _____.
5. We regularly discuss ethical _____ with managers and workers.
6. He was sent to prison for six months for _____ his client's money.
7. She had embezzled a lot of _____ by falsifying the accounts.
8. A company is behaving _____ if it pollutes the environment
9. Working conditions are very poor; the organization "Ethics in Business" blames the _____ employers and agencies that exploit the workers.

10. A vigilant and a prudent use of resources is an essential _____ of ethics in business.

6. Read the text and fill each of the numbered gaps with one of the words or word partnerships listed.

independent expert *exploit* *sweatshop labor*
racial discrimination *socially responsible*

Our company wants to be 1) _____ and behave ethically. We don't run plants directly: we buy trainers from plants in Asia. We often visit the plants to check that they don't 2) _____ workers by underpaying them or making them work long hours: 3) _____. In management in the US, we have an affirmative action program to avoid 4) _____. Every year, we ask an 5) _____ to do a "social performance audit" to see how we are doing in these areas.

7. Choose the correct answer to fit the gap.

1. We are faced _____ ethical dilemmas all the time both at work and at home.
A) with B) in C) at
2. A gang _____ millions of banknotes in a garage.
A) faked B) counterfeited C) made
3. We found \$10 million in _____ notes.
A) counterfeited B) counterfeit C) faked
4. _____ luxury goods like Rolex watches was a problem, but we're working hard to close workshops where they are made.
A) counterfeiting B) forgery C) faking
5. There used to be a lot of _____ demanding "protecting money" from businesses.
A) racketeers B) racketers C) raketeers
6. Money _____, hiding the illegal origin of money, is common – gangsters buy property with money from drugs.
A) rigging B) dealing C) laundering
7. _____ walls are measures that you can take to stop knowledge in one department of your company being illegally used by another department, to buy or sell shares for example.
A) British B) American C) Chinese
8. _____ actions are not criminal but they are morally wrong.
A) unethical B) unethically C) ethical
9. Some organizations have a code of _____ where they say what their managers' and employees' behavior should be, to try to prevent them behaving unethically.
A) ethic B) ethics C) behavior

8. Answer the questions using the following words and expressions.

sleaze kickbacks price fixing sweeteners
insider trading backhanders
marketing rigging bribes corruption insider dealing

1. Two ferry companies with ferries on the same route secretly meet in order to decide the prices they will charge next summer. What are they guilty of?
2. A company that wants to keep its share price high makes secret payment to investors who buy its shares. What are the company and the investors guilty of?
3. A rich businessman lends \$1 million to a politician so that he can buy a house. The politician pays no interest on the loan and does not mention it when asked to give a complete account of his finances. Which word, used especially about politicians, do people use to talk about this?
4. Specialists in one department of a financial institution are advising Company X on a merger with another company. In another department of the financial institution, traders hear about this and buy large numbers of company X's shares. What are they guilty of? (2 expressions)
5. A company selling weapons to a foreign government makes secret payment to politicians who make decisions on which companies to buy arms from. What could these payments be called? (4 expressions) What is the company and the government guilty of?

9. Match the ethical issue with an example.

1. workers' rights
2. corruption
3. computer data protection
4. codes of conduct
5. company 'perks'
6. consumer safety
7. discrimination
8. environmental protection
9. operating a cartel
 - a. agreeing to set high prices with a competitor
 - b. not giving a job to someone because they are of a different ethnic origin
 - c. marketing a dangerous product
 - d. secretly giving money to a business partner to get a favour from him/her
 - e. putting dangerous chemicals into a river
 - f. making staff work very long hours
 - g. stealing secrets from a computer network
 - h. giving some employees special benefits
 - i. getting drunk at lunchtime

10. Decide which of the alternatives (A-F) each speaker is talking about.

A price fixing

B insider trading

C money laundering

D counterfeiting

E bribery

F embezzlement

1. They used the profits from selling drugs to buy houses and land in Europe.
2. He moved £200 from the company account to his own bank account every week for year.
3. Net Rail and West Trains secretly agreed to charge the same fares on their busiest routes.
4. The \$ 100 note was so good it was almost impossible to tell it from a real one.
5. They offered him \$20000 to give the contract to them and not their rivals.
6. The CEO was arrest because she sold all her shares just before the price plummeted.

READING

1. Read the text.

The US government has opened a criminal investigation into the bankruptcy of Enron, the huge gas trading company. A number of other investigations have already started, and civil lawsuits have been brought against the company involving alleged insider trading.

Enron's financial structure was certainly labyrinthine. The question is – was it rotten to the core? The criminal investigation will seek to find out. The company's collapse and bankruptcy – the biggest ever in the United States – came about after confidence in the gas trader plunged, when news emerged about its huge debts. The criminal inquiry may well cover the territory of some civil lawsuits brought against Enron, which allege some of the top managers kept a billion dollars of liabilities from public knowledge. It's also claimed some of the management sold their own shares in the company when the share price was high, even though they knew about the extra liabilities waiting in the wings. The lawyers bringing these cases say that amounts to insider trading, driven by false and misleading financial statements.

The criminal case may centre on three so-called “partnerships” which didn't appear in the company's accounts books. These, it's alleged, were set

up by some of Enron's top executives, to offset risk, something that would normally be done using a third-party with no connection to the company. It's claimed the Enron managers were effectively hiding the extra billion dollars of liabilities, using these partnerships.

There are other investigations going on; four by Congress, one by the financial regulator, the Securities and Exchange Commission and one by the Labor Department, which is examining how the company's pension fund invested more than half its money in Enron's own shares. The employees couldn't sell the holdings and retirement accounts when the share price fell and the pension fund has been badly damaged.

Answer the questions

1. Why has the US government opened a criminal investigation into the bankruptcy of Enron?
2. What will the criminal investigation seek to find out?

Match the words on the left with the words on the right.

- | | |
|----------------|------------------|
| 1. criminal | a. statements |
| 2. trading | b. fund |
| 3. civil | c. books |
| 4. insider | d. inquiry |
| 5. huge | e. company |
| 6. criminal | f. accounts |
| 7. misleading | g. trading |
| 8. accounts | h. investigation |
| 9. pension | i. debts |
| 10. retirement | j. lawsuit |

Find the words and expressions in the text which mean the following.

1. complicated, difficult to use
2. completely corrupt
3. people suddenly stopped buying shares in Enron
4. to include the same issues
5. the general public was deliberately not told about it
6. about to happen
7. buying and selling shares based on information that is not made public, which is often illegal
8. to focus on
9. to reduce the effect of something
10. happening

2. Read the text.

Following a lawsuit by American authorities the big British drug company GlaxoSmithKline has agreed to pay a 2.5 million dollar penalty. It has also agreed to change its ways by publishing all tests results, even if they are negative.

Glaxo was accused of not publicising the results of tests on one of its anti-depressants – results which seemed to indicate that the drug might increase the suicidal tendencies in some depressed children who took it. The Attorney-General of New York sued Glaxo and the company has now agreed to publish all test results so doctors have full information before prescribing. It denies doing anything wrong but has also agreed to pay the financial penalty.

The pharmaceuticals industry in general has been accused of only wanting to give full publicity to drug-test results that help sales. The New York Attorney-General's office said Glaxo would now become the industry's standard.

Answer the questions.

1. Why should the big British drug company GlaxoSmithKline pay a 2.5 million dollar penalty?
2. What was the Glaxo accused of?

Match the words on the left with the words on the right.

- | | |
|----------------|-------------------|
| 1. to follow | a. drugs |
| 2. to pay | b. a standard |
| 3. to publish | c. sales |
| 4. to increase | d. a lawsuit |
| 5. to take | e. the penalty |
| 6. to help | f. publicity |
| 7. to become | g. the result |
| 8. to give | h. the tendencies |

Find the words and expressions in the text which mean the following.

1. making all the results widely known and available to the public
2. to show
3. taken to the court to make them pay money for the harm their actions are said to have caused
4. companies which make drugs and other medicines for sale
5. an example of the level of quality, service and behavior that all pharmaceutical companies must now reach

3. Read the text.

Judges in France have issued preliminary charges against Noel Forgeard, the former chief executive of Europe's largest aerospace group, EADS, which is also the parent company of Airbus, on allegations of insider trading.

While at the helm of EADS, Noel Forgeard is alleged to have sold shares in the group totalling over \$6.5m. A few months later, in June 2006, Airbus, whose parent company is EADS, announced that its much-heralded A380 superjumbo faced serious production delays.

Concerns were soon raised at the French financial watchdog, the AMF, which claimed massive insider trading.

After almost 36 hours of questioning, Mr Forgeard has been issued with preliminary charges. They don't necessarily lead to a trial, but are only handed down if there are firm grounds to believe a suspect's involvement in a crime.

Find the words and expressions in the text which mean the following.

1. officially controlling/directing, in charge of
2. you say that someone has done something wrong but you can't prove it with facts
3. praised and welcomed publicly on many occasions
4. an organization responsible for making sure that companies maintain certain standards and do not act illegally
5. the illegal buying and selling of company shares on a very large scale by people who have special information
6. accusations that are not yet final
7. definitely result in
8. announced (used when talking about official decisions, often about how someone should be punished)
9. strong reason

Which of these statements are true? Correct the false ones.

1. Judges in France have issued preliminary charges against Noel Forgeard.
2. While at the helm of EADS, Noel Forgeard is alleged to have sold shares in the group totaling over \$6.6m.
3. Concerns weren't soon raised at the French financial watchdog, the AMF, which claimed massive insider trading.

4 Read the text.

Two well known North American companies, Ford and Firestone, have each accused the other's products of causing crashes. Firestone, the tyre

maker, wants the American government to investigate Ford's vehicles. Stephen Evans reports from New York.

Ford and Firestone, two American corporate legends, have already severed their links, which go back nearly a century since Harvey Firestone sold his first tyre to Henry Ford. Now they're going for each other's jugular over why Explorers, Ford's best-selling four-by-four sports off-road vehicle, have toppled over when tyres blow out. Ford says it's the tyres; Firestone's now blasted back with a report on the Explorer done at Ohio State University. The engineers there tried different makes of vehicle with different makes of tyres and concluded, as they put it, it's a vehicle problem, not a tyre problem.

The engineers say it's harder for the driver of an Explorer to keep control if a tyre bursts. In such a sudden situation, the engineers conclude, the vehicle turns more sharply than the driver intends as he tries to steer out of the accident. Firestone's now taken the gloves off in its fight by asking the American government to investigate the vehicle. Ford replied to the Firestone report by saying that what it called the 'real world data' showed the Explorer was one of the safest vehicles on the road. It's also started a big advertising campaign this week. Both companies are fighting for their corporate reputations -- and in this business, where safety's involved, reputations add up to billions of dollars in sales.

Find the words and expressions in the text which mean the following

1. very famous and well known companies
2. cut all connections
3. making strong attacks with the aim of seriously damaging each other
4. fell over
5. lose air in the tyre very quickly
6. to stop the car from crashing
7. to choose which direction the vehicle travels
8. information gathered from actual experience
9. how well or badly people think about the company

VOCABULARY DEVELOPMENT

1. Read the text and fill each of the numbered gaps with one of the words or word partnerships listed.

customer relationship ethics (2) trust ethical values
impression ethical principles business organization
business ethics trustworthiness

A true understanding of the right and the wrong and the ability to distinguish between them is 1) _____. To become successful, a business needs to be driven by strong 2) _____. The mindset of a businessman

creates a mindset for his/her company, which in turn sets the work culture of the 3) _____. For a business to prosper and maintain its wealth, it ought to be founded on certain 4) _____. A business that is based on 5) _____ can run successfully for long years. To last long in the market, 6) _____ is essential.

For a business to achieve long-term profits, 7) _____ is of utmost importance. The 8) _____ of a business, its customer service, its customer care, its way of dealing with customers and its urge to retain their old customers, is a part of the business ethics. Business ethics leave a long-lasting 9) _____ on the customers and the impression on their minds builds 10) _____, fetching a business more customers while retaining the older ones.

2. Read the text and fill each of the numbered gaps with one of the words listed.

advantage short-lived following personal ethics concept unethical relationships against thoughtful pleasing resources deals money maximize legalities ethical legally strong running manner study prosper founding needs

Most of us are concerned about making 1) _____ for our business and we cater to the 2) _____ in business. But we seldom bother to base our business on 3) _____. At times, 4) _____ duties of businessmen and project managers could be more abiding than even the business laws. Ethics is a far-reaching 5) _____ and goes beyond the idea of making money 6) _____. Ethical values are way ahead of earning money. Ethics is more about earning long-lasting 7) _____ in business.

Ethics is an integral part of 8) _____ a business. Without following certain 9) _____ in business, one cannot become successful. Success that is attained without a foundation of strong ethics is bound to be 10) _____. A business cannot continue to 11) _____ without an ethical base. The benefits given by the business organization should not be used in an unfair 12) _____. The use of company 13) _____ for personal benefits and taking an undue 14) _____ of business resources is completely unethical. Using the wealth of the business for 15) _____ reasons is not ethical. Using company funds for personal reasons is 16) _____. A 17) _____ and a careful utilization of company resources is a part of business ethics.

Accepting bribes, 18) _____ the so-called 'important' clients, favoring a part of the customers while being unfair towards the others is 19) _____ business ethics. The primary aim of business is not just to 20) _____ profits. It is rather to cater to the 21) _____ of society and work towards benefiting the masses.

Experts in business management and researchers have endorsed the need for businessmen and company professionals to 22)_____ ethics. They have asserted the importance of 23)_____ business on ethical values and 24)_____ them. Ethics remain being important in business and 25)_____ ethical values shall take the business a long way.

3. Read the text and fill each of the numbered gaps with one of the words listed.

research knowledge labour revealed employing
produce conditions reach order comply
embroider monitor involved carrying audited
suspended revoked light removed

Retailer Gap has pledged to “do more” to eradicate child 1)_____ after it emerged one of its Indian suppliers had been 2)_____ children as young as 10. The US firm will donate \$200,000 to improve factory 3)_____ in India. Gap withdrew an 4)_____ from sale after it was sub-contracted to a firm which used children to 5)_____ the product. The children 6)_____ will be paid until they 7)_____ working age, Gap insisted, and then offered jobs.

The allegations that child labour was being used to 8)_____ a girl's smock blouse in a Delhi sweatshop were first reported by The Observer newspaper. It 9)_____ that some children were working up to 16 hours a day on items 10)_____ Gap labels and bar codes. An internal Gap investigation confirmed the work had been sub-contracted, without the firm's 11)_____ or agreement, to an “unauthorized facility”. Gap has now 12)_____ half its orders from its original contractor and put the firm on “probation” for the next six months. It said it had acted “decisively” once the situation had come to 13)_____.

According to the International Herald Tribune, the 14 children police 14)_____ from the Delhi workshop under investigation are now being cared for at a local children's home.

Gap said it thoroughly 15)_____ factories which make its clothing and in 2006 had 16)_____ the licenses of 23 factories which failed to 17)_____ with its standards.

But charities said Gap had a responsibility to 18)_____ its entire supply chain to ensure proper working practices were being upheld. The International Labour Organisation's most recent 19)_____ suggested there are more than 215 million child workers around the world, more than half of these in Asia.

Find the words and expressions in the text which mean the following.

1. to agree with a company that they will do part of the work for a project
2. a system of lines printed on a product which, when read by a computer, give a reference number or price
3. to examine the books and accounts of a company

4. Read the text and fill each of the numbered gaps with one of the words listed.

*genuine perceive fake profits smuggling worth counterfeit
wary traders level warnings inferior vigilant flooding*

Trading standards officers are warning about 1) _____ designer clothes after they seized goods 2) _____ £1,500 in Fife. Officers carried out a swoop and found 3) _____ Armani, Diesel, Dolce and Gabbana, Burberry and Lacoste items. Several market 4) _____ were given verbal) _____ for selling fake goods and a report is being sent to the procurator fiscal.

Officers are warning people to be 6) _____ of clothes being sold on market stalls. John Geddes, of Fife Council, said: "We would urge the public to be 7) _____ and not to buy these items, which are often of a significantly 8) _____ quality and can even be unsafe. Counterfeiting is certainly not the victimless crime that some 9) _____ it to be. At a more serious 10) _____ criminal gangs can make millions of pounds by 11) _____ the market with fake goods and the 12) _____ can be used to fund film piracy, drug and weapon trafficking and even the 13) _____ of illegal immigrants. These goods also cause significant financial loss to the 14) _____ trademark holders.

5. Read the text and fill each of the numbered gaps with one of the words listed.

*account disappointment donations appealed treated
tackle pressure control pay corruption accused associated
gauntlet demanded imposed change sentence successful*

The chairman of Hyundai Motors, one of South Korea's largest companies, has been sentenced to three years' imprisonment on 1) _____ charges. Chung Mong-Koo was 2) _____ of taking about a hundred million dollars from companies 3) _____ with Hyundai.

The sixty-eight year old businessman arrived in court through a 4) _____ of press photographers. The trial has been closely watched in South Korea, where it's been seen as a test of the court's commitment to 5) _____ corporate corruption.

The judge 6) _____ a three-year jail term. He said a stiff 7) _____ was necessary to 8) _____ past business practices and to help Korea develop

into an advanced economy. But the sentence was still three years short of the six 9)_____ by the prosecution. The judge said he'd taken into 10)_____ Mr Chung's contributions to the national economy and his 11)_____ to charity. In the past the courts have 12)_____ similar cases with great leniency but there's been growing 13)_____ from the government and the public to impose stiffer penalties.

Chung Mong-Koo was accused of amassing multi-million dollar slush funds to 14)_____ off politicians and government officials. The money was also used to smooth the way for his son to take 15)_____ of the group. Hyundai Motors is one of South Korea's largest and most 16)_____ companies. A spokesman expressed 17)_____ at the sentence. The company had 18)_____ for leniency, saying in effect it couldn't manage without the presence of its chairman.

6. Read the text and fill each of the numbered gaps with one of the words listed.

bank investigation departure authorities affair
policy prosecutors influential governor irregularity
wrongdoing official tax interest banking account

A senior 1)_____ at Brazil's central bank has resigned following allegations of 2) _____ evasion. Luiz Candiota was director of the central bank's monetary 3)_____ committee which sets Brazil's 4)_____ rates. A magazine article had accused him of tax evasion, alleging that he transferred money through an 5)_____ in New York without telling the Brazilian authorities.

Mr Candiota strongly denies any 6)_____, and prosecutors say he's not under 7)_____. But on Wednesday he fell on his sword, saying he was resigning to protect the 8)_____.

Under normal circumstances, such a 9)_____ would probably draw a line under the 10)_____, but not here. That's because federal 11)_____ are investigating the tax affairs of the bank's 12)_____, Henrique Meirelles. The same magazine article alleged that in 2001 he misled the 13)_____ about where he was living, while working for an American-based 14)_____ group. Mr Meirelles says there's no 15)_____ and that he has no intention of resigning. At least two 16)_____ Brazilian newspapers have called for him to go.

7. Read the text and fill each of the numbered gaps with one of the words listed.

conditions goods monitor making evidence

sweatshops *deciding* *openness* *persuade* *abuse*
dilemma *profitable* *documents* *publicity* *manufacturer*

The sports goods 1)_____ Nike has published the names and addresses of the factories that make 2)_____ for it. The move comes as campaigners demand more 3)_____ so conditions can be examined.

Nike lists a hundred-and-twenty-four plants 4)_____ its goods in China, among seven-hundred around the world, many of them in dirt poor countries. It also 5)_____ inspections of five-hundred-and-sixty-nine factories working for it, in some of which it found 6)_____ of physical and verbal 7)_____. The company follows the Gap clothing chain in 8)_____ that rather than washing its hands of 9)_____ in its supplier factories, it will 10)_____ them. Campaigners against 11)_____ hope the change by a market leader by Nike will now 12)_____ others to do the same. A 13)_____ exists for companies though. Third World costs and standards make 14)_____ First World sales. Nike and Gap discovered though the hard way that bad 15)_____ also has a cost.

8. Read the text and fill each of the numbered gaps with one of the words listed.

equivalent *suffered* *mistreating* *subjected*
accusations *brutality* *similar* *appalling* *expected*
front-page *supplying* *leaked* *exceeded* *found* *tests*

Nike was accused by a CBS report in 1996 of 1)_____ workers in Vietnam. The report claimed that contracted staff were 2)_____ to a regime of both mental and physical 3)_____ and made to work in 4)_____ conditions in order to fulfill their daily quotas. Although the company tried to play down the story, their attempts were thwarted in when the *New York Times* ran a 5)_____ narrative concerning a 6)_____ internal inspection document by the global accountancy firm, Ernst and Young, which 7)_____ that some workers in Vietnam were working in "unsafe conditions." The document declared that 8)_____ at a factory near Ho Chi Minh City showed employees were "exposed to carcinogens that 9)_____ local legal standards by 177 times in parts of the plant and that 77 percent of the employees 10)_____ from respiratory problems."

Another sporting brand to have suffered from 11)_____ of poor corporate ethics is Adidas. In November 2000, the UK's *Observer* claimed that Indonesian factories 12)_____ the company were using child labor and that workers as young as 15 were 13)_____ to work a minimum of 70 hours a week. The paper also claimed that the picture was very 14)_____ in Thailand, where one woman reported that she had to work 12-hour shifts, 7 days a week in order to get paid the 15)_____ of US\$1.50 per day.

9. Read the text and fill each of the numbered gaps with one of the words listed.

*senior people responsibility involvement corporate
board guidance enthusiasm person champion*

Every company needs a 1)_____ or roll model or mentor to guide the 2)_____ ethics program. A 3)_____ person mostly CEO or Chairman should take the 4)_____ to lead the ethics program. The 5)_____ and senior management should show the 6)_____ and always provide the 7)_____ to the employee. No program can be successful without 8)_____ of the grass root employees. It is important to know what bothers 9)_____ while making the code of ethics. Each and every 10)_____ should know the code of the ethics and should be made to follow it.

10. Read the text and fill each of the numbered gaps with one of the words listed.

*poor overtime managers extra running contracts
situation breaches long production social low
breaching labouring nightshift branch*

Workers at the Dzoanh Duc furniture plant have been complaining about working 1)_____ hours on 2)_____ pay for some time. They say they were regularly forced to work five hours 3)_____, with some 4)_____ through twenty-four hour shifts for no 5)_____ money. Few of the workers had 6)_____ and they say the company was refusing to pay their 7)_____ and medical insurance. On Tuesday a group of 8)_____ workers decided they had had enough of the 9)_____ conditions and stopped work.

Twenty factory 10)_____, said to be Chinese, allegedly attacked the strikers with steel bars. A 11)_____ battle ensued and about one hundred police were called in to calm the 12)_____. The general manager of the Taiwanese-owned furniture factory, Chen Chung Hoan, has apologised and promised to rectify the 13)_____ of labour law within a fortnight. Meanwhile, the factory has stopped 14)_____ and the workers have been given time off. The local 15)_____ of the labour department says several of the managers have been charged with 16)_____ labour laws.

Find the words and expressions in the text which mean the following.

1. factory
2. working
3. set period of time at work
4. terms and conditions of employment
5. something said but not proved to have happened

6. continuous battle
7. followed
8. restore
9. breakages

11. Read the text and fill each of the numbered gaps with one of the words listed.

*competition use governance standards bribery assets payments
compliance copyright securities rights property*

Nokia is strongly committed to the highest 1)_____ of ethical conduct and full 2)_____ with all applicable national and international laws. This includes for example, those relating to antitrust and promoting fair 3)_____, corporate 4)_____, preventing 5)_____, illicit 6)_____ and corruption, publicly traded 7)_____, safety in the intended 8)_____ of the products and services Nokia delivers to customers, labor laws and practices, the environment, human 9)_____ laws and internationally recognized standards, and protecting 10)_____, company 11)_____ and other forms of intellectual 12)_____.

12. Read the text and fill each of the numbered gaps with one of the words listed.

*support compensation value learning employment
work employees opportunities requirements
treatment origin gifts status personal
information activity agreement acceptance
hospitality workplace course
business benefits teamwork potential*

Nokia employees must avoid 1)_____ that leads to a conflict of interest. This includes, but is not limited to 2)_____ and giving of personal gifts or 3)_____ to or from Nokia stakeholders, other than gifts of nominal 4)_____ or reasonable hospitality given in the ordinary 5)_____ of business. Any 6)_____ or understanding regarding favors or 7)_____ in exchange for the 8)_____ must be avoided. Nokia does not provide financial 9)_____ to political parties or other political groups.

Nokia 10)_____ must not profit, nor assist others to profit, from 11)_____ that are discovered through the use of corporate 12)_____ or position. Nokia employees must not use corporate assets for other than legitimate 13)_____ or other authorized purposes. Nokia employees must also not compete with the company.

Nokia employees must respect and encourage Nokia Values at 14)_____, promoting 15)_____, individual responsibility. Nokia will strive to pay fair 16)_____, and provide a safe and healthy 17)_____ for

employees. Nokia is committed to equality of opportunity in all its 18)_____ practices, policies and procedures.

Job 19)_____ fulfilled, no employee or 20)_____ employee will, therefore, receive less favorable 21)_____ due to their race, creed, colour, nationality, ethnic 22)_____, age, religion, gender, sexual orientation, marital 23)_____, connections with a national minority, opinion, disability, membership or non-membership of a trade union.

Nokia will continue to invest in the personal and professional 24)_____ and growth of Nokia's employees. Nokia will encourage its employees to lead balanced 25)_____ and professional lives.

GRAMMAR

Narrative tenses

We can use different tenses to narrate a story.

The **Past Simple** is common when we describe a sequence of events or tell a story in chronological order about events that happened in the past.

The store sent back the cheque because the date was wrong.

She barely had time to call her lawyer before the police arrived

We use **Past Perfect** to situate an event that happened before another past event.

The chairman admitted he had taken the cash from the company's safe.

He had to resign after his admission that he had passed information to the rival company.

He began to write the report which the shareholders had asked for.

The **Present Perfect** is used to describe past events of current significance.

The market basket has risen by 6%.

The export market has become very difficult since the rise in the dollar.

We use **Past Continuous** to describe unfinished events which were in progress around a particular past time.

He was dictating orders into his pocket dictating machine when the phone rang.

We discovered that our agent was selling our rival's products at the same price as ours.

1. Put the verbs in brackets into Present Perfect or Past Perfect.

Danish toy-maker Lego Company 1)_____ (win) a landmark court ruling in China to protect its copyright against fake versions of its famous brick-shaped toys.

The Beijing High People's Court 2)_____ (rule) in favour of Lego in a court battle which 3)_____ (begin) in 1999 after Lego 4)_____ (spot)

made-in-China copies of some of its castles and pirate ship designs. Lego 5)_____ (say) it was “the first time that the Chinese legal system 6)_____ (to deliver) a judgment that confirms copyright protection of industrial design/applied art.” China 7)_____ (pledge) itself to uphold international patent laws when it 8)_____ (join) the World Trade Organisation in 2001 after 13 years of talks in which China's lax copyright protection system often 9)_____ (prove) a sticking point. The court 10)_____ (rule) that Coko Toy Company, based in the northern Chinese city of Tianjin, must halt production of the items and turn over its moulds to court officials to be destroyed, said Lego.

Lego said it 11)_____ (to be) currently pursuing legal actions in Norway, Finland and Denmark against importers of copy products from the same Chinese firm.

China's authorities 12)_____ (to work) hard to create a framework of laws to protect intellectual property rights, part of wider efforts to promote the authority of the courts in commercial disputes. Despite substantial progress, foreign analysts say there are still major problems enforcing central government policy in China's huge provinces. The ruling 13)_____ (find) Lego's copyright over 33 out of 53 items in the case had been infringed. Lego is known for aggressively defending its copyright to the stick-together bricks, whose success with children is partly a consequence of their simple design.

SKILLS

Problem-solving

Useful language

1. Starting options

There are several ways we could deal with this.

We have a number of options.

2. Balancing arguments

Let's look at the pros and cons.

On the one hand....On the other hand

3. Changing you approach

Let's look at this from another angle.

4. Considering less obvious options

We could try...

5. Discussing possible effects

If we do this, then...

Let's think about the consequences of...

6. Making a decision

The best way forward is to...

7. Stating future action

The next thing to do is...

1. Choose the best word to fit the gap.

- We are happy to replace the ____ goods free of charge.
A) injured B) hurt C) destroyed D) damaged
- All the cars in this particular range were recalled because of a design _____.
A) fault B) mistake C) error D) slip
- The customer complained that the assistant he spoke to had been most _____.
A) helpless B) incapable C) unhelpful D) impotent
- There was a ____ in the order at the factory and the wrong package was sent.
A) mix-up B) mixture C) mixing D) mixed-up
- The delay in despatch was due to circumstances ____ our control.
A) above B) beyond C) under D) in
- There was a serious staff _____ at the time so several shipments were held up.
A) shortage B) reduction C) decrease D) contraction
- The complaint about the cost of the item was soon ____ out.
A) dealt B) sorted C) taken D) cleared
- As we were entirely responsible for the confusion your account has been _____ with the full amount.
A) debited B) added C) given D) credited
- The poor quality of the products was _____ on inadequate supervision of the workforce.
A) caused B) blamed C) explained D) put
- The customer demanded a _____ when he discovered the equipment was missing.
A) return B) repair C) refund D) reply

2. Complete the dialogues with the words.

a) *guarantee call serious actually sure deal agree high*

A: Hi, Jim. So, how did it go?

B: Not that well, 1) _____.

A: Really? Don't tell me that they're not going to sign the contract.

B: Not just yet, that's for 2) _____. They say they'll only sign if we give them a 3) _____ that we won't raise prices by more than two per cent a year.

A: You can't be 4)_____! There's no way we could 5)_____ to that, not with energy prices as 6)_____ as they are. How do you suggest we 7)_____ with this?

B: I don't know, but I think we'd better 8)_____ head office first and see what they have to say.

b) *cutting* *problem* *sound* *things* *sort* *conference*
smoothly *come* *idea*

A: Hi, Jim. I thought I'd give you a call to see how 1)_____ are going on your side. Everything going 2)_____?

B: I'd say we're doing OK, but we have hit a couple of snags recently.

A: Oh, really? Any 3)_____ what the problem is?

B: The engineers have found a 4)_____ with the power supply. It keeps 5)_____ out and they don't know why.

A: Well, that doesn't 6)_____ too good. How can we 7)_____ this out, then?

B: Why don't we have a video 8)_____ with the supplier? They should be able to 9)_____ up with some suggestions.

c) *wrong* *extend* *precision* *update* *worst* *ready*

A: So, Jim, can you give me an 1)_____ on progress so far? No hitches?

B: Nothing too serious, no. The next batch of samples should be 2)_____ by the end of the month.

A: The end of the month! So, what's gone 3)_____? I thought we said they had to be ready for testing by the fifteenth.

B: I know that's what we were aiming for. But we haven't received some of the 4)_____ tools we ordered.

A: Let's hope they're here soon, but if the 5)_____ comes to the worst, we could 6)_____ the deadline. Why didn't you tell me about this before, though?

UNIT 12 LEADERSHIP

STARTING UP

1. Answer the questions.

1. What makes a good leader?
2. How to become an effective leader? How can leadership skills be developed?
3. Why do all companies need leaders? Why are some managers not leaders?
4. What are the characteristics of a true leader? Do you think you have the qualities of a good leader?
5. Do you think that leaders are born or made?
6. Do you agree with the following statements:
 - Leadership is the ability to inspire others to join you in reaching to the stars. Leadership involves building people up through praise and recognition, not being critical of their efforts, even when they fail.
 - A great leader is one who knows when it's time to lead, and when it's time to sit back and follow.
7. Are the following qualities necessary to the leader? Put them in the order of importance:
 - influencing skills
 - capability to stand against critics
 - courage to take risks
 - capability to motivate employees
 - communication skills
 - integrity
 - humility
 - emotional mastery
 - responsibility
 - self-confidence

2. Do you agree with the following statements. A good leader...

- realizes he or she represents the company to its customers.
- understands how work in individual areas affects the entire project and the whole organization.
- accepts full responsibility for personal success and for the success of projects, teams, and the entire organization.
- takes personal responsibility for organizational success.
- spends whatever time or energy is necessary to accomplish the task at hand.
- has the trust of followers.
- is able to suspend judgment while listening to others' ideas, as

- well as accept new ways of doing things that someone else thought of.
- avoids leaping to conclusions based on incomplete evidence.
- helps create a culture of partnership and teamwork.

KEY VOCABULARY

1. Match the words to their definitions.

1. strategic thinking
2. initiative
3. dedication
4. opportunity identification
5. empowerment
6. charisma
7. visionary
8. subordinate
9. business leaders
 - a. the person working below sb
 - b. an attractive quality that makes other people admire sb and follow sb
 - c. the leader's individual ability to put the various puzzle pieces together into a probable picture of future opportunities
 - d. the ability to think beyond the day-to-day and override the natural tendency to see the difficulties proposed strategies may cause
 - e. successful business people, especially heads of large organizations
 - f. the ability to act and make decisions without the help or advice of others.
 - g. encouraging employees to use their own initiative, to take decisions on their own without asking managers first
 - h. spending whatever time or energy is necessary to accomplish the task at hand
 - i. someone with the power to see clearly how things are going to be in the future

2. Complete the sentences with the words.

*stay follow abused achieved enhance getting finish wait sure
running empower understand daunting compelling attract*

1. To be a leader in business, you must wear the qualities of powerful, effective, and _____ people who _____ others to succeed and _____ success to themselves.
2. There are particular people that others will _____, for whatever reason.
3. A leader is simply a person who would help others in a working environment to _____ the work of other employees in an organization.

4. Leaders who hold the highest offices in the world have often _____ their power with few negative consequences.
5. Ask any famous person that _____ greatness what they did that was different.
6. Whether you're a manager at work or a leader of some organization, _____ people to do what you want and need, can often seem like _____ task.
7. The employees will be much more eager to _____ that extra hour or two to _____ up an important project if you are to.
8. Leaders make _____ that the basic operations of an organization are _____ smoothly.
9. Leaders with humility _____ that their status does not make them a god.
10. People with initiative do not _____ to be told what to do.

3. Choose the correct answer to fit the gap.

1. Leadership _____ is crucial to success.
A) style B) manner C) type
2. Leaders must respond to the rapidly changing world and _____ the challenges it demands.
A) meet B) answer C) receive
3. Good leaders have the ability to motivate others to _____ goals.
A) meet B) take C) put
4. There is more to leadership than just being _____ charge.
A) in B) at C) of
5. Employees and team members feel in control of their own destiny when they are _____ in the decision-making process.
A) comprised B) excluded C) included
6. People are more committed when involved in the process of _____ decisions.
A) making B) doing C) preparing
7. A leader must prioritize and _____ tasks and decisions while still taking ultimate responsibility.
A) give B) propose C) delegate
8. Leaders see the big picture and never lose _____ of their goals.
A) look B) sight C) view

4. Tick the three words or phrases that match each style of leadership.

1. Autocratic leadership
open modern directive hierarchical creative traditional
2. Democratic leadership

- group-oriented team-based communicative simple charismatic*
3. Laissez-faire leadership
open non-existent co-operative creative strong modern
4. Charismatic leadership
*political personality-driven goal-oriented inspirational
bureaucratic reward-based*

5. Complete each sentence with a word.

*leadership vision magnanimity initiative integrity
empowerment creativity delegation humility consensus*

1. I like people in this company to use their _____.
2. We believe in _____ so we let people control their own work.
3. _____ means letting people make their own decisions.
4. We discuss things and even argue but then reach a _____.
5. I'm going on a course to develop my _____ skills.
6. A leader must be able to communicate his or her _____ in terms that cause followers to buy into it.
7. A leader who is centered in _____ will be more approachable by followers.
8. _____ means giving credit where it is due. A magnanimous leader ensures that credit for successes is spread as widely as possible throughout the company
9. Leaders with _____ recognize that they are no better or worse than other members of the team
10. _____ gives leaders the ability to see things that others have not seen and thus lead followers in new directions.

6. Choose the best word to fill each gap from the alternatives given below.

Old style managers were 1)_____. They took all the decisions and told their 2)_____ what to do without talking to them. They were often very 3)_____ from their employees. They 4)_____ their decisions from above and their whole approach was 5)_____ and 6)_____. A modern manager has to be more 7)_____ and 8)_____. Decision-making needs to be 9)_____ so everyone should be involved in the process of 10)_____.

1. A) authority B) authorized C) authoritarian D) authorizing
2. A) subordinates B) superior C) sponsors D) speculators
3. A) above B) further C) long D) remote
4. A) imported B) imposed C) stressed D) pressured
5. A) bottom-up B) upside-down C) inside-out D) top-down
6. A) bureaucratic B) administrative C) organized D) restructured
7. A) closed B) shut C) over D) open

8. A) advanced B) relaxing C) approachable D) distant
 9. A) decentralized B) unfocused C) depreciated D) restructured
 10. A) talking B) consultation C) speaking D) discussing

7. Match the sentence beginnings (1-7) with correct endings (a-g).

1. We are looking for a new CEO, someone with strong leadership
2. Richard has real managerial flair
3. In the police, leaders are held responsible
4. The study concludes that a charismatic visionary leader is absolutely not required for a visionary company
5. She is an extraordinary leader
6. She had drive, energy and vision,
7. He was a born leader. When everyone else was discussing
 - a. but many thought it was the wrong vision.
 - b. and, in fact, can be bad for a company's long-term prospects.
 - c. and has won the respect of colleagues and employees.
 - d. for the actions of their subordinates.
 - e. skills and experience with financial institutions.
 - f. what to do, he knew exactly what to do.
 - g. who will bring dynamism and energy to the job.

8. Use the nouns and adjectives to complete the sentences.

reserved sensitive(2) practical popular selfish
rapport insensitive punctual decisive willing
obstinate judgment reliable sensitive critical impulsive

1. She's very _____ : everybody likes her, and enjoys working with her.
2. She isn't very good at making decisions. She's not very _____.
3. He works well with everyone: he has excellent _____ with his colleagues.
4. He always arrives on time. He's very _____.
5. He's always _____ to cover for others when they need to take time off.
6. If you ask her to do something, you know she will do it because she's so _____.
7. She's always pointing out people's faults. She's so _____.
8. He quite _____, and gets upset when people point out his faults.
9. She's very _____ to the needs of others, and will always help people if they have problems.
10. She deals with problems well and makes good decisions, and in that respect she's very _____.
11. He shows excellent _____ when making difficult decisions.
12. She seems to be rather _____ and doesn't mix well with other members of staff.

13. He's extremely _____, and almost never takes others' advice.
14. His main problem is that he is extremely _____, and rarely thinks carefully before making important decisions.
15. He never shares information, and never helps others. I think he's basically _____.

9. Use the nouns and adjectives to complete the sentences.

*sociable motivation industrious abrasive professional
conceited ambition relationship confidence confrontational*

1. She's a very _____ worker, and really enjoys spending time with her colleagues both inside and outside the office.
2. He's very _____, and always works steadily and hard.
3. He has a very _____ approach; he's clearly well-trained and good at his work, and always does a good job.
4. She's rather _____: she thinks she's much better than everybody else.
5. He clearly has _____, and is keen to move up the company ladder.
6. I think he lacks sufficient _____; he doesn't seem very keen, and always has to be told what to do.
7. She's always arguing with everyone. She has a very poor _____ with her colleagues.
8. One of his main problems is that he lacks _____: he always seems worried and nervous, and always has to check that he's doing the right thing.
9. He has a very _____ manner when you speak to him, and as a result people don't go to him with their problems.
10. People complain that he's very _____, and is always starting arguments or making people angry.

READING

1. Read the text.

Have you ever heard of a business that doesn't have a boss? Probably not. The title of boss goes to most anyone in a position of authority. Now, have you ever heard of a business that doesn't have a leader? A leader is someone in a position of authority that others look to for guidance and direction. That isn't quite the same as being the boss. A boss may be someone who gives orders and tells others what to do, but employees may tend to go to someone else for clear direction or to discuss business matters. That person is a leader. He or she is the person in whom the workers have faith to get them through a difficult situation or who they look to for instruction.

Faith and trust are two determining factors of who will become a leader and who simply becomes a boss. Anyone can get a promotion or a new title; not everyone earns the faith and trust of employees.

It's important to instill this feeling in those you work with, too. We all need someone to be responsible for a situation. Without that someone governing the whole, no organization or group can accomplish what it sets out to do.

Leaders need to be dependable and consistent in their actions. They need to respect others for their abilities and skills and confident enough to take charge of a situation to delegate effectively. This confidence translates to employees, and when they receive their direction, they feel confident about the decision, as well as more able to carry it out. Employees expect leaders to provide support and to be committed as well. The short answer as to what makes a leader is the level of trust and respect that workers have for a person.

Without good, confident direction that inspires trust, leadership is lacking. That can create a situation of discontent and mutiny, which may find employees looking for someone to better guide them in their efforts and endeavors. Workers may feel no positive outcome is possible from their work or that the decision is illogical. In that case, they might feel obliged to make their own decisions that may or may not be the right choices.

Worse, apathy sets in, hope extinguishes, and the goals of the business are not met. A deficiency in leadership might lead to a business declining and eventually closing its doors.

Strong leadership has proven itself repeatedly in successful businesses that go on to become leading corporations. It can seal business survival and create a working atmosphere geared towards positive results. Employees are happier and well guided, and management easier to perform. The whole result is a harmonious environment oriented towards growth and entrepreneurial success.

Answer the questions.

1. What is the difference between a boss and a leader?
2. Who can be a boss?
3. What are the determining factors of who will become a leader?

Which of these statements are true? Correct the false ones.

1. A boss is someone in a position of authority that others look to for guidance and direction.
2. Being a leader is quite the same as being a boss.
3. A boss is the person in whom the workers have faith to get them through a difficult situation or who they look to for instruction.

4. Faith, trust and responsibility are three determining factors of who will become a leader and who simply becomes a boss.
5. Leaders need to be dependable and consistent in their thoughts.
6. A boss needs someone to be responsible for a situation.
7. They need to respect others for their abilities and skills and confident enough to take charge of a situation to delegate effectively.
8. Employees expect leaders to provide respect and to be committed as well.
9. The short answer as to what makes a leader is the level of trust and respect that workers have for a person.
10. A deficiency in leadership might not lead to a business declining

Match the words on the left with the words on the right.

- A)
- | | |
|----------------------|------------------|
| 1. to be in | a. a decision |
| 2. to give | b. trust |
| 3. to get | c. an atmosphere |
| 4. to become | d. a position |
| 5. to earn | e. orders |
| 6. to take charge of | f. support |
| 7. to provide | g. promotion |
| 8. to create | h. boss |
| 9. to inspire | i. the faith |
| 10. to make | j. a situation |

- B)
- | | |
|---------------------|-----------------|
| 1. clear | a. outcome |
| 2. business | b. factors |
| 3. difficult | c. choice |
| 4. determining | d. atmosphere |
| 5. positive | f. results |
| 6. right | g. environment |
| 7. leading | h. situation |
| 8. working | i. success |
| 9. positive | j. direction |
| 10. harmonious | k. matters |
| 11. entrepreneurial | l. corporations |

2. Read the text.

Depending upon the nature and type of a business, there are different types of leaders. Some of the most popular among the leadership styles are autocratic leadership style, Laissez Faire leadership style, democratic style, bureaucratic leadership style, and delegative leadership style.

Autocratic is a type of leadership in which a single individual makes the whole decisions in connection with a business environment.

Although this type of leadership is now seldom in practice, it is beneficial in certain circumstances when an important task or a function must be completed within a stipulated time period. This leadership is also beneficial when a group of employees are not creative and require help in completing a task.

In contrast to autocratic style, in Laissez-Faire leadership style, also known as the 'hands-off' style, a leader provides maximum freedom to his subordinates. However, this style of leadership would be effective only if the employees or subordinates are highly educated, skilled, and experienced.

Further, this style should not be practiced when subordinates feel insecure or if employees are irresponsible. Otherwise known as participative leadership style, democratic leadership, as the name suggests, encourages subordinates to participate in key decision making procedures. Among the roles of a democratic leader is development of plans in order to assist subordinates to assess their own performances, allowing subordinates to establish goals, and motivating employees. However, this style of leadership should not be practiced when business is not in a condition to afford any kind of mistakes or safety of employee is of a critical concern.

When comes to the bureaucratic style leadership, this is mostly on the basis of procedures as well as policies. This type of leadership is highly effective when employees are working on a hazardous situation or when a definite set of instructions is required to handle a particular item or equipment.

In the case of delegative leadership, a leader must be adept in organizing his priorities as well as to delegate tasks to his subordinates effectively. Different types of leaders also include crisis leaders, who would be superb handling a particular situation; evolutionary leaders, who would be good planners; background leaders, who are akin to hands-off or laissez faire leaders, transformational leaders, whose prime role is to create new organizational capabilities as well as to motivate their subordinates, and situational leadership.

Answer the questions.

1. What are the most popular leadership styles?
2. What are the main characteristics of an autocratic leadership style?
3. What leadership style provides maximum freedom to the subordinates?
4. When would be the Laissez-Faire Leadership Style effective?
5. What are the main characteristics of a democratic leadership style?
6. When is the bureaucratic leadership style highly effective?

3. Read the text.

Studies have indicated that one of the major factors in building leadership is to gain the confidence of your employees. When your employees trust you, and better yet, respect you, they will give more of themselves to their jobs.

The manner in which you handle your employees will say a lot for your leadership abilities. If you show strength as well as compassion you will be build the confidence of your employees. When you gain the trust and confidence of your employees, they will understand what you expect of them. Communication is one of the most important factors of being a good leader. Showing them instead of order them will gain their respect quickly.

Using good judgment is also a skill that a good leader uses on a daily basis. You have to be able to clearly assess any situation and make a decision quickly. Your employees will soon realize how vital your judgment is and rely upon it.

Leadership does not include being a know it all. When you ask the opinions of your employees and respect what they have to say, then you will in turn be gaining their respect. Recognizing that your employees may have a lot to say and contribute is showing good leadership skills.

Being a good leader is not a part time job. It is a lot of responsibility. It is important that you remember that being a leader is built on how your employees look at you.

Answer the questions.

1. What is the one of the major factors in building leadership?
2. What is the one of the most important factors of being a good leader?
3. Would a good leader ask the opinions of the workers and respect what they say in order to gain their respect?

Which of these statements are true? Correct the false ones.

1. Studies have indicated that one of the minor factors in building leadership is to gain the confidence of your employees.
2. If you show strength without compassion you will be build the confidence of your employees.
3. Leadership includes being a know it all.
4. Recognizing that your employees may have a lot to say and contribute is showing good leadership skills.
5. Being a good leader is a part time job.
6. It is important that you remember that being a leader isn't built on how your employees look at you.

Match the words on the left with the words on the right.

- | | |
|--------------|-------------------|
| 1. to handle | a. the trust |
| 2. to show | b. a decision |
| 3. to build | c. the situation |
| 4. to gain | d. strength |
| 5. to assess | e. the opinions |
| 6. to make | f. the confidence |
| 7. to ask | g. employees |

VOCABULARY DEVELOPMENT

1. Read the text and fill each of the numbered gaps with one of the words listed.

*accepted focus responsibility succeed implications
character organizational outcomes developed piece
contribute crisis achieve admit problems industry
team hard assigning strong behavior enthusiasm*

Leadership is about 1)_____ – who you are not what you do. Today when leadership is needed at all 2) _____ levels, it is critical that leadership character be 3)_____ and enhanced in all individuals. It is those with leadership character who will 4)_____ to others in powerful ways and help their organizations 5)_____ bottom line results and long-lasting success.

Today's leadership is 6)_____ work. Those who have not yet 7)_____ the challenge of leadership will have to assume a higher level of 8)_____ for their company's success. Those who 9)_____ at leadership, will have developed 10)_____ leadership character.

Good leaders should reflect honestly on their own 11)_____ and can 12)_____ their mistakes. Rather than spending time 13)_____ blame, leaders spend time fixing 14)_____. A good leader doesn't look for a scapegoat in a 15)_____ and spends time fixing problems, not assigning blame.

Leaders should 16)_____ on the big picture think in terms of what's good for the entire organization, not in terms of what's good for their own 17)_____ or department. They have an understanding of and 18)_____ for the business as well as an understanding of their 19)_____. They consider the 20)_____ of entire projects and commit to 21) _____ that work best for their customers rather than just focusing on their 22) _____ of the project.

2. Read the text and fill each of the numbered gaps with one of the words listed.

responsibility prevalent partnership indecision
advantage fairness grounded foundation promises
entire decisions balanced credible

Integrity is the 1)_____ of leadership. Character is 2)_____ in integrity. Without integrity, leadership behavior rings hollow. Notice that the leadership scale is 3)_____ between the qualities of respect and 4)_____. When there is respect in an organization, everyone feels a sense of 5)_____, equality and 6)_____. When responsibility is 7)_____, each person is willing to take initiative and act for the good of the 8)_____ organization.

Leaders must be honest, 9)_____ and completely trustworthy. A person with integrity doesn't twist facts for personal 10)_____, is willing to stand up for what is right, keeps all 11)_____, and can be counted on to always tell the truth. A person with integrity makes sound 12)_____, especially when faced with moments of 13)_____, temptation and conflict. Without integrity, no leader can be successful.

3. Read the text and fill each of the numbered gaps with one of the words listed.

berates aspect situations developed interfere
anger events view mastery powerful core
destroy consciously equity tasks

More than 2000 years ago, Epictetus said, "It is not the facts and 1)_____ that upset man but the 2)_____ he takes of them." Leaders who have 3)_____ emotional mastery recognize that. Controlling 4)_____ may be the most important 5)_____ of emotional mastery for those in 6)_____ positions. Outbursts of anger can quickly 7)_____ a sense of organizational 8)_____ and partnership. A person with the 9)_____ quality of emotional 10)_____ says what he or she thinks but never 11)_____ others, stays calm even in crisis 12)_____, doesn't let anxiety 13) _____ with public speaking or other critical 14)_____, reflects before reacting and 15)_____ chooses an appropriate response.

4. Read the text and fill each of the numbered gaps with one of the words listed.

partnership credit efforts equal bearing positions
confident truth value

Self-confidence allows people to feel that they are 1)_____ to others, even when others are in 2)_____ of much greater formal power. Self-

confident leaders recognize the 3)_____ of building that same self-confidence in others throughout their organizations and aren't threatened by 4)_____ followers. This widespread self-confidence builds a sense of 5)_____ and helps to maximize energy and 6) _____ at all levels. A self-confident leader has a self-assured 7)_____, exhibits flexibility and a willingness to change, gives 8)_____ to others easily, tells the 9)_____ without fear.

5. Read the text below and decide which answer (A, B, C or D) best fits each gap.

The rate of growth for women in business has jumped dramatically over the last 15 years. This rate of growth might be because the women 1)_____ goals that they wanted to 2)_____ by the time they were 40 and most of those goals were 3)_____ ahead of schedule. Women have 4)_____ an aggressive stance on being considered for positions of leadership and not being limited to just an area of administration in an office 5)_____.

The businesses that are owned by women have had a remarkable 6)_____ of success. Perhaps this is because their goals included training that would prepare them to 7)_____ a business successfully with a few well-rounded courses in business finance. Women are no longer afraid to 8)_____ for business loans right along with their male counterparts and lenders are more likely to approve those loans because of the amazing success rate of women-owned businesses.

Women learn to 9)_____ the growth of their companies by using various resources 10)_____ their disposal. They will choose their investments wisely and then use the earnings on those investments to 11)_____ their businesses one step 12)_____ a time. They have learned the value of protecting equity because it is one of the mainstays that support a business structure. Equity from a business perspective can be considered by lenders as a measure to gauge the success and growth of a company.

- | | | | |
|------------------|---------------|------------|----------------|
| 1. A) set | B) put | C) fix | D) make |
| 2. A) reach | B) gain | C) top | D) get |
| 3. A) met | B) taken | C) done | D) gotten |
| 4. A) taken | B) gained | C) reached | D) resumed |
| 5. A) atmosphere | B) conditions | C) setting | D) environment |
| 6. A) ratio | B) scale | C) rate | D) percentage |
| 7. A) master | B) to operate | C) control | D) handle |
| 8. A) seek | B) plea | C) apply | D) enquire |
| 9. A) handle | B) guide | C) lead | D) steer |

- 10.A) at B) in C) on D) with
 11.A) increase B) shrink C) widen D) expand
 12.A) at B) in C) for D) on

Women are successful 13)_____ business because they are open to learning about technological trends and they 14)_____ with the latest ways that have been developed in all areas to help business grow. Women 15)_____ businesses better than they ever did a backyard garden because they have developed patience in 16)_____ with problems and have learned to 17)_____ a successful outcome to any problems.

The growth 18)_____ for women in business is strong because women have learned to 19)_____ their money. They 20)_____ their commercial credit rating secreted away like a savings account and avidly work and manage their business budgets with the same skills that have been vibrantly successful at home. Women are growing strong in the business world because they have a different management 21)_____.

The 22)_____ rate of successful women in business is due in part to them 23)_____ the time to know the people that they 24) _____ business with. They have confidence in the team concept and have 25)_____ a trust in everyone that works for their company. From the people that 26)_____ their finance to the people that deliver their goods, women know that their businesses will grow because it is personal to everyone at work.

- 13.A) in B) at C) on D) for
 14.A) keep up B) gain C) keep at D) hold
 15.A) increase B) rise C) grow D) enlarge
 16.A) doing B) dealing C) treating D) going
 17.A) gain B) negotiate C) reach D) make
 18.A) ratio B) rate C) pace D) scale
 19.A) manage B) run C) handle D) master
 20.A) keep B) hold C) contain D) store
 21.A) mode B) style C) manner D) type
 22.A) growing B) enlarging C) expanding D) widening
 23.A) taking B) saving C) wasting D) losing
 24.A) do B) make C) operate D) get
 25.A) built B) reached C) lost D) set
 26.A) manage B) care C) organize D) supervise

6. Read the text and in each case choose only one of the words in italics that is correct.

Look at any flourishing company, group, or committee and you will *find/win* a capable leader behind all of them. Many people ask the question, what *makes/does* a successful leader? Is it a natural born talent,

or is it something you can learn? Why do some people inspire others to be better and *make/do* positive decisions, and others do the opposite.

There are many different *types/modes* of leaders in the business world. Some of these are natural leaders that have *fit/suited* into this role their entire lives. Others were not born with *strong/weak* leadership characteristics, but have *developed/added* them through intense training and leadership development programs. Most successful leaders have a combination of the two.

It does no good to be a leader if you are not educated on proper procedure and have an in-depth understanding of how things need to be *run/ruled*. *Every/each* company has different *training/teaching* programs to develop their employees.

In order to become a leader there are a few simple steps. First, the employee has to find his inner strength and believe in himself. Next, the individual has to learn the ins and outs of the company.

Finally, the leader needs to *gain/do* the respect of his coworkers and *gain/receive* followers. Through these steps companies can *improve/upgrade* large their strategic thinking and overall performance.

Match the words on the left with the words on the right.

- | | |
|----------------|------------------|
| 1. flourishing | a. strength |
| 2. capable | b. understanding |
| 3. positive | c. thinking |
| 4. intense | d. company |
| 5. in-depth | e. leader |
| 6. inner | f. decision |
| 7. strategic | g. training |

7. Read the text below and decide which answer (A, B, C or D) best fits each gap.

Charisma is, literally, a gift of 1)_____ or of God. Max Weber, more than anyone, 2)_____ this idea into the 3)_____ of leadership. He used 'charisma' to talk about self-appointed leaders who are 4)_____ by those in distress. Such leaders 5)_____ influence people escape the pain they are in.

When thinking about charisma we often look to the qualities of particular individuals – their skills, personality and presence. But this is only one 6) _____ of things. We need to 7)_____ the situations in which charisma 8)_____. When strong feelings of distress are around there does seem to be a tendency to turn to figures who seem to have answers. To 9)_____ our lives easier we may want to put the burden of finding and 10)_____ solutions on someone else. In this way we help to make the role

for 'charismatic leaders' to step into. They 11)_____ turn will seek to convince us of their special gifts.

- | | | | |
|----------------|-------------|----------------|----------------|
| 1. A) blessing | B) grace | C) beneficence | D) goodwill |
| 2. A) made | B) brought | C) caught | D) invited |
| 3. A) realm | B) sphere | C) area | D) field |
| 4. A) followed | B) moved | C) chased | D) pursued |
| 5. A) gain | B) take | C) reach | D) achieve |
| 6. A) side | B) part | C) half | D) realm |
| 7. A) analyse | B) research | C) accept | D) investigate |
| 8. A) arises | B) emerges | C) raises | D) appears |
| 9. A) make | B) do | C) improve | D) take |
| 10. A) doing | B) bringing | C) making | D) taking |
| 11. A) in | B) on | C) for | D) at |

When these things 12)_____ together something very powerful can happen. It doesn't necessarily mean that the problem is dealt with - but we can come to believe it is. Regarding such leaders 13)_____ awe, perhaps being inspired in different ways by them, we can begin to feel safer and directed. This can be great resource.

Charisma involves dependency. It can mean giving up our responsibilities. Sadly, it is all too easy to let others who seem to know what they are doing get on with difficult matters. By 14)_____ people on a pedestal the distance between 'us' and 'them' widens. Rather than acting up to situations, and 15)_____ our own solutions, we remain followers (and are often encouraged to do so). There may well 16)_____ a point when the lie confronts us. Just as we turned to charismatic leaders, we can turn against them. Unfortunately, we may simply turn to another rather than looking to our own capacities.

- | | | | |
|----------------|-------------|-----------|--------------|
| 12. A) come | B) do | C) get | D) are |
| 13. A) with | B) in | C) at | D) under |
| 14. A) placing | B) bringing | C) taking | D) standing |
| 15. A) making | B) doing | C) taking | D) preparing |
| 16. A) come | B) arrive | C) appear | D) occur |

8. Fill in the gaps in the text with the correct prepositions.

Born 1)_____ 1925, Margaret Hilda Roberts was an enormously industrious girl. The daughter of a Grantham shopkeeper, she studied 2)_____ scholarship, worked her way 3)_____ Oxford and took two degrees, 4)_____ chemistry and law. Her fascination 5)_____ politics led her 6)_____ Parliament 7)_____ age 34. Her case is awesome testimony 8)_____ the importance of sheer chance 9)_____ history. In 1975 she challenged Edward Heath 10)_____ the Tory leadership simply because the

candidate of the party's right wing abandoned the contest 11)_____ the last minute. Thatcher stepped 12)_____ the breach. When she went 13)_____ Heath's office to tell him her decision, he did not even bother to look up. "You'll lose,]" he said.

She chose her issues carefully — and, it emerged, luckily. The legal duels she took 14)_____ early 15)_____ her tenure as Prime Minister sounded the themes that made her an enduring leader: open markets, vigorous debate and loyal alliances.

Thatcher quickly discovered that every area of the economy was open 16)_____ judicious reform. She set 17)_____ privatizing the nationalized industries. It worked. British Airways, an embarrassingly slovenly national carrier that very seldom showed a profit, was privatized and transformed 18)_____ one of the world's best and most profitable airlines. British Steel, which lost more than a billion pounds 19)_____ its final years as a state concern, became the largest steel company 20)_____ Europe.

But Thatcher became a world figure 21)_____ more than just her politics. She combined a flamboyant willpower 22)_____ evident femininity. It attracted universal attention, especially after she led Britain to a spectacular military victory 23)_____ Argentina in 1982. She understood that politicians had to give military people clear orders 24)_____ ends, then leave them to get on 25)_____ the means. Still, she could not bear to lose men, ships or planes. "That's why we have extra ships and planes," the admirals had to tell her, "to make good the losses." Fidelity, like courage, loyalty and perseverance, were cardinal virtues to her, which she possessed 26)_____ the highest degree. People from all over the world began to look 27)_____ her methods and achievements closely, and to seek to imitate them.

9. Read the text and fill each of the numbered gaps with one of the words listed.

*questing global experts empowerment glamorous
makes struggle difference wasted glued imaginative
determined called opportunities list entertaining
daytime celebrities publisher mentors well-known turns
impact considered discussed influential makes
included display abilities counseling*

Everybody knows the woman 1)_____ Oprah. She is in the Forbes 2)_____ of 100 richest and most powerful 3)_____ in the world. Aside from being a talk show host, magazine 4)_____, and producer – she is also known as a philanthropist and a 5)_____ media leader.

Oprah Winfrey is one of the most 6)_____ celebrities of our time. She is also 7)_____ as the most 8)_____ celebrity in television history. Her book club 9)_____ celebrities of authors and when she 10)_____ the spotlight on an issue, that issue 11)_____ headlines. The woman gets things done and she does it in an 12)_____ and enthralling way.

The Oprah Winfrey Show is now the longest running 13)_____ talk show in the US. The show is very influential especially among women. Topics 14)_____ on the show such as weight loss, depression and relationships have literally 15)_____ millions of women on their television sets. She also includes 16)_____ sessions on her show by 17)_____ psychologists, life 18)_____, and spiritual mentors.

Oprah Winfrey's life was less than 19)_____ as it is today. Her life story is filled with stories of child abuse, 20)_____, and poverty. Oprah was born in Mississippi to unwed teenage parents in 1954. As a child, Oprah never 21)_____ a minute of her young 22)_____ mind on something that seemed to be boring. In her early years, the only friends she had were farm animals. She gave them parts in the plays she made and 23)_____ them in games. There were plenty of 24)_____ for her to 25)_____ her talents. Her 26)_____ to read, speak, and memorize were unbelievable.

Oprah knows that as long as she is making a 27)_____ in people's lives, she will continue with her endeavors. She started out as a 28)_____ little girl who made her dreams come true. Today, she 29)_____ millions of people and continues to make a huge 30)_____ worldwide as a humanitarian, philanthropist, and advocate for education, human rights, and the 31)_____ of women.

10. Read the text and fill each of the numbered gaps with one of the word partnerships listed.

primary factor small businesses effective leaders
leadership myth published works self-affirmation statement
average individual training departments achieved success

Most will agree that leadership is a 1)_____ in the success of organizations and individuals from 2)_____ to entrepreneurs. Developing 3)_____ is an ongoing goal for many education and 4)_____ both in the public and private sectors. Unfortunately within much of these 5)_____ as well as seminars and training programs, the myth continues that leaders are born not made. Leaders are made and not born! This is a fact. The following is exemplifies how leaders are truly made.

He failed in business

He was defeated in the legislature

He failed in business again

He was elected to state legislature.
 He was defeated as speaker for the legislature.
 He was defeated for elector.
 He lost a race for U.S. Congressional seat.
 He gained a seat in Congress.
 He lost that seat in Congress.
 He lost a race for U.S. Senator.
 He ran for Vice-President and lost.
 He ran again for U.S. Senator and lost.
 He was elected 16th President of the United States of America.

To change this 6)_____ begins with embracing the belief that everyone has the potential to be a leader. Then each individual needs to reaffirm that belief through a positive 7)_____ or what I now call a “belief affirmation” beginning with this one. “I am a leader, first of myself, and then of others.” Why does this myth continue that leaders are born not made and more importantly why do people pay to hear this myth? Possibly, this is because those who perpetuate this myth don’t want the 8)_____ to see herself or himself as a leader who can ultimately 9)_____ in spite of failure upon failure.

Answer the questions.

1. Who has the potential to be a leader?
2. What is an ongoing goal for many education and training departments both in the public and private sectors?
3. Why do people believe that leaders are born?

11. Read the text and fill each of the numbered gaps with one of the words listed.

*environment beneficial inseparable collaborative
 working place exception enhance success role*

No matter it is religion, sports, or politics, a leader has an 1) _____ role in any arena. Hence, it is not an 2) _____ in the case of a business 3)_____. A leader plays an inevitable role in the 4)_____ of a business. A leader is simply a person who would help others in a 5)_____ environment to 6)_____ the work of other employees in an organization.

In other words, a leader's primary 7)_____ is to set up the behavioral realities of an office or working 8)_____. However, leaders may prove 9)_____ for a business firm only if they are 10)_____ as well as courageous.

12. Read the text and fill each of the numbered gaps with one of the words listed.

*hanging remember chatting try getting believe eliminate
follow wait expect work occurring develop improve set*

When you have goals for your business, you 1)_____ your employees to 2)_____ toward those goals. However, more often what is 3)_____ is that work time is becoming a social hour. When you look around and see employees 4)_____ around 5)_____ and not 6)_____ their work done, it can be extremely frustrating. There are things that can be done to 7)_____ the downtime of your office.

There are times when employees 8)_____ for instructions and do nothing until they get them. They 9)_____ the leader. If you have the drive and ambition to be the leader, than maybe you should 10)_____ it out.

There are some who 11)_____ that leadership is a quality you are born with. However it is more likely that it is a skill that takes many years to 12)_____. It takes not only a lot of drive and determination but also the ability to be the Bad Guy sometimes.

It is important to 13)_____ that a good leader must be a person who is willing to 14)_____ their leadership skills to 15)_____ an example for your employees.

13. Read the text and fill each of the numbered gaps with one of the words listed.

*reach statement effective problem management
purpose underhanded confidence goals confused vision
leader owner meeting definition power telling achieving*

The 1)_____ of leadership is that in order to be an 2)_____ leader you must be able to persuade your employees to accomplish a goal. It is important for a 3)_____ to contribute as much as the employee.

A good leader does not need to exert 4)_____ through fear or intimidation, nor does a good leader harass the employees or use 5)_____ power plays. A good leader encourages his or her employees to do their best in 6)_____ the goals that are set. Goals that are not so far out of 7)_____ that employees feel they can never be met.

A good leader will not have any 8)_____ with people following him or her. When they see you have a sense of 9)_____ and an air of 10)_____, you are more likely to be taken seriously. If you walk around like you are lost and 11)_____ then your employees will not respect or follow you.

As the 12)_____ of your company you must have a clear 13)_____ of where you want your company to go. A mission 14)_____ will aid your

employees in 15)_____ objective set by you. Make sure that all of upper 16)_____ understands what the 17)_____ you set are so they can make it clear to the rest of the staff.

Being a good leader is not just about 18)_____ people what to do. When you lead by example, you are letting your employees know that you will not ask them to do anything you would not do yourself.

GRAMMAR

Relative clauses

Relative clauses are introduced with a) **relative pronouns** i.e. **who, whom, whose, which** or **that** and b) **relative adverbs** i.e. **when, where** or **why**.

We use **who/that** to refer to people and **which/that** to refer to objects

Who/which/that can be omitted when it is the **object** of the relative clause; that is, when there is a noun or subject pronoun between the relative pronoun and the verb. It can't be omitted when it is the **subject** of the relative clause. We can use **whom** instead of **who** when it is the object of the relative clause.

*I saw a report (that) I hadn't read. **That** is the object, therefore it can be omitted. I met a man who was from your company. **Who** is the subject, therefore it cannot be omitted.*

There are two types of relative clause: **identifying** relative clauses and **non-identifying** relative clauses. An **identifying** relative clause gives necessary information and is essential to the meaning of the main sentence. It is not put in commas. A **non-identifying** relative clause gives extra information and is not essential to the meaning of the main sentence. It is put in commas.

Identifying relative clauses are introduced with **who, which, that**. They can be omitted if they are the object of the relative clause.

He's the man who got promotion.

In **non-identifying** relative clauses the relative pronouns cannot be omitted. *That* cannot replace *who* or *which*. The relative clause is put in commas. *She, who is hard-working, passed the test.*

1. Fill in the relative pronoun and put commas where necessary and say whether the relative clause is defining or non-defining.

1. I'm talking about the man _____ works in our department.
2. The country, _____ I want to visit most of all, is China.
3. We are working on the assumption _____ the exchange rate will stay the same.
4. The man, _____ you have just met, is our partner.

5. She has an office in Madrid _____ he uses as a base while travelling in Southern Europe.
6. The car, _____ has been on the market for a month, is our latest model.
7. He began to write the report _____ the shareholders had asked for.
8. His office, _____ he bought a year ago, is modern and spacious.
9. He does not consider himself bound by the agreement _____ was signed by his predecessor.
10. The man, _____ has written this book, is my director.

2. Fill in the correct relative pronoun.

1. An office is being set up for counseling employees _____ have professional or social problems.
2. I regret to inform you _____ your tender was not acceptable.
3. He deputised for the chairman _____ was ill.
4. The company pays the wages of staff _____ are absent due to illness.
5. Attrition showed the company _____ brand loyalty could not be taken for granted.
6. Workers _____ carried on working were sent to Coventry after the strike ended.
7. The directors exploit their employees, _____ have to work hard for very little pay.
8. A flat organisation does not appeal to those _____ like traditional bureaucratic organisations.
9. We need a hands-on manager _____ will supervise operations closely.
10. We are pleased to inform you _____ you have been selected for interview.
11. Situation analysis has shown _____ there is only latent demand.

3. Combine the two sentences using a relative pronoun.

1. Some work is done by private companies. Shares have increased in value over the last ten months. The shares were bought in 2005.
2. He plans to invest more in marketing his products. His designs have been very popular.
3. The new IT program is very complex. We have to follow the new IT program.
4. She lives next door. She is a product manager.
5. Clients came to ask her for advice. She was accused of cheating clients.
6. The senior managers are promising a big money deal. We are meeting the senior managers next week.
7. She was engaged as a temporary replacement for the marketing manager. The marketing manager was ill.
8. The other secretaries complain. She keeps singing when she is typing.
9. My office is very big. My office is on the first floor.

4. Underline the correct word in each sentence.

- a) An old man, *who/which* was carrying a suitcase, knocked at the door.
- b) The winner, *which/whose* bike was an unusual design, won a medal.
- c) The girl *who/which* spoke to me turned out to be in my class.
- d) The museum, *which/whose* was in a beautiful building, was closed.
- e) A policewoman *that/which* we asked told us how to get there.
- f) The boy *whose/whom* house I was staying at was an old friend.
- g) The last person *which/whose* pen I borrowed didn't get it back

5. Complete each sentence with *who, whose or that*

- a) The friend.....house I stayed in is coming to stay with us.
- b) The guidebookwe bought explained everything.
- c) The couple house I bought both worked in my office.
- d) I'd like you to tell me you were talking to.
- e) The girl..... ruler I had borrowed wanted it back.
- f) I can't rememberI lent my bike to.
- g) Do you know.....Catherine works for?

SKILLS

Decision-making

Useful language

Asking for the facts

Can you bring us up to date?

Can you give us the background?

Where do we stand with...?

Making a suggestion

We should sell out as soon as possible. Why don't we sell out?

Disagreeing

I don't agree with that all. I totally disagree.

Identifying needs

We've got to get more information.

We need more information about where we're going wrong.

Agreeing

You're absolutely right. I totally agree with you.

Expressing doubt

I am worried about the store's location. I'm not sure about that.

Making a decision

The solution, then, is to keep the store going.

I think, on balance, we feel we should keep the store going.

Stating future action

So, the next thing to do is...

What we've got to do now is...

The ethical decision-making process

Here are some steps to take if you find yourself in an ethical dilemma:

1. Identify the ethical dilemma.
2. Discover alternative actions.
3. Decide who might be affected.
4. List the probable effects of the alternatives.
5. Select the best alternative.

UNIT 13 INNOVATION

STARTING UP

1. Answer the questions.

1. For you, which is the most important invention of the last 100 years? Which one do you wish had not been invented?
2. How would you advise somebody to exploit an innovation? Patent it and then exploit it himself? Sell the idea to a big company?

KEY VOCABULARY

1. Match the words to their definitions.

1. intellectual property
 2. patent
 3. proprietary
 4. royalty
 5. copyright
 6. license
 7. technology
- a. an official document which allows someone to do something
 - b. money paid to an inventor or writer for the right to use their property, usually a specific percentage of sales, or a specific amount per sale
 - c. ideas and inventions, including copyrights, patents and trademarks, that were created by and legally belong to an individual or an organisation
 - d. a product, e.g. a medicine which is made and owned by a company
 - e. the practical or industrial use of scientific discoveries
 - f. an official document showing that a person has the exclusive right to make and sell an invention
 - g. a legal right which protects the creative work of writers and artists and prevents others from copying or using it without authorisation, and which also applies to such things as company logos and brand names

2. Read the text and fill each of the numbered gaps with one of the words.

payments *proprietary* *design* *license*
patents *royalties* *copyright*

Information or knowledge that belong to an individual or company is 1) _____. A product developed using such information may be protected in law by 2) _____ so that others cannot copy its 3) _____. Other companies may pay to use the design under 4) _____ in their own products. These payments are 5) _____.

In publishing, if a text, picture, etc. is 6) _____, it cannot be used by others without permission. 7) _____ to the author from the publisher are royalties.

3. Match the words to their definitions.

1. to design
2. to develop
3. to innovate
4. to invent
- a. to think of new ideas, methods, products
- b. to make plans or drawings for how something is to be made
- c. to design and make something for the first time
- d. to make a new idea successful, for example by making or improving
- e. a product

4. Read the text and fill each of the numbered gaps with one of the words.

decline development diffusion innovation
integration invention inventor market patent
range

There are typically five stages of 1) _____. First there is 2) _____, which means thinking of a new product or new idea. During this period, the 3) _____ should 4) _____

the idea. Then the second phase is 5) _____, where the idea is adapted to the needs of a specific 6) _____. Then comes the 7) _____ stage, where the idea is sold and used by consumers. Next the company fully accepts the innovation and it becomes a full part of the business's product 8) _____. This phase is called 9) _____. The final phase is called 10) _____. Perhaps technology moves on or consumer demand changes and the idea or product is no longer needed.

5. Match each of the predictions (1-11) with evidence for it (a-k).

1. less use of oil as main source of energy.
2. more leisure time
3. breakup of multinational companies
4. revolution in house design.
5. frequent space travel
6. more genuine free trade around the world
7. more respect for the environment
8. new transportation methods
9. a fairer world
10. massive advances in medical science.

- a. a stronger and fairer World Trade Organisation
- b. more use of solar power
- c. more use of gene therapy and less disease
- d. an end to the gap in wealth between rich and poor countries
- e. people working fewer hours
- f. fewer global companies, more small and regional businesses
- g. solar-powered capsules on monorails
- h. holidays on the moon
- i. new kinds of domestic architecture
- j. an end to waste in production and consumption

6. Fill the gap in each sentence by writing the correct form of the verb given in brackets.

royalties development inventions innovation copyright
process developer design

1. She is in charge of product _____ at Target.
2. I think that computer is the greatest _____ of the past 100 years.
3. You have to pay a lot to get a good software _____.
4. Have you seen her _____ for the new shopping centre.
5. He is still receiving substantial _____ from his invention.
6. It is illegal to photocopy a _____ work.
7. Applying for a patent is a long, complicated and expensive _____, usually best undertaken by a patent agent.
8. Applicant writes descriptions of _____, drafts drawing defining the invention and prepares submits to illustrate the description

7. Match the words. Then use your word pairs to complete the sentences below.

- | | |
|-----------------|----------------|
| 1. product | a. property |
| 2. cutting | b. application |
| 3. research | c. development |
| 4. under | d. edge |
| 5. intellectual | e. center |
| 6. patent | f. license |

1. We have made a _____ to stop people copying our invention.
2. Our drug for pain relief is made _____ in 32 countries.
3. I'm in charge of _____ at SNV.
4. We use the latest technologies to keep our products at the _____.
5. We took them to court because the original idea was our _____.
6. We test all new drugs at our _____ in Zurich.

READING

1. Read the text.

Scientists in Brazil say they have found a novel way of improving the production of biofuels. The researchers say that fermenting sugar cane in the presence of magnets boosted production by 17% and made the process faster. Many countries around the world are trying to reduce their dependence on oil by emulating Brazil where bio ethanol provides about 30% of automobile fuel. But the process of making bio ethanol by fermenting sugar cane is time-consuming, inefficient and expensive.

Now a team of researchers at Brazil's State University of Campinas say they have found a way of improving the production process by using extremely low frequency magnetic waves. The team attached two electromagnetic generators to a vat containing a mixture of yeast and sugar cane. They found that the production of ethanol increased by 17% and it speeded up the time required to produce the fuel by two hours.

The scientists involved are unsure as to how exactly the process works but they believe that the magnets stimulate the yeast and make it work faster and more intensely. They believe their discovery can be easily implemented at an industrial scale.

Which of these statements are true? Correct the false ones.

1. A lot of countries want to be like Brazil which uses less oil.
2. Making this new fuel is cheap, efficient and cheap.
3. The team from Campinas has discovered a better way of making bio ethanol.
4. This new way of making the fuel is much cheaper but takes more time.
5. The scientists are certain about the way the magnets work in this process.
6. The scientists say repeating the experiment in a much bigger way won't be difficult.

Find the words and expressions in the text which mean the following.

1. a chemical which is a type of alcohol, mainly produced by the sugar fermentation process, although it can also be manufactured by the chemical process of reacting ethylene with steam
2. making something change chemically by the action of living substances, such as yeast or bacteria
3. the disturbances which carry the energy produced using the power of magnets ('low frequency' refers to the fact that there is a relatively small number of these disturbances within a particular period)
4. refers to a device made of iron, with wire around it, that becomes magnetic when a changing current is passed through it

5. a large container used for mixing or storing liquids
6. type of fungus which is used, for example, to make bread swell and become light
7. less time was needed because the process happened faster
8. not certain
9. put into operation, made to happen

2. Read the text.

The internet search group Google has overtaken Time Warner to become the world's largest media company as measured by the value of its shares.

Google was founded seven years ago by two computer science students with a cheque for a hundred thousand dollars from a benefactor. Their first base for operations was a college dormitory in California. What they offered was more efficient technology for accessing information from the internet, and their creation, Google, rapidly emerged as the most used internet search facility.

It became a public company with shares traded on the stock market just ten months ago. Initially investors had doubts forcing Google to cut the opening price of the shares, but since the launch they've trebled in value. Financial markets haven't seen anything like this since the dot com boom of the late 1990s, which was followed by an equally dramatic crash.

There are some solid reasons for Google's recent success - the company has shown three quarters of spectacular growth - yet apart from its shares this is still a relatively modest sized business with revenues of just 3.2 billion dollar last year. This week the total value of Google's shares has reached 81 billion dollars slightly higher than Time Warner, which has revenues of 42 billion dollars a year.

Most of Google's income comes from a single source - fees for links to advertisers sites that appear next to search results on Google. Despite the success, some investors are wondering whether this company is really worth more than one that owns a Hollywood studio, CNN television, magazines and the many other substantial assets that Time Warner has.

Answer the questions.

1. Who founded Google?
2. What are the reasons for Google's recent success?
3. What is the resource for most of Google's recent success?

Match the words on the left with the words on the right.

- | | |
|--------------|-------------|
| 1. media | a. facility |
| 2. efficient | b. assets |
| 3. search | c. source |
| 4. stock | d. reasons |

- | | |
|----------------|---------------|
| 5. dramatic | e. value |
| 6. spectacular | f. company |
| 7. solid | g. technology |
| 8. single | h. crash |
| 9. substantial | i. market |
| 10. total | j. growth |

Find the words and expressions in the text which mean the following.

1. a person who gives money for a good purpose
2. working well and without any waste
3. a business company which offers its shares for sale (on the stock exchange)
4. increased three times
5. a period when internet companies ('dot coms' from the abbreviation '.com') became very popular on stock exchanges and their values increased sharply
6. money a person or a company receives from something
7. valuable things which belong to a person or a company

3. Read the text.

The world's largest passenger plane, the Airbus A380, sometimes called the super-jumbo, has been unveiled at an elaborate ceremony in France.

The Airbus company says the new aircraft will offer about a third more seating than its nearest competitor. Air travel is a growing business and the company says the A380 will enable more passengers to travel without extra air traffic movements. If the new aircraft is a success it would break the dominance that Boeing has in very large aircraft with its 747 jumbo jet.

Airbus is now a company in its own right, but it grew out of the cooperation between aerospace companies in several European countries, encouraged by their governments. The first airbus went into service in the mid-1970s. The presence at the unveiling of political leaders from France, Britain, Germany and Spain underlines the fact that it is still a powerful symbol of European industrial cooperation.

Boeing has long complained that Airbus was supported by government subsidy, as it clearly has been. But Airbus has countered that Boeing too gets financial support from the US government. The competitive relationship between the two has been punctuated by rows about this issue.

Boeing has taken a different view of the way forward in this market. Instead of developing a very large aircraft, it is working on a smaller long distance plane, called the 7e7 Dreamliner. The Boeing vision for a growing

aviation business seems to be one of a large number of direct, or 'point to point' flights. The A380 is about putting more passengers on each plane.

Answer the questions.

1. What are the advantages of the Airbus A380?
2. Is it possible for the Airbus company to break the dominance that Boeing has in very large aircraft?
3. Who founded the Airbus?
4. When did the first airbus go into service?
5. What is the Boeing vision for a growing aviation? What is A 380 vision for a growing aviation?

Match the words on the left with the words on the right.

- | | |
|---------------|---------------|
| 1. extra | a. subsidiary |
| 2. growing | b. plane |
| 3. financial | c. ceremony |
| 4. government | d. plane |
| 5. elaborate | e. movements |
| 6. passenger | f. business |
| 7. nearest | g. support |

Find the words and expressions in the text which mean the following

1. to end the influence
2. started to fly
3. showing publicly for the first time
4. attendance
5. emphasizes
6. money paid by a government to make it cheaper to produce something
7. interrupted at intervals
8. understanding of how the future will be

4. Read the text.

You could think of Coca-Cola, GE, and IBM as legendary legacy brands. Despite massive shifts in consumer preferences, changing business environments, and the evolution of marketing from print to electronic and interactive means, these three brands have not only survived for a century, they remain at the top of their global game. Somehow, through a combination of being organized and disciplined, yet being creative and taking risks, these brands have succeeded where others have failed.

While Coke, GE, and IBM reside in very different industries, they share common traits that offer some clues to their sustainability.

Each of these three brands was launched because of a new, innovative product. Coca-Cola was a unique soft drink invented by a pharmacist. GE was the outgrowth of Thomas Edison's breakthrough invention, the incandescent light bulb. IBM was, in part, created as a result of the first time recording company in the world.

While many brands are born because of singular products, these brands distinguish themselves by continuing to innovate throughout their corporate lives.

Coca-Cola developed a unique bottle, created the six-pack, and has long been a leading innovator in product marketing techniques. Early on, GE established a research laboratory; now called GE Global Research, this capability has helped GE amass thousands of patents and win two Nobel prizes. IBM has been an information technology powerhouse, pioneering computers that used interchangeable software, introducing the first commercially successful personal compute.

Coca-Cola, GE, and IBM have benefited from innovation. It is because of this attribute that, even after 100 years, they stand out as the most valuable global brands.

Answer the questions.

1. Why are Coca-Cola, GE, and IBM legendary legacy brands?
2. Who invented Coca-Cola?

Match the words on the left with the words on the right.

- | | |
|-----------------|----------------|
| 1. legendary | a. innovator |
| 2. business | b. traits |
| 3. innovative | c. successful |
| 4. breakthrough | d. powerhouse |
| 5. consumer | e. environment |
| 6. common | f. product |
| 7. leading | g. invention |
| 8. commercially | h. preferences |
| 9. technology | i. brands |

Complete the phrases from the text with prepositions.

1. to survive _____ a century
2. to remain _____ the top of their global game
3. to reside _____ very different industries
4. to be a leading innovator _____ product marketing techniques
5. to offer some clues _____ their sustainability
6. to benefit _____ innovation

VOCABULARY DEVELOPMENT

1. Choose the best word to fill each gap from the alternatives given below.

We are very excited about our new multimedia range. The original 1)_____ was to produce a large, flat screen that would hang on the wall like a picture. Our 2)_____ research showed us that people don't want huge TVs in their living rooms. 80% of people who filled in our 3)_____ said they wanted one screen to be a TV, a computer monitor, or used to show DVDs. It took us two years to make the 4)_____. When we showed it to our 5)_____ group, they loved it. There were one or two small 6)_____, but we solved them easily. We are having a big product 7)_____ next week and our sales 8)_____ is approximately 100000 units in the first year.

- | | | |
|-------------------|---------------|------------------|
| 1. A) design | B) concept | C) manufacture |
| 2. A) market | B) shop | C) laboratory |
| 3. A) application | B) interview | C) questionnaire |
| 4. A) trial | B) version | C) prototype |
| 5. A) focus | B) panel | C) thought |
| 6. A) insects | B) bugs | C) flies |
| 7. A) launch | B) survey | C) rollout |
| 8. A) team | B) department | C) forecast |

2. Read the text below and decide which answer (A, B or C) best fits each gap.

The patenting of new 1)_____ has two objectives: one is to provide an 2)_____ to inventors by granting them a temporary 3)_____ on the 4)_____ of their invention. The other objective is to 5)_____ and facilitate 6)_____ progress and 7)_____ by assuring the publication of new inventions. However, it can take more than four years before a patent is granted and there is a huge 8)_____ of applicants. This delay is difficult for a small business or an individual inventor who depends on the 9)_____ of his patent for its exploitation. 10)_____ actions can be brought only after the patent has been granted and do not offer any real 11)_____ against a financially strong competitor who can afford the cost of patent 12)_____.

- | | | |
|---------------------|----------------|-----------------|
| 1. A) activities | B) inventions | C) sales |
| 2. A) incentive | B) example | C) outline |
| 3. A) registration | B) assistance | C) monopoly |
| 4. A) exploitation | B) development | C) analysis |
| 5. A) adjudicate | B) produce | C) stimulate |
| 6. A) technological | B) fiscal | C) theoretical |
| 7. A) policies | B) innovation | C) ratification |
| 8. A) increase | B) input | C) backlog |

9. A) cover B)licensing C)classification
 10.A) representation B) marketing C) infringement
 11.A) protection B) issue C) legislation
 12.A) consultation B) procedure C) litigation

3. Read the text and fill each of the numbered gaps with one of the words listed.

*civilisation aims companies report start developing
 substance efficient commercial giants improvement
 open clear engine develop concept future cheaper*

The 19th century science fiction writer Jules Verne envisaged a 1)_____ powered by hydrogen – the lightest and most abundant 2)_____ in the universe. According to the World Watch Institute's new 3)_____, we'll be able to 4)_____ buying in to Verne's vision in two years time, when Toyota plans to start selling its hydrogen-powered car on the 5)_____ market. As the report makes 6)_____, Toyota is just one of many 7)_____ investing in a hydrogen 8)_____.

Daimler-Benz is committing over a billion dollars over ten years, and has buses which are nearly ready for 9) _____ release; General Motors 10)_____ to begin mass production of hydrogen cars in 2010; oil 11)_____ Shell, BP and ExxonMobil are all involved in 12)_____ the fuel cells which will power the hydrogen vehicles. Fuel cells are silent, 13)_____ and pollution-free - potentially a vast 14)_____ on the internal combustion 15)_____. But until a few years ago, scientists were starved of the funds to 16)_____ the elegant 17)_____ into reality. Now that the money is there, fuel cells are rapidly becoming lighter, 18)_____ and more practical.

Find the words and expressions in the text which mean the following

1. imagined as something that will possibly happen in the future
2. something that is present in large quantities
3. something that is available for all people to buy
4. to be made available for people to buy for the first time
5. to produce things in very large numbers
6. a device which uses energy from heat, light or a chemical like hydrogen to produce power

4. Read the text and decide which answer (A, B or C) best fits each gap.

The US has again rejected handing over 1)_____ of internet domain 2)_____ such as dot com and dot org to a UN backed international body. Critics see this as keeping the governance of the internet 3)_____ private

US hands. ICANN is a private company 4)_____ in the early days of the internet to assign domain names, such as dot com now used worldwide in internet addresses. 5)_____ the time the internet was not 6)_____ global so it didn't seem to matter that this obscure US organisation had control 7)_____ all addresses. But with global 8)_____ this began to look increasingly 9)_____, as now demonstrated by one of the internet's largest user groups.

1. A) control B) charge C) power
2. A) titles B) names C) signs
3. A) at B) for C) in
4. A) set up B) set on C) found up
5. A) on B) for C) at
6. A) globally B) global C) limited
7. A) on B) for C) over
8. A) expansion B) swelling C) stretching
9. A) unfair B) fair C) reasonable

The UN believes that it should control 10)_____ of the internet addresses and is organising a conference in Tunisia in November to discuss the 11)_____. Many internet activists though see the spat over domain names as 12)_____ irrelevant, saying there are more pressing issues for the internet, such as to what extent it really is a development tool, as outlined in the UN millennium goals. Many also question why this UN conference is happening in a country 13)_____ Tunisia where internet access is tightly controlled and where opponents of the government who've tried to use websites to get their views 14) _____ have been imprisoned.

10. A) alocation B) allocation C) illocation
11. A) question B) topic C) issue
12. A) seriously B) largely C) truly
13. A) as B) similar C) like
14. A) over B) above C) across

5. Read the text and fill each of the numbered gaps with one of the words.

speaking response testing experimental emergency
extensive sustained covers expensive streamlined
economy service float designers maximum
predecessors development operating

A Japanese railway company has started 1) _____ what it says is the world's fastest train, capable of speeds of over 360 kilometers an hour. The new train is a 2) _____ of the famous 'Shinkansen' or 'bullet train' system.

For years now, the world's fastest trains, 3) _____ in Japan and France, have been stuck at a 4) _____ operating speed of around three hundred kilometers an hour – in fact the latest Japanese bullet trains travel a bit slower than their 5) _____, the emphasis of the 6) _____ being more on smoothness and 7) _____. Now JR East, the country's largest railway company, has unveiled a much faster train, capable of 8) _____ speeds of around three hundred and sixty kilometers an hour.

The new train, which has been displayed in a dazzling teal colour, looks very similar to the 9) _____ models already running on Japan's high-speed railways, except for one unusual feature – extra 10) _____ brakes in the form of cat's ears that rise from the roof of the carriages – this, a 11) _____ to the derailment of a bullet train after an earthquake last year.

The testing will be 12) _____ – the new train won't go into 13) _____ for six years. Strictly 14) _____ it isn't the world's fastest – that honour goes to magnetically-levitated trains which literally 15) _____ above the track on an enormous magnetic field – and yes, the fastest of those is also Japanese, an 16) _____ model that has hit speeds of close to six hundred kilometers an hour.

But only one maglev network is in operation today – a German system, built in Shanghai – and it only 17) _____ the thirty kilometers from the airport to the city. The technology is so prohibitively 18) _____ that conventional railways are likely to dominate inter-city travel for many more years.

Find the words and expressions in the text which mean the following

1. unable to move or to be moved from
2. trains that have been replaced by newer trains
3. speeds that stay more or less the same for long periods
4. impressing a lot with its beauty or colours etc
5. an incident during which a train leaves its track
6. staying in the air without any physical support, but using the strength of a magnetic field
7. move slowly in the water or in the air

6. Read the text and fill each of the numbered gaps with one of the words.

support prize range competition branching recipe
making innovator secret

Scotland's "jam boy" has been crowned the nation's top young 1) _____, beating off 2) _____ from hundreds of pioneering Scots. Fraser Doherty, 19, from Edinburgh, was named Scotland's Best Young Innovator for his brain-child Super Jam, at the John Logie Baird Awards.

Mr Doherty received the 3)_____ of £20,000 worth of 4)_____ to progress his business. The teenager became one of the youngest people to supply a UK supermarket last year. He created a 5)_____ of Super Jams available in 130 Waitrose stores across the UK before 6)_____ into Tesco. His 7)_____ uses grape juice to sweeten the fruit instead of refined sugar or artificial sweeteners. He began 8)_____ jam when he was 14, using his grandmother's 9)_____ recipes.

7. Read the text and fill each of the numbered gaps with one of the words.

*potentially application digital calculations general design
satellite wireless communication popular world*

Dr Andrew Viterbi's innovation has touched the lives of 1)_____ billions of people. His algorithm advanced the 2)_____ and implementation of modern wireless 3)_____ systems by simplifying the complex and convoluted world of signal processing.

The algorithm is an error-correction scheme for 4)_____ communications and is now used every day in billions of mobile phone calls, 5)_____ communications, 6)_____ networks and even MP3 players.

He published his algorithm in 1967 but it did not find an 7)_____ until computing power became powerful enough to deal with the massive 8)_____ needed to apply it.

Taking the advice of his lawyer, who felt there was no 9)_____ application for the algorithm, he did not patent it. He co-founded Qualcomm, helping develop the 10)_____ CDMA standard, which is a rival to GSM, and is in use in 3G networks around the 11)_____ today.

8. Read the text and fill each of the numbered gaps with one of the words.

*point shift halves dominance drive global
instigated replaced basics introduction reputation shifted
worldwide making halved stem came reinvent target*

Levi Strauss & Company has been 1)_____ jeans since 1886. Over the past 116 years it has become one of the best-known 2)_____ brands and a denim market leader 3)_____. In Europe, market 4)_____ was for many years underpinned by the 501, launched in Europe in 1985. Levi's share of the core youth market was 5)_____ between 1996 and 2000 falling from 21% to 10.9%. As consumer tastes 6)_____ away from denim in favour of combat gear and cargo pants, Levi's had to do something to 7)_____ falling

sales, and fast. The turning point 8)_____ in 1998/9. The company made a brave decision. It decided there was little 9)_____ in doing things by 10)_____ and that structural change was needed to 11)_____ through any shift in product or communications strategy.

So a complete re-organisation was 12)_____ with its former network of country managers 13)_____ by a central brand management structure headed by a Brand President. Levi's acknowledged it needed to get back to some 14)_____: its origins as an innovator, and its former 15)_____ as a brand seen by its core 16)_____ market as cool, sexy and rebellious. It had to reinvent itself and 17)_____ its core product, the five-pocket jean. And having reinvented that, it had to reinvent its communications strategy and retail presence. The result was the 18)_____ of Levi's Engineered Jeans (LEJ), a major 19)_____ in its communications strategy and a new business focus on innovation and on-going new product development.

Match the words on the left with the words on the right.

- | | |
|---------------|--------------------|
| 1. brave | a. change |
| 2. market | b. focus |
| 3. core | c. point |
| 4. falling | d. leader |
| 5. turning | e. re-organisation |
| 6. brave | f. development |
| 7. structural | g. sales |
| 8. complete | h. point |
| 9. business | i. market |
| 10. on-going | j. decision |

GRAMMAR

Passive

The Passive is used to give more emphasis to an action rather than to the person or thing that performs the action. We use the Passive:

- to describe actions without saying who does them

*She **was accused** of stealing from the petty cash box.*

*The staff **are all sent** to see the company doctor once a year.*

- to describe processes

*First, the jury **is selected** and then a date is fixed for the case **to be heard**.*

- in a formal or impersonal style

*The decisions of the director must **be implemented** at all times.*

1. Rewrite the sentences using the Passive.

1. The Board of Directors makes policy decisions.

2. He has changed the contract.
3. They add interest monthly.
4. They have increased our advertising budget.
5. Our company is making too many mistakes at the moment.
6. Unfortunately, you made a poor decision in hiring unqualified staff.
7. The adjust prices for inflation
8. They signed the agreement without any alterations.
9. They have sent the annual accounts to the shareholders.
10. He made an error in calculating the total.
11. The company has established a branch in Australia.

2. Put the verbs in brackets into the correct tense.

1. My business address and phone number _____ (print) on the card.
2. Last year the contract _____ (annul) by the court.
3. The figures _____ (revise) on an annual basis.
4. She _____ (sack) after an argument with the managing director.
5. The restaurant _____ (book up) over the Christmas period.
6. The cars _____ (assemble) in France.
7. The factory _____ (close) and the machinery () was auctioned off.
8. The business _____ (establish) in Scotland in 1823.
9. These warehouses _____ (close) usually to the public.
10. All our publicity leaflets _____ (print) on the colour printer here in the office.

3. Rewrite the sentences using the Passive.

1. The company gave her a pay rise in appreciation of her excellent work.
2. The director has asked each department to provide an approximation of expenditure for next year.
3. The manager assigned her the task of checking the sales figures.
4. The board turned down the takeover.
5. The manager reprimanded some of the employees for poor attendance.
6. The company will sell their furniture in the auction rooms next week.
7. The bank financed the new factory.
8. The government blacklisted their firm.
9. Our company introduced the idea of corporate social responsibility.
10. The company is hiring 100 new employees this month.
11. A problem delayed my flight.
12. Our subcontractors employed a lot of illegal immigrants last year.

SKILLS

Presentation techniques

Useful language

Introducing yourself and your presentation

Good morning/afternoon,...

My name is....

...and I am responsible for ... here at...

I'd like to...

...say a few words to you today about...

... talk to you today about...

... explain to you today the main features of...

...describe the operation of...

Outlining the talk

I've divided my talk into five main parts.

The subject can be looked at under five main headings.

During my talk I'll be looking at five areas.

First (ly)... second(ly)...third(ly)...fourth...fifth...finally

Ground rules

If you have any questions...

...please feel free to interrupt

...I'll be glad to try to answer them at end of my talk

Starting your first point

To start with...

First of all, then... Firstly,..

Let me begin by saying...

Finishing a point

Well, that's all I have to say about...

So that, then, is...

That's all about... Now we've dealt with...

Starting a new point

Now let's turn to my next point, which is...

Let's move on now to...

The next point I'd like to make is...

Next we come to ...

Turning now to ...

Leaving the structure

By the way...

Returning to your structure

Coming back to the subject of my talk...

To come back to ...

As I was saying earlier...

As I mentioned earlier...

If you remember, I said at the beginning...

Introducing your last point

And finally,.. Lastly,...

That brings me to my last point, which is...

Summarising

So now, I'd just like to summarise the main points.

In brief, we have looked at...

Let me sum up.

Concluding

In conclusion,...

Well, that brings me to the end of my talk...

That's all I have to say for now...

Thank you for your attention.

Thank you for listening.

Inviting questions

And now, if you have any questions, I'll be glad to try to answer them.

Does anyone have any question? Are there any questions? Any questions?

... Yes, your question, please.

Checking that the questioner is satisfied

Does that answer your question?

I hope that answers your question.

Inviting further questions

Are there any more questions? Any more questions?

Ending

If there are no more questions, I'd like to thank you for your attention.

Dos and don'ts: preparation

Here are some tips for a stand-up presentation (one person talking to an audience)

1. Find out about the audience: how many people there will be, who they are, why they will be there, and how much they know about the subject.
2. Plan the content and structure, but don't write the complete text of presentation.
3. Try to memorize the first five sentences of your talk.
4. Prepare visual aids: pictures, diagrams.
5. Start on time. Don't wait for latecomers.
6. Plan how long you're going to spend on each point and keep to these timings.
7. Don't digress (talk about things that have nothing to do with the subject), unless you have a particular purpose in mind.

8. Project your voice to the back of the room, but don't shout. Don't ask if people at the back can hear. Check the volume (loudness) of your voice beforehand.
9. Make eye contact: look at each person in the audience for about a second, before moving on to the next person. Don't concentrate on just one or two people.
10. Smiling is fine at appropriate moments, but not too much.
11. Use gesture (hand movements) to emphasize key points.
12. Stay more or less in one place: don't move around too much.
13. Avoid mannerisms (ways of moving and speaking which you do repeatedly without realizing).

Rapport with the audience. Experts say that you can gain the audience's attention in presentation by:

1. telling an anecdote (a story, perhaps a personal one);
2. mentioning a really surprising fact or statistic;
3. stating a problem;
4. asking a question.

UNIT 14 COMPETITION

STARTING UP

1. Answer the questions.

1. How can competition motivate businesses?
2. Think about how businesses compete to sell their products to consumers. Have you ever been affected by a lack of competition?
3. What are the benefits offered by the competition?

KEY VOCABULARY

1. Match the word with its definition.

1. competitor
 2. competitive pricing
 3. competitive edge
 4. cut-throat competition
 5. perfect competition
 6. unfair competition
 7. monopoly
 8. public monopoly
- a. sharp competition which cuts prices and offers high discounts
 - b. a person or company that is competing with another
 - c. a situation where an organisation owned and run by the state is the only supplier of a product or service
 - d. the practice of trying to do better than another company by using techniques such as importing foreign goods at very low prices or by wrongly criticising a competitor's products
 - e. the ideal market, where all products are equal in price and all customers are provided with all information about the products.
 - f. the practice of putting low prices on goods so as to compete with other products
 - g. an advantage that one company or product has over its rivals in the market
 - h. a situation where one person or company is the only supplier of a particular product or service

2. Match the words and phrases to their definitions

1. to enter/to penetrate a market
 2. to abandon/to get out of/to leave a market
 3. to dominate a market
 4. to corner/to monopolize a market
 5. to drive another company out of a market
- a. to start selling sth for the first time

- b. to stop selling sth
- c. to be the most important company that sells sth
- d. to be the only company that sells sth
- e. to make the other company leave the market, perhaps because it can no longer compete

3. Choose the best answer to fill each gap.

1. We are well known in America, but now we want to _____ the European market.
A) compete B) entrance C) penetrate
2. The world's soft drinks market is _____ by Pepsi and Coca-Cola.
A) dominated B) segmented C) shared
3. We were _____ out of business by the large supermarket chains.
A) left B) driven C) abandoned
4. We bought out our only competitor so we could _____ the market in coffee.
A) corner B) front C) edge
5. Our most important market _____ is men aged from 18 to 30.
A) place B) share C) segment
6. Competition is _____ in the fast food business.
A) efficient B) intense C) successful
7. We want to avoid _____ direct competition with Smith Ltd.
A) direct B) indirect C) personal
8. We have lowered our prices to _____ to beat the competition.
A) beat B) break C) hit
9. Competition has forced the company to _____ to lower its prices.
A) drop B) lower C) lessen
10. European films do not export well: European movies barely to _____ the US market.
A) abandon B) corner C) penetrate
11. In the 1940s, MGM to _____ the market on film musicals. But by the late 1950s, Warner Bros had also started buying film rights to musicals.
A) abandon B) get out C) monopolize

4. Complete the sentences with the words.

share incentive segmentation competition player
foreign range growth rivals leader businesses

1. In the late 1990s, market _____ in the field of computers was incredible.
2. Our company is the market _____ in financial software in the UK.
3. Today our market _____ is about 60% and it is still growing.
4. We can't relax because we face stiff _____.

5. Our next target is to become a key _____ in the US market.
6. We investigated market _____ and found that there are two main types of user for our product – small to medium companies and private individuals.
7. The ready-to-wear trade has suffered from _____ foreign competition
8. Why does this product have the competitive edge over its _____ rivals?
9. _____ businesses merge in order to decrease competition.
10. There is no _____ incentive to produce a better product since there is no competition.
11. The competition have brought out a new _____ of products.

5. Choose the correct word to fit the gap.

1. The globalization of the world's economies has increased competition _____ businesses and jobs.
A) for B) at C) in
2. Companies thrive _____ competition, the contest between businesses to win customers.
A) on B) for C) at
3. Competition among businesses is _____, for this reason, businesses must decide how to best use and conserve their resources.
A) intensive B) intense C) profound
4. To _____ competition from other countries, Japan practices protectionism.
A) limit B) lose C) enter
5. Do not underrate the strength of the competition _____ the European market.
A) at B) of C) in
6. They have given us a written undertaking not to sell their products in competition _____ ours.
A) of B) for C) with
7. Any competitive _____ we have in this market is due to our good after-sales service.
A) edge B) limit C) border
8. The firm merged with its _____ competitor.
A) main B) prime C) head
9. The company is easily _____ its competitors.
A) outselling B) overselling C) underselling
10. They increased their market share by _____ their competitors.
A) overcutting B) undercutting C) incutting

6. Complete the sentences with the words.

*creating lower basic existing maintain alternative economic
productivity unfair changing countries businesses qualified
need domestic demand similar rivals orders*

1. Foreign competition can lower the _____ for products made at home.
2. Companies at home need to be protected from _____ foreign competition.
3. To limit competition from other _____, governments develop trade barriers.
4. Competition forces _____ to be more efficient and productive.
5. Changes in technology, globalization, and greater competition among _____ job candidates are creating the _____ for continuing adult education.
6. Today, we are reinventing our business to meet the _____ needs of our customers and the demands of competition.
7. Government takes part in _____ affairs to encourage competition.
8. A decline in _____ hurts the whole economy and leads to higher prices for _____ goods, increased foreign competition, and job losses.
9. Competition between _____ businesses is one of the _____ characteristics of the economy.
10. Businesses compete against each other to sell their products and to increase or defend _____ market share.
11. When a company succeeds in _____ a new market, competitors enter the industry, offering similar products but at _____ price.
12. To stop their customers from switching to _____ products, businesses must _____ a competitive advantage.
13. Having a local office gives us a competitive edge over our _____.
14. During the strike, the company lost six _____ to American competitors.

READING

1. Read the text.

The American sports goods group Reebok is to be bought by its German rival Adidas for three-point-eight billion dollars. The deal, which must still be approved by shareholders, will help Adidas compete more effectively against the market leader Nike.

Adidas and Reebok are two of the world's best known consumer brands, but they're in the shadow of Nike, the giant of the sports wear industry. This deal is intended to help them take on Nike. Adidas chairman Herbert Hainer described the planned deal as a once in a lifetime opportunity to combine two of the most respected and well known companies in the sector. But Reebok will continue to have a

separate identity, retaining its name and its headquarters in the US state of Massachusetts.

The enlarged company will have a fifth of the all important US market for sports shoes and clothes. The plan is to focus the two brands on different segments of the market. The German arm, Adidas, will continue its emphasis on goods for competitive sports while Reebok will be more of a youth and consumer lifestyle brand.

Adidas pays a glittering array of celebrities including the footballer David Beckham and the rap musician Missy Elliot to endorse its products. Reebok has a different approach to marketing which makes less use of big name sponsorship.

Which of these statements are true? Correct the false ones.

1. Adidas and Reebok are as successful and well-known as Nike is.
2. Adidas and Reebok hope this new arrangement will allow them to challenge Nike.
3. Herbert Hainer thinks that this arrangement is a rare opportunity for Adidas and Reebok.
4. Although Adidas has bought Reebok out, Reebok will still have its own image and main offices.
5. Adidas and Reebok will jointly concentrate on increasing their sales of casual and sporting goods to young people.
6. A lot a famous people give their services free to promote Adidas' products.

Find the words and expressions in the text which mean the following.

1. to say, usually for money, that a product is very good.
2. a way of living that involves frequently spending money on things (but not general things like food) compete with (to take on)
3. a chance to do something really important or exciting – this chance is unlikely to be available again
4. to invite someone to compete against you
5. a business term which describes when one company takes over another one

2. Read the text.

Two of the world's largest music recording companies are about to become even bigger. Sony of Japan and the German group Bertelsmann have agreed to merge their music operations.

The two companies have struck a deal in principle to create a combined group that will rival Universal Music, the world's largest recording label, in

size. The new group will account for a quarter of legitimate recording sales around the world.

The big recording labels are in a mood to join forces to combat the explosion of music piracy, which has slashed their revenues and profits. Increasingly music fans download their tracks for free over the internet. And, in parts of Asia bootleg CDs account for 90 percent or more of all music sold.

Answer the questions.

1. Why have Sony and Bertelsmann agreed to merge?
2. Why does the big recording want to combat the explosion of music piracy?

Find the words and expressions in the text which mean the following.

1. made an agreement
2. compete with
3. represent
4. become stronger by uniting
5. illegal copying and selling of tapes and CDs
6. dramatically reduced
7. illegally copied CDs

3. Read the text.

There are fears that the treaty being debated by European leaders could reverse the policy of free competition for businesses across the European Union. The amendments no longer state this as one of the EU's objectives.

The European Union's competition authorities have been among the most aggressive in the world at breaking up monopolies. Airlines, telephone companies and energy companies are just a few of the industries that have been forced to allow their customers to choose to buy their services from someone else. And once competitors appear, the prices paid by customers tend to fall.

But that liberalisation often put the European Union into conflict with national governments, such as France and Germany, whose natural instinct was to protect industries that employed thousands of people.

Now the national governments are re-writing the EU's governing treaty and the draft version being considered by the EU's leaders in Brussels appears to scale back the commitment to a level playing field. Where the EU's previous treaties aspired to an 'open market economy with free competition', the new version describes a 'social market economy aiming at full employment'.

Find the words and expressions in the text which mean the following.

1. making companies that have complete control of an area of business lose it, so that other companies can have their share
2. made to do something against their will
3. the way someone normally reacts or behaves, without having to learn it or think about it
4. a document that is not yet final
5. to make (something) smaller or less significant
6. pledge, undertaking
7. a situation where all parties have equal rights and opportunities
8. had a strong desire or hope to do or have something
9. when all people who can work have jobs

VOCABULARY DEVELOPMENT

1. Complete the text with the words.

*competitive contest freedom retailers businesses
 response similar profitable outstanding exchange
 product prices defects cost edge high-quality*

Companies thrive on competition, the 1)_____ between businesses to win customers. For example, Skechers competes with, other shoe 2)_____, such as Foot Locker, for business. Competition is a direct 3)_____ to wants and needs.

Competition is possible because companies have the 4)_____ to produce the products they think will be the most 5)_____. When the economy is based on freedom and voluntary 6)_____, buyers can compete to find the best products at the lowest 7)_____. The result is that goods and services are produced and sold at the lowest possible 8)_____.

Competition among 9) _____ has never been greater than it is today. Some companies find a competitive 10) _____ by focusing on making 11)_____ products. Others compete by focusing on making products with no 12)_____. However, simply making a high-quality, defect-free 13)_____ is not enough to allow a company to stay 14)_____ in the global marketplace.

For companies to successfully compete in the global economy, they must offer quality products with 15) _____ service at competitive prices.

Competition between 16) _____ businesses is one of the basic characteristics of a free enterprise system. It encourages businesses to produce better products at lower prices to attract more customers.

Match the words on the left with the words on the right.

- A)1. to thrive on a. retailers

- | | |
|--------------------|----------------|
| 2. to attract | b. competitive |
| 3. to compete with | c. products |
| 4. to produce | d. businesses |
| 5. to encourage | e. competition |
| 6. to stay | f. customers |

- | | |
|-----------------|----------------|
| B)1. shoe | a. product |
| 2. direct | b. price |
| 3. competitive | c. marketplace |
| 4. high-quality | d. response |
| 5. global | e. service |
| 6. outstanding | f. retailers |

2. Complete the text with the words.

roost priority price relatively models decline manufacturer costs ground profitable rival programme competitive equally revival makers operating vengeance main

Motorola, the American electronics 1) _____, is to cut an extra 4,000 jobs in a move to trim 2) _____. It's been losing 3) _____ to arch-rival Nokia in the intensely 4) _____ global market for mobile phones.

If mobile phones were shared out 5) _____, nearly half the world's population would have one. The number of handsets is now close to three billion. But a big market doesn't necessarily mean a 6) _____ one.

Competition between 7) _____ manufacturers is cut throat in the extreme. There are four big mobile phone 8) _____: Nokia, the market leader, Sony Ericsson, Samsung and Motorola. Currently Motorola is seen as the weakest with 9) _____ high costs and few snazzy new 10) _____. The company had already announced 3,500 job cuts. Now it's slashing another 4,000 posts. It's part of a restructuring 11) _____ intended to trim 12) _____ costs by a billion dollars. The company says its number one 13) _____ is restoring profits, not gaining market share at any 14) _____.

Analysts say Motorola's main problem is Nokia. Nokia ruled the mobile phone 15) _____ for many years, then went into something of a 16) _____, but in the last year or two it's come back with a 17) _____. Motorola so far at least has been seen as the 18) _____ victim of Nokia's recent 19) _____.

3. Complete the text with the words.

service operator assets monopoly flights major regulators terms topic root ownership serving foreigners moaning industry competition capacity

Competition 1)_____ in Britain have announced the 2)_____ of an inquiry into how Britain's airports are run. At the moment one 3)_____, BAA, controls all the major hubs. The inquiry will consider whether this 4)_____ should be ended.

Long queues, delayed 5)_____ and overcrowding at airports have become almost as much a 6)_____ for conversation in Britain as the traditional 7)_____ about the weather. Meanwhile, there are rumblings from 8)_____ that "Heathrow hassle", allegedly poor 9)_____ standards at London's major hub, is deterring 10)_____ from doing business in Britain.

Much of the criticism is directed at BAA, formerly known as the British Airports Authority, which runs seven 11)_____ airports, including the three main ones 12)_____ London. The Competition Commission is now to investigate whether BAA should be obliged to sell off some of its 13)_____, including either Stansted or Gatwick, the secondary hubs catering to London. The idea is that 14)_____ between rival operators would lead to better service at airports.

BAA, recently bought by a Spanish company, says the 15)_____ cause of the problems is not the 16)_____ structure but a lack of runway and terminal 17)_____, which it is addressing through a programme of heavy investment.

4. Complete the text with the words.

*benefits efforts obligations tough wrestling lost tipped
commitments filed hike experiencing challenges rises
struggling surviving trying applying competing*

Two of America's largest airlines have 1) _____ for bankruptcy. Delta and North-West have been 2)_____ financial problems for a while and have been hit very hard by recent 3)_____ in the price of fuel.

Just about every airline in America has been 4)_____ since that fateful day when two planes crashed into the Twin Towers of the World Trade Centre. Overall, the industry has 5)_____ forty billion dollars.

Delta has been 6)_____ to live with large debts in a 7)_____ environment where cheaper airlines have been 8)_____ for its customers. North-West has found it particularly hard to meet its 9)_____ and pensions 10)_____ and has been 11)_____ with a bitter strike over the summer. But what's undoubtedly 12)_____ these two major players over the edge is the recent 13)_____ in the price of oil, passed onto them as crippling expensive jet fuel.

Delta says that 14)_____ for what is known as Chapter Eleven protection will help it to address financial 15)_____ and support ongoing

16)_____ to become a simpler, more efficient and cost-effective airline. Both will be hoping to emerge from this with fewer financial 17)_____ and a clearer strategy for 18)_____ in a tough and difficult market.

5. Read the text and fill each of the numbered gaps with one of the words listed.

rivalry *dominated* *request* *loses* *competitively*
distributed *distribution* *leaders* *cross*
rejected *considerable* *required* *announced*
impede *market* *trademark* *charging* *fighting*
incorporated *gained* *aggressive* *cover*
patents *controls* *infringement* *products* *improper*

What happens when two major shaving equipment manufacturers 1)_____ blades? In the European 2)_____ for wet-shaving equipment 3)_____, Gillette and Wilkinson Sword sharpen their cases in Germany and the Netherlands. Archrivals Gillette and Wilkinson Sword, the 4)_____ of the global US\$ 6 billion wet-shaving equipment market, have a long history of 5)_____ legal battles over marketing efforts, trademarks and 6)_____.

Global Gillette 7)_____ over 70 percent of the global wet-shaving market, with its top 8)_____ being the Mach3 Turbo and M3Power razors. The St. Louis, Missouri-based Energizer Holdings—the company behind the drum-beating Energizer Bunny—has a market share of around 18 percent with its Wilkinson Sword brand. As in any line of business that is 9)_____ by two big players, like sportswear (Adidas and Nike), soft drinks (Coca-Cola and Pepsi), and aviation (Airbus and Boeing), 10)_____ is particularly strong, especially when the market leader 11)_____ shares to the archrival.

In 1998, Wilkinson Sword (whose products are 12)_____ under the Schick brand in the US) objected to the mass 13)_____ of free Gillette Sensor Excel shavers via mail to German households, calling it an 14)_____ sample offer, as the samples would 15)_____ demand for wet shavers for a 16)_____ period of time. The District Court of Cologne, Germany, pointed out that a 17)_____ undue demand coverage 18)_____ at least 100,000 free samples and 19)_____ the suit; Gillette had sent only 22,000 sample shavers.

The next gauntlet was thrown by Wilkinson Sword in August 2003, when it 20)_____ that it planned to introduce the first four-bladed razor, Quattro. Just hours after the announcement, Gillette filed a patent 21)_____ lawsuit against Wilkinson's parent company, Energizer Holdings, 22)_____ that the Quattro razor illegally 23)_____ the blade

technology of the three-bladed Mach3 system. But the District Court of Massachusetts denied Gillette's 24)_____, and Quattro went on sale in September and instantly 25)_____ market share. Ever since, Gillette and Wilkinson Sword have been very 26)_____ at attempting to 27)_____ the sale of each others' products around the globe.

6. Read the text below and decide which answer (A, B or C) best fits each gap.

Got a package? With UPS 1) _____ the ground and FedEx 2) _____ the air, your 3) _____ woes seem solved. But UPS and FedEx want to break out of the earth bound roles and ascend to the loftier position of supply 4) _____ enabler. Both have recently 5) _____ to deliver their new positioning.

UPS 6) _____ as one of the world's best known service brands, dominating the 7) _____ shipping business in more than 200 countries and territories. But UPS is 8) _____ a mission to let the world know it delivers in more ways than one. To 9) _____ attention to its lesser-known offerings such as supply chain management, multi-modal transportation and financial services, UPS engaged 10) _____ a brand overhaul, tackling one of the largest roll outs in business history to unify the identity of all of its entities.

To reflect UPS' broader scope of business dealings, the company's 40-year old "shield" logo was streamlined, losing the packaging imagery. Extensive research 11) _____ that the color brown was instantly identified with UPS and could stand alone as the springboard for 12) _____.

- | | | |
|---------------------|-----------------|--------------|
| 1. A) at | B) on | C) for |
| 2. A) at | B) in | C) on |
| 3. A) deliver | B) delivering | C) delivery |
| 4. A) string | B) chain | C) sequence |
| 5. A) re-branded | B) branded | C) brand |
| 6. A) locates | B) grades | C) ranks |
| 7. A) ground | B) space | C) air |
| 8. A) in | B) on | C) at |
| 9. A) obtain | B) take | C) draw |
| 10. A) in | B) on | C) at |
| 11. A) investigated | B) determined | C) explored |
| 12. A) reinvention | B) reinnovation | C) invention |

Meanwhile across town, competitor FedEx is also anxious to 13) _____ the world of its shipping capabilities. Having recently 14) _____ a large marketing campaign to gnaw at UPS' ground-delivery business, the folks at

FedEx are invested 15) _____ getting the word out about newly 16) _____ capabilities. To 17) _____ raise global awareness of its portfolio of 18) _____ transportation, e-commerce and business services, FedEx has 19) _____ a color-coded nomenclature and adopted FedEx prefix titles in a re-branding initiative 20) _____ the similar goal of uniting their entities.

- | | | |
|-----------------|-------------------|-----------------|
| 13.A) declare | B) inform | C) to tell |
| 14.A) done | B) launched | C) put |
| 15.A) at | B) on | C) in |
| 16.A) expand | B) expanded | C) broad |
| 17.A) rise | B) put up | C) raise |
| 18.A) transport | B) transportation | C) transporting |
| 19.A) made | B) implemented | C) protected |
| 20.A) on | B) at | C) with |

As both brands vie for the same territory, each can be expected to hold 21) _____ to its area of expertise – at least for the time 22) _____. “Overall, FedEx is more entrepreneurial; UPS has the stronger 23) _____,” says Wreden. “UPS has the much stronger balance sheet, but FedEx has stronger brand visibility. This is a battle worth 24) _____, not because of dueling ad campaigns but because both companies fundamentally understand what branding is all 25) _____. Both companies are masters at the game, and any other company would do well to learn 26) _____ both.

- | | | |
|----------------|--------------|-------------|
| 21.A) on | B) in | C) at |
| 22.A) going | B) being | C) having |
| 23.A) culture | B) habits | C) customs |
| 24. A) looking | B) observing | C) watching |
| 25. A) about | B) with | C) in |
| 26. A) of | B) at | C) from |

7. Complete the text with the words.

*financial airlines variants delivery discounts terms prices
position business advantage passenger deal standard sign
generation charges bottom order flights budget*

The European 1) _____ Ryanair is to buy a hundred Boeing 2) _____ jets. The huge order comes at a time when most of the large airlines are in deep 3) _____ crisis. Ryanair, based in Ireland, will take 4) _____ of the planes over the next eight years. Its placed a firm 5) _____ for a hundred aircraft, and has an option to buy a further 50. The 6) _____ would be worth around nine billion dollars at Boeing's official 7) _____, but Ryanair paid far less than this.

Ryanair is one of very few airlines in a 8)_____ to buy new jets. Its 9)_____ is booming – passengers have flocked to take 10)_____ of fares on European routes that are up to ten times cheaper than 11)_____ economy tickets from the big name airlines like British Airways or Lufthansa.

Analysts believe Boeing offered unprecedented price 12)_____ and advantageous financing 13)_____ to secure the deal. The planes are all 14)_____ of Boeing's workhorse for short 15)_____, the 737. The huge scale of the deal is a further 16)_____ of how the European airline business has been turned upside down by the new 17)_____ of ultra low cost carriers. They offer a no frills service at rock 18)_____ prices, flying into secondary airports where landing 19)_____ are low. Easyjet, another 20)_____ airline, has also announced a big order for up to 75 new planes in recent weeks.

Find the words and expressions in the text which mean the following.

1. definite order
2. business is doing very well
3. rushed in large numbers
4. has not happened before
5. a cheap way of paying for the aircraft
6. a vehicle or machine that is very useful in doing ordinary, continuous jobs
7. extremely
8. very basic service, no free drinks or meals on the flight
9. very, very cheap price
10. the cost of landing a plane at an airport

8. Read the text and fill each of the numbered gaps with one of the words listed.

*foreign casualties cheaper pressures traditionally exporter
hard loss captive suspension competition undisputed tourism
traffic output modern space uphill occasional makers
equipment survival popular alliance*

The bicycle used to be 1)_____ king of the road in China. Just a decade or two ago, bikes formed the bulk of the 2)_____ in most places, along with trucks and buses and the 3)_____ cab. But times have become 4)_____ for what used to be an industry with a 5)_____ market. Millions of private cars and taxis now compete for 6)_____ with the two wheelers on the country's roads. There's more and more 7)_____ in the Chinese market from 8)_____ manufacturers. And there's a glut of bicycles at the 9)_____ end of the market, which is what China's bike makers have 10)_____ focused on. Kong is one of the biggest 11)_____.

From being the world's top bicycle 12)_____ it's become one of the biggest 13)_____ makers of any listed Chinese company and it could face 14)_____ from the Shenzhen stock exchange. It may be too late for it to follow other Chinese bike 15)_____ in seeking different 16)_____ strategies. The firm which makes one of the most 17)_____ brands, Flying Pigeon, has formed an 18)_____ with a Japanese bicycle maker. Other Chinese manufacturers have diversified into making bowling 19)_____ or the 20)_____ industry. Last year China still produced about half the world's 21)_____ of bicycles. But with the twin 22)_____ of entry into the World Trade Organisation and the competition from more 23)_____ forms of transport, it could become ever more of an 24)_____ struggle for China's bike manufacturers.

Find the words and expressions in the text which mean the following.

1. most of
2. there are so many bikes that they cannot all be sold
3. when consumers do not have the choice to buy from different suppliers
4. one of the largest firms to suffer in the changed market conditions
5. there is a risk that it could be stopped from trading on the stock exchange for a while
6. a group of companies which work together for the same aim
7. of the bicycles built each year in the whole world
8. things are making them change
9. could get increasingly difficult

9. Read the text and fill each of the numbered gaps with one of the words listed.

*predatory complains competition alleges leading
rival pursuing substantial unfairly giant legal
leading statement dominates market*

Microsoft, the computer software 1)_____ created by the Bill Gates, is the target of new 2)_____ action. A rival American company RealNetworks says that Microsoft is 3)_____ controlling the market for software for online video and audio software.

Microsoft's 4)_____ product, called Windows, 5)_____ the world market for personal computer operating systems, the basic programmes that enable a PC to use specific applications such as email and the internet. RealNetworks 6)_____ that customers using Windows get Microsoft's programmes for watching video or listening to sound from the internet, whether they want them or not. At the same time, the company 7) _____ Microsoft restricts how computer manufacturers can install 8)_____ software.

RealNetworks accuses Microsoft of 9)_____ a broad course of 10)_____ conduct over a period of years. The result, according to RealNetworks, has been that it has lost 11)_____ revenue and business. Microsoft has rejected the allegations. In a 12) _____ the software giant said that there is vibrant 13)_____ in the market for online media software. It also said that that this is a case where a 14)_____ firm – RealNetworks – is trying to use the law to protect and increase its 15)_____ share and to limit the competition it must face.

SKILLS

Negotiating

Useful phrases

Establishing opening position

Price

In your proposal you have fixed the price at...

In your proposalyour asking price is...

We are willing to pay....

Delivery and terms

In addition, we can deliver the goods on 25th July.

We can supply the products by 25th July.

Our position is that we need the goods by 20th July.

Our position is that the goods must be with us by 20th July.

Payment and credit

We expect payment by bank transfer within 90 days/90 days after invoice/
90 days after order.

Do you accept our payment terms.

We do not normally pay in cash/by cheque/by bank transfer.

Discount

However , we can offer an initial discount of 5%.

However , we can discount the initial order by 5%.

But we are prepared to reduce the total price by 5%.

What discount can you offer?

Warranties and guarantees

What warranties and guarantees do you offer?

We warrant the goods for a period of 5 years.

In that case, we will replace the goods.

Quality control

What quality control measures do you take?

The products are fully checked for defects?

Penalties

What happens if anything goes wrong?

What compensation will you pay if...?

We will claim compensation if you don't deliver on time?

We will claim compensation if the goods are delayed.

Refusing an offer

That's unacceptable. We can't accept that.

We don't agree to that.

We can't accept your warranty terms.

We are not in agreement over compensation clauses.

That would be difficult for us.

Accepting an offer

Good, we agree on price, quantity, discounts...

We accept your payment terms/delivery terms/discount terms

Handling stalemate

Our positions are very different on the question of...

I don't think we can resolve this matter now.

Let's see where we agree...

So far, we've agreed on the following points:...

We disagree on ...

So we'll come back to those issues after the break.

Clinching the deal

We can't change our offer.

This is our final offer.

Let me go over all the details again.

1. Complete the dialogue with the words.

*response separately questions relationship proposals key
issues quantities concerns discounts standard quantity figures*

A: When our team tried today to identify the main 1) _____ for our meeting today, we came up with three important areas: price, delivery, and quality guarantees. Would you agree that those are our main 2) _____?

B: Yes, those are certainly the 3) _____ issues.

A: Fine, so I suggest we go through them 4) _____, in order.

We'll tell you your 5) _____ as we talk. Is that OK?

B: Fine.

A: Now, on the price question, I expect you've had time to see our 6) _____. I just wanted to add that these are 7) _____ prices and we are in a position to negotiate 8) _____ for sizeable orders. Now as you can see on this slide, there's a very close relationship between price and 9) _____. Let me just take you through these 10) _____.

B: Um..could I just ask...?

A: I'd prefer to take 11)_____ at the end, if you don't mind, OK? Now, as I was saying, there is a close 12)_____ between prices and quantity. Starting in the first row, column one, you'll see 13)_____ of up to a hundred at a fixed price of twenty-two pence a unit. Now, if we jump down to row five, we see quantities of...

B: Sorry, I don't quite understand.

A: Just bear with me. We see quantities of over two hundred units...

2. Complete the dialogue with the words.

*record longer surprised afraid better figures
sure customer basis well-established*

A: I'm afraid your 1)_____ for last year don't look so good.

B: No, they could be 2)_____.

A: I'm not 3)_____ how we can do business on this 4)_____.

B: Sorry, could you explain?

A: Well, we're worried about your track 5)_____. It could be stronger.

B: I'm 6)_____ you should say that. Perhaps you've forgotten some of our excellent 7)_____ references?

A: No, I haven't forgotten. It's just that they haven't been with you for very long.

B: I think you'll find that we have some 8)_____ clients. For example, we've been working with Phoenix International for five years.

A: I'm 9)_____ we like to see a slightly 10)_____ track record.

B: I understand, but as I'm sure you know, we've only been in business for six years.

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