

Corso di Studi in
Banca, Finanza e Mercati Finanziari
Economia e Commercio
Economia Aziendale

Lingua Inglese A

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A.A. 2024-25

TEXT 0

TYPES OF ECONOMIC ACTIVITIES

Economic activities (or 'occupations') may be classified into three broad categories as follows:

1. Business

Business includes all those economic activities which are concerned with production of _____ and exchange of _____ with the object of earning _____.

Business is an economic activity because it is undertaken for earning money and producing _____. All organisations which carry on business activities are called business enterprises or 'business _____. Similarly the people who are engaged in business are known as _____.

2. Profession

The term 'profession' means an occupation which involves application of specialised knowledge and skills to _____. The people who are engaged in profession are called _____.

They render personal services of a specialised nature to their _____. The service is based on professional education, _____ and experience. Professionals receive _____ for their services. Chartered Accountancy, medicine, law, tax consultancy are examples of professions.

3. Employment

Employment is an economic activity: when people work for others in exchange for some remuneration (called 'wages' or '_____'). The people who work for others are called '_____. The people or organisations which engage others to work for them are called _____.

There is an oral or written agreement between the employer and the employee: the employee acts under the guidance and control of his employer.

When a professionally qualified person works as an employee, he is also said to be _____. For example, a doctor may be employed in a hospital, a chartered accountant may be working as an accountant in a company and a lawyer may serve as a law officer in a bank.

1. COMPANIES AND PROFITS

TEXT 1

Nestlé's half-year profits rise led by emerging markets

Nestlé has reported a rise in net profit of 8.9% to 5.1bn Swiss francs (\$5.24bn; £3.34bn) for the first half of 2020.

Emerging markets _____ rose 12.9%, and by 2.6% in developed nations.

Nestlé said total sales _____ 6.6% to 44.1bn Swiss francs between January and June 2020.

_____ for its ready-to-drink coffee in China led growth. Sales of its KitKat chocolate bar in the Middle East also rose strongly.

Paul Bulcke, Nestlé _____ executive, said the business was happy that it had performed in line with expectations.

He indicated that emerging markets would continue to be important, as _____ in North America and Europe face pressure from tough macro-economic conditions.

"We are continually opening new routes to _____ to reach emerging consumers," said Mr Bulcke.

market	consumers	sales
chief	demand	grew

Exercise 1: Find out the words

- a) the person with the most important position in a company
- b) an increase
- c) starting to exist
- d) money which is earned in trade or business
- e) a company that buys and sells goods and services
- f) people who buy goods or services for their own use
- g) difficult
- h) deal with

Exercise 2: True or false?

1. In 2020 Nestlé has reported a rise in gross profit of 8.9% to 5.1bn Swiss francs. T / F
2. Nestlé's coffee and KitKat chocolate bar are especially demanded in China and the Middle East. T / F
3. Nestlé company has not performed as it was expected to. T / F
4. Paul Bulcke is the managing director of Nestlé company. T / F
5. The USA and Europe are dealing with economic and financial problems. T / F
6. Mr Bulcke is positive about the company's expansion to new markets and consumers. T / F

► Key word: Business

- My brother's in business. / How is business at the moment? / A business appointment
- William is in business as a shoemaker.
- My uncle wants to start his own business.
- Fiona is studying business at the university.
- We always have more business around the holidays.
- This store is our business.

► Business collocates

big business	business dealings
business administration	business lunch
business car	business plan
business card	do business with
business day	go/put out of business
business deal	in/on business

Exercise 3: Fill in the gaps using the correct words

1. Your phone call will be returned within one business _____.
2. My uncle refuses to have any more business _____ with our company.
3. Before examining my loan request, the bank wanted to see a business _____.
4. Our firm _____ a lot of business _____ overseas customers.
5. I'm in London _____ business.
6. Currently, there are fewer firms _____ business in the area than ever before.
7. This new tax will _____ a lot of small firms _____ business.

► What is Morphology?

A subdiscipline of Linguistics which studies the internal structure of words, the rules that govern it, as well as the ways of creating new words.

It is normally subdivided into two branches:

Derivational (or Lexical) **Morphology** studies the means by which existing words have been constructed and by which new words might be created.

Inflectional Morphology studies the way words are adapted in different grammatical contexts (e.g. making a noun plural).

A **morpheme** is the smallest meaningful unit. **Simplex words** consist of only one morpheme.

Complex words consist of more than one morpheme.

Exercise 4: Morphology: Complex or Simplex words?

- employer
- student
- unreliable
- globalization
- ugly
- economist
- paper
- classroom
- trial
- sadly
- goods

Exercise 5: Identify the affixes (prefixes or suffixes) and the bases of the following words

- emerging
- growth
- strongly
- executive
- business
- expectation
- consumer
- pressure
- macro-economic

Company descriptions: Airbus, Ikea, Michelin, Yahoo

_____ provides many different Internet services, including news, online shopping, and email. Most of its sales come from advertising on its website. Its head office is in Sunnyvale, California.

_____ produces tyres for cars and other vehicles. It is based in France, but it has more than 125,000 employees all over the world. It is also well known for its red and green travel guides.

_____ is a northern European company that operates in the retail market. It specializes in low-price products, including furniture, bathrooms, and kitchens.

_____ is a subsidiary of the European Aeronautics Defence and Space Company (EADS). The company makes planes for the commercial aircraft market, where its main competitor is Boeing.

Exercise 6: Choose the correct words to complete the sentences

1. Microsoft _____ in computer software.

(a) *makes* (b) *specializes* (c) *produces* (d) *provides*

2. Microsoft's main _____ is Apple, who has a growing share of the market.

(a) *employer* (b) *employee* (c) *provider* (d) *competitor*

3. Unilever _____ in over 150 countries around the world.

(a) *operates* (b) *specializes* (c) *produces* (d) *works*

4. At the trade fair, the person who _____ the most to customers will win a prize.

(a) *provides* (b) *offers* (c) *sells* (d) *produces*

5. They _____ a range of services for the online shopper.

(a) *provide* (b) *are* (c) *give* (d) *sell*

► Inflectional Affixes

- -s
- 's
- -s
- -ed
- -ing
- -er
- -est

► Derivational Affixes

Prefix → *under-paid*

Suffix → *manage-ment*

Infix → *hoo-bloody-ray*

Common suffixes

- **Adverbs:**

-ly → *hardly*

-fold → *twofold*

-wards → *upwards*

- **Verbs:**

-ate → *nominate*

-en → *strengthen*

-ify → *falsify*

-ise/-ize → *criticise*

- **Nouns:**

-ee → *employee*

-ment → *management*

-er → *retailer*

-ion → *promotion*

- **Adjectives:**

-able → *profitable* / -ible → *responsible*

-ing → *leading*

-ed → *experienced*

-al → *professional*

-itive → *competitive*

-ful → *successful* / -less → *jobless*

-ic → *economic*

TEXT 2

Globalization

From a language standpoint, the words “local” and “global” are opposites. But in the study of economics, it’s difficult to separate the two. In every developed country on earth, the national economy is heavily influenced by the economic situation that’s prevailing globally.

It’s not only locally based multinational companies that feel the effects of what’s happening internationally. Even small firms that employ a handful of people can be directly affected. The cost of the materials is likely to be driven by world market prices. Competitors located in other countries may also be producing goods more economically because their average employee is paid lower wages. This can put pressure on an employer to lay off workers, or to close down operations in the present location and be forced to relocate abroad.

As a result, the phenomenon of globalization is perceived negatively in some countries. It’s seen as a threat that causes unemployment. In other countries, it’s viewed as an opportunity – a chance to do business abroad.

Exercise 7: Morphology: Derivation or Inflection?

- words
- economics
- developed
- heavily
- prevailing
- multinational
- handful
- countries
- lower
- workers
- globalization
- unemployment

TEXT 3

All for a good cause

Cause marketing is a new type of marketing where a typical, 'for profit' business and a non-profit organization (for example, a charity like Unicef or Médecins Sans Frontières) work together. This cooperation has benefits for both partners. In the United States, companies spend more than a billion dollars per year on cause marketing and this amount is increasing.

For instance, the French-owned company, Yoplait, specializes in yogurt and desserts, and offers some 2,500 products in approximately 50 countries worldwide. In the United States, Yoplait is working with the Susan G. Komen Breast Cancer Foundation to help raise awareness and money for research into breast cancer through its 'Save Lids to Save Lives' programme. This asks customers to send the company their pink Yoplait yogurt lids. For every lid received, the company gives a sum of money to the Foundation.

Exercise 8: Find out the words

- a) COMMERCIALIZZAZIONE
- b) SENZA SCOPO DI LUCRO
- c) ORGANIZZAZIONE BENEFICA
- d) IMPORTO, AMMONTARE
- e) AUMENTARE
- f) CONSAPEVOLEZZA
- g) COPERCHI
- h) CLIENTI
- i) SOMMA DI DENARO

► Key word: Profit

1. The company made a gross profit of \$11 million last year.
2. He made a profit by selling the shirt for more than he bought it.
3. By investing wisely, we will profit.
4. There is no profit in being rude to people.
5. We can all profit from education.
6. Come to the meeting tonight and you might hear something to your profit.

Exercise 9: Match the expressions with their translations

- | | |
|-------------------|----------------------------|
| • gross profit | non a scopo di lucro |
| • make profit | profitti e perdite |
| • net profit | profitto lordo |
| • non-profit | con profitto |
| • profit and loss | trarre profitto |
| • profit margin | partecipazione ai profitti |
| • profit sharing | utile/profitto netto |
| • profit-making | guadagnare da |
| • profit by | rimunerativo |
| • at a profit | marginale di profitto |

► Present Continuous

The **Present Continuous**, also called Present Progressive, shows an action taking place at the moment of speaking: *Ann is driving to work.*

We use the Present Continuous (and not the Present Simple) when we talk about things happening in a period around now (*today, this week, this evening, etc.*): *'You're working hard today.'* *'Yes, I have a lot to do.'*

We use the Present Continuous when we talk about changes happening around now: *The cost of living is increasing.*

► Present Simple

The **Present Simple** is used to talk about things in general. It is not important whether the action is happening at the time of speaking: *Nurses look after patients in hospitals.*

We use the Present Simple when we say how often (e.g. *every day, twice a week, etc.*) we do things: *I get up at 8 o'clock every morning.*

We use the Present Continuous only for actions and happenings. Some verbs (*like, love, hate, need, know, understand, believe, belong, seem*) are not used with the continuous: *I'm hungry. I want something to eat.*

We normally use the Present Simple with the verbs *see, hear, smell, taste*: *Do you see that man over there?*

With *look* and *feel*, both are possible: *You look/re looking very well today.*

Exercise 10: Put the verb in the correct form

1. Let's go out. It _____ (*not/rain*) now.
2. The economic situation is already very bad and it _____ (*get*) worse.
3. Vegetarians _____ (*not/eat*) meat.
4. Hurry up! Everybody _____ (*wait*) for you.
5. Normally I _____ (*finish*) work at 5.00, but this week I _____ (*work*) until 6.00 to earn a bit more money.
6. 'How is your English?' 'Not bad. It _____ (*improve*) slowly.
7. My parents _____ (*live*) in Bristol. They were born there and have never lived anywhere else.
8. IT solutions _____ (*develop*) a new program to help manage sales.
9. _____ you _____ (*believe*) in God?

2. JOB AND CONTACTS

TEXT 4

Demystifying the psychometric test

In the past, companies referred to their employees, collectively, as “_____”. The name described the workforce as it was: predominantly male and mostly involved in physical _____. Today, the usual term is Human Resources (HR); a term that’s gender-neutral and which sounds friendly, thanks to the word “human”. At least, that’s one way of looking at it. You could also argue that the term describes humans as resources to be _____. What’s more, HR managers use scary-sounding techniques to look inside people’s mind. The one feared most by job _____ is the “psychometric test”.

Psychometric testing is more than just an assessment of how intelligent and knowledgeable someone is. The tests are also designed to evaluate people’s characters – notably the “Big Five” aspects of _____. These five categories, identified by Costa and McCrae, are openness, conscientiousness, extroversion, agreeableness and neuroticism (OCEAN). Each category covers a range of specific personality _____.

Exercise 1: Find out the words

- a) the supply of people who are able to work
- b) pleasant, kind
- c) useful or valuable possession of an organization
- d) people who are responsible for managing the human resources in an organization
- e) honesty
- f) the trait of being pleasant or pleasing
- g) the fact of putting a lot of effort into your work

Exercise 2: True or false?

1. The old term “manpower” means Human Resources. T / F
2. “Man” was used because workers were only male. T / F
3. “Power” was used because jobs mainly involved physical labour. T / F
4. The term “HR” describes humans as possessions to be exploited. T / F
5. Job applicants are fond of the “psychometric test”. T / F
6. The main aim of psychometric testing is to evaluate people’s characters. T / F

► Compounding

Compounding or composition is the use of two or more roots to form a word: *workforce*.

One particular type of compounding is the **phrasal verb**: *deal with, look for*.

In compounding, two independent words are put together to form a new meaning that is not always obvious from their individual meanings: *blackmail*.

Compounds can belong to any major word category.

Compound **Nouns**:

N + N → *job market, workplace*

V + N → *pickpocket, playground*

Adj + N → *green-house*

N and N → *gin and tonic*

Phrase → *mother-in-law*

Compound **Adjectives**:

N + Adj → *tax-free*

Adv + Past Part. → *well-designed*

Adj + N → *full-time*

Phrase → *ready-to-wear*

Adj + Adj → *bitter-sweet*

Adj + derived Adj → *blue-eyed*

Compound **Verbs**:

N + V → to *proof-read*

Adj + V → to *shortcut*

Adv/Prep. + V → to *download*, to *update*

Compounds may be semantically **transparent** or **opaque**. Transparent compounds are **compositional** (*customer service*). Opaque compounds are **non-compositional** (*red tape*).

A third category is represented by **copulative** or **appositional** compounds (*student worker*).

Exercise 3: Are the following compounds *transparent* or *opaque*?

- sales rep
- businessman
- white-collar
- redskin
- money-box
- workshop
- head office
- market leader
- jobseeker
- chairman
- pickpocket

Exercise 4: Try to combine these words to form compound words:

- | | |
|---------------|---------|
| a. bank | break |
| b. business | mark |
| c. exchange | line |
| d. career | manager |
| e. market | man |
| f. production | share |
| g. delivery | man |
| h. long | rate |
| i. trade | lasting |

► Key word: Job

- I need to find a new job.
- As a translator I complete two jobs each week.
- I have a little job for you, if you have five minutes.
- She's only doing her job.
- He's doing time for that Credit Union job that went wrong.
- He jobs stocks for a living.
- We could always job the project to someone else.

► Job collocates

Exercise 5: Match the expressions with their translations

- | | |
|----------------------|--------------------------|
| • apply for a job | mercato del lavoro |
| • find a job for sb. | chi cerca lavoro |
| • full-time job | fare domanda d'impiego |
| • job market | lavoro part-time |
| • jobseeker | sistemare qc. |
| • job training | secondo lavoro |
| • second job | lavoro a tempo pieno |
| • take a job | opportunità di lavoro |
| • job vacancies | accettare un lavoro |
| • part-time job | formazione professionale |

Exercise 6: Fill in the gaps using the correct words

1. When I was a student I had a _____ job working in a pub.
2. Our training course should match the needs of the job _____.
3. When we were children, my mother obtained a _____ job so that she could support us financially.
4. The job _____ was losing hope after six months of sending out resumes.
5. There are currently no job _____ at Newman House.
6. A _____ job is almost becoming a must-have for some people now.
7. In such situation, you should never have _____ the job.

Job descriptions

Sara – Retail Buyer

I work for a supermarket chain. My job involves buying prepared salads and vegetables from local and national suppliers. I also take part in different logistics projects. For example, at the moment we're working with an external consultant. He's looking at ways to get our salads and vegetables to the supermarket shelves more quickly.

Benjamin – Public Relations Officer

I work for the police, but I'm not a policeman. A lot of my work consists of answering questions from journalists when the police are in the news. I'm also involved in a new project to attract new people to the police force. For this, I'm working with senior police officers and with outside employment agencies.

Heidi – Occupational psychologist

I'm self-employed. Basically, I deal with problems of relations between staff. At the moment, for example, I'm doing a study on virtual teamwork for one of my industrial customers. They work with many subcontractors all over the world, and their managers want to communicate better with their colleagues abroad. I work a lot with training organizations which provide the courses my customers need.

Exercise 7: Choose the correct words to complete the sentences

1. I _____ for a large multinational company.
(a) *produce* (b) *work* (c) *employ* (d) *deal*
2. My work _____ of meeting new clients and answering their questions.
(a) *deals* (b) *involves* (c) *takes* (d) *consists*
3. I also deal _____ emails from the public.
(a) *at* (b) *of* (c) *with* (d) *through*
4. I'm _____ in a new PR project.
(a) *occupied* (b) *taken* (c) *involved* (d) *employed*
5. Every Friday I _____ in a meeting with other departments.
(a) *take part* (b) *trade* (c) *involved* (d) *sell*
6. Siemens has about 400,000 people on its _____.
(a) *employment* (b) *employ* (c) *staff* (d) *force*
7. The job consists of emailing new _____.
(a) *employees* (b) *clients* (c) *public* (d) *people*
8. I am learning English to talk to our _____ in the London office.
(a) *supplies* (b) *suppliers* (c) *employers* (d) *staff*
9. Cermat often works with _____ who it employs to do building work.
(a) *subcontractors* (b) *consultants* (c) *customers* (d) *colleagues*

► Phrasal verbs

Phrasal verbs are verbs which combine with a preposition (*out, off, at*) which gives a special meaning to the verb: *The first issue of the magazine sold out within two days.* / *I was very tired this morning.* / *I couldn't get up.* / *The bus was full. We couldn't get on.*

Sometimes a phrasal verb is followed by a **preposition**: *I look forward to hearing from you.*

Sometimes a phrasal verb has an **object**. So there are two possible positions for the object: *I turned off the light.* or *I turned the light off.* But: *I turned it off.* (not 'I turned off it')

Could you fill in this form? or *Could you fill this form in?*

The police got into the house by breaking down the door. or *The police got into the house by breaking the door down.*

I think I'll throw away these newspapers. or *I think I'll throw these newspapers away.*

Exercise 8: Complete the sentences using one of these phrasal verbs: *give (sth.) up, close down, look out for, deal with, move in, show off, turn up*

1. I arranged to meet Jane after work last night but she didn't _____.
2. 'We've bought a new house.' 'Oh, when are you _____?'
3. There used to be a shop at the end of the street but it _____ a year ago.
4. She's used to _____ difficult customers.
5. We all know how wonderful you are. There's no need to _____.
6. I _____ checking Facebook at work. I'm trying to be more productive.
7. You must always _____ new business opportunities.

► Telephone: connecting

Imagine you are calling a company and want to speak to someone who works there. Can you think of any phrases or sentences you might use, or that you might hear?

Michelle: Hello, you've reached the marketing department. How can I help?

Male: Yes, can I speak to Rosalind Wilson, please?

Michelle: Who's calling, please?

Male: It's Richard Davies here.

Michelle: Certainly. Please hold and I'll put you through.

Male: Thank you.

Michelle: Hello, marketing. How can I help?

Male: Could I speak to Jason Roberts, please?

Michelle: Certainly. Who shall I say is calling?

Male: My name's Mike Andrews.

Michelle: Just a second - I'll see if he's in. Hello, Jason, I've got Mike Andrews on the phone for you ... Okay
- I'll put him through. Hang on a moment, I'm just putting you through.

Exercise 9: Choose the correct answer

1. When you telephone a company the person answering the phone may ask you a question.

Which is the correct question?

a. Who's calling please? b. Who calls? c. Who it is? d. Who called?

2. Which phrase means the same as 'hang on a moment?'

a. Just a second b. I'll put you on c. Go ahead d. I'm ready

3. Choose the correct word: 'Please ... and I'll put you through.'

a. stop b. stay c. talk d. hold

4. What is the expression used to connect two people on the telephone?

a. I'm sending you through b. I'm putting you through c. I'm calling you through d. I'm talking you through

► Telephone calls and phrasal verbs

The following **phrasal verbs** are commonly used in telephone conversations:

hold on – hang on

hang up – ring off

ring sb. up

pick up the phone

hang on while I put you through

I'll call you back

TEXT 5

The importance of customer contact

The American computer manufacturer Hewlett-Packard ran a very successful customer visit programme. The idea of the visits to HP customers was not to sell the company's products, but simply to listen and learn.

The visits were conducted by mixed teams who visited between ten and forty customers. These teams included a project engineer from the Research and Development Department, and a person from Marketing who played a part in putting the product on the market. In most cases, a sales rep who was responsible for each customer was also present.

In a questionnaire, 88% of staff involved in the programme said that the customer satisfaction was better as a result of the visits. About 90% indicated that the visits gave them ideas for changing the products or services offered to customers.

This programme showed the value of customer contact for all employees in an organization. In so many companies, it is only those who work in Sales, Marketing, Customer Service, or Technical Support who have direct contact with customers.

Exercise 10: True or false?

1. HP's customer visit programme was unproductive. T / F
2. Mixed teams visited HP customers to sell them goods. T / F
3. A project engineer from the R&D Department was part of the teams. T / F
4. A sales representative as well took part in the visits. T / F
5. 90% of the customers indicated that the visits gave them ideas for changing HP's products or services. T / F
6. Normally, only employees who work in Sales, Marketing, Customer Service, or Technical Support have direct contact with customers. T / F

Exercise 11: Which department in the text usually...

1. sells the products?
2. looks for new markets for new/existing products?
3. creates new products?
4. answers technical questions from customers?
5. answers all other questions from customers?

► **Jobs & Company structure**

Exercise 12: Read the words and choose those that are jobs

- a) SUPPLIER FINANCE IT
- b) DIRECTOR R&D HUMAN RESOURCES
- c) MANAGER PURCHASER CONSULTANT
- d) LOGISTICS PURCHASING ACCOUNTANT
- e) CEO CUSTOMER SERVICES TECHNICAL SUPPORT

Exercise 13: Choose the correct words to complete the sentences

Quality Control IT Logistics Training Finance Purchasing

- a) Bob works in the _____ Department. He checks for defects.
- b) Viktor's in the _____ Department. He maintains our computer systems.
- c) Mary organizes courses. She works in the _____ Department.
- d) Chris is in the _____ Department. She deals with the money.
- e) Lee works in the _____ Department. He arranges product transport.
- f) Hank buys things from suppliers. He's in the _____ Department.

► **People and workplaces**

Employees and management: The people who work for a company, all those that are on its payroll, are its employees, personnel, staff, workers or workforce. The people that lead and organize a company are part of the management.

► **Management and administration**

A company's activities may be spread over different sites. A company's most senior managers usually work in its head office or headquarters (HQ).

Administration (or, informally, admin) = everyday work supporting a company's activities.

Administration is often done in open-plan offices by the administrative staff or support staff.

The human resources department, or human resources (HR), deals with recruitment, pay, etc.

Exercise 14: Manuel Ortiz is the founder of a Spanish computer sales company. Use the correct words (*administrative staff, head office, headquarters, HR, human resources, office, open-plan, support*) to complete what he says about it.

I founded Computadoras Creativas 20 years ago. We started with a small _____ in Madrid. Our _____, our _____ is still here, but now we have sites all over Spain, with about 500 employees. Many of the offices are _____: everyone works together, from managers to _____, as well as people selling over the phone, and people in technical _____ giving help to customers over the phone. Recruitment is taken care of in Madrid, by the _____ or _____.

► **Managers and executives: UK**

All the directors together are the board. They meet in the boardroom.

The marketing director is the head of marketing, the IT director is the director of IT, etc.

An executive or, informally, an exec, is usually a manager at quite high level (e.g. senior executive).

► **Managers and executives: US**

In the US the top position may be that of chairman or chairwoman or president.

The job is combined with the position of chief executive officer or CEO.

Some companies have a chief operating officer to take care of the day-to-day running of the company.

The finance director maybe called the chief financial officer.

In the US, senior managers in charge of particular areas are often called vice presidents (VPs).

► **Business socialising**

Louise: Oh Hello, ***you must be*** Darren Johnston.

Darren: Yeah, hi there. ***Nice to meet you. You are ...?***

Louise: I'm Louise Moore. ***I think we met*** last time in Birmingham.

Daren: Right. Yes of course. Sorry I forgot all about it. That's right, that was a couple of years ago wasn't it.

Louise: Actually Darren, I think there would be somebody that would be really useful for you to meet. ***Let me introduce you to*** Kevin Hann later. He's a financial advisor.

Male 1: So.... **how long have you been in business?**

Male 2: I've been in this business for about four or five years now, providing IT solutions for companies.

Male 1: So **what exactly do you do?** I mean I know you've mentioned IT solutions but **what exactly do you do?**

Male 2: I used to only provide computer training and now I'm also providing database solutions and internet solutions by way of web development and setting up networks.

Female: So **what line of work are you in?**

Male: I'm actually a VAT consultant for a firm of chartered accountants.

Female: Oh really? **Do you have a business card I could take?**

Male: Yes sure, hold on.

Female: Oh thanks ever so much. **Are you on email?**

Male: Yes, yeah, I do have email. In fact, I do most of my work via email now. So it's actually on the bottom of the card.

Female: Oh sorry. So **I'll be in touch.**

Male: OK, that would be great.

Female: Thanks...

Male: Bye.

Exercise 15: Complete the conversation with the words/phrases from the list: *so tell me, nice to meet you, sounds, I want you to meet, deal with, this is, in charge of, I'm pleased to*

Rick: Come over here Marcel. _____ one of our guests. Marcel, _____ Patti Kline. She works for Longridge, one of our biggest suppliers.

Marcel: _____, Patti.

Patti: _____ meet you, too. _____ Marcel, what do you do?

Marcel: Well, I'm _____ our stores in the south of England.

Patti: That _____ really demanding. You know, a lot of responsibility.

Marcel: Well, I don't _____ everything alone. I've got a good team.

Exercise 16: Choose the correct preposition

1. Good morning and thank *for / to / at* coming.
2. I'm going to tell you *of / about / for* my new concept.
3. I'd like to begin *from / at / by* outlining the main problems.
4. I'll take questions *by / at / to* the end.
5. Let's look *at / by / from* this chart.
6. The main reason *of / for / about* this, is the drop in demand.
7. The best thing *of / for / about* this, is its simplicity.
8. That brings me *by / at / to* the end of my presentation.
9. Can I get back to you *with / on / at* that one?
10. I totally agree *with / on / by* you.

► Questions

The normal order of words in a **question** is: Question word + Auxiliary + Subject + Verb

What do you do? Where do you work?

In questions with yes/no answer, the order of words is: Auxiliary + Subject + Verb

Are you opening a new office?

The auxiliary and verb form depend on the tense used: *Where does he live?* vs. *Why are you calling?*

When the verb **be** is the main verb, there is no auxiliary: *When **is** the meeting?*

If a **question word** (e.g. *who, what, where*) is the subject, do not use do/does: *Who **works** for a multinational?*

Exercise 17: Choose the correct words to complete the sentences

Where Who How many How often Which What

- a) ' _____ people work for you?' 'Twelve.'
- b) ' _____ is your office?' 'Down the corridor.'
- c) ' _____ do you report to?' 'Stephanie.'
- d) ' _____ do you prefer, day or night shifts?' 'Nights.'
- e) ' _____ are you working on at the moment?' 'The progress report.'
- f) ' _____ do you travel for work?' 'Once a month.'

TEXT 6

Companies target young people

Young people aged 14-24 spend between 21 and 31 hours online each week. The majority of them communicate with friends every time they go online. The average young person has 78 contacts in his or her 'digital community' (mobile phone, instant messaging, etc.). Interestingly, TV is one of the most common subjects of online conversations and watching TV is still the most popular pastime for young people.

These are statistics from the largest-ever global study on the youth market, undertaken by MTV and Nickelodeon. It is, therefore, no surprise that companies are having now to use all available new media to try and reach youth audiences.

To promote two new brands of sports shoe, Adidas created a dynamic online soccer game: 13 million games were played in the six-week campaign. Levi's advertised on Hotmail during the 9.00-12.00 a.m. and 6.00-9.00 p.m. time slots, when its target audience were usually writing emails. In addition, before the launch of the 'Chicken Little' movie, users of MSN Instant Messenger could download dancing chickens to send to their friends.

Exercise 18: Find out the words

- a) the people whose names and telephone numbers, you keep, for example stored on your mobile phone
- b) a collection of numerical facts or measurements
- c) done
- d) to encourage people to like, buy, use something
- e) trademarks
- f) an event to celebrate or introduce something new

► A type of Derivation: Conversion

Conversion or **zero-derivation** is the derivation of a new word without any overt marking. A given word assumes the role of a different word class with no overt change in word form:

N → V: **bottle** → to **bottle**, **oil** → to **oil**

V → N: to **rise** → a **rise**, to **pay** → a **pay**, to **increase** → an **increase**, to **fall** → a **fall**

Adj. → V: **calm** → to **calm**, **empty** → to **empty**

Adv. → V: **out** → to **out**, **down** → to **down**

Adj. → N: **poor** → a **poor**, **rich** → a **rich**

Less frequent changes:

Conj. → N: I can't stand all your **ifs** and **buts**

Suff. → N: Nationalism, patriotism, and all the other **isms**

Phrase → N: **do-it-yourself**

► **A type of Inflection: Comparative-Superlative forms**

How shall we travel? Let's go by car. It's cheaper. / Don't go by train. It's more expensive.

'Cheaper' and 'more expensive' are **comparative forms**.

After comparatives you can use **than**: *It's cheaper to go by car than by train.*

To say something is the same/different, use **(not) as + adjective + as**: *It's as accurate as / not as efficient as the old system.*

We use **-er** for one-syllable words: *fast → faster*

We use **-er** for two-syllable words that end in -y → -ier: *easy → easier*

We use **more** for two-syllable (or more) words and for adverbs that end in -ly: *more modern/slowly*

These adjectives and adverbs are **irregular**: *good/well → better, bad/badly → worse, far → further/farther*

You can use **even** + comparatives: *The new boss is even better than the last one.*

We **repeat comparatives** to say that sth. is changing: *It's becoming harder and harder / more and more difficult to find a job.*

What is the longest river in the world? / What was the most enjoyable holiday you've ever had?

'Longest' and 'most enjoyable' are **superlative forms**.

We use **-est** for short words and **most** for longer words: *Yesterday was the hottest day of the year. / It was the most boring film I've ever seen.*

These adjectives are **irregular**: *good → the best, bad → the worst, far → the furthest*

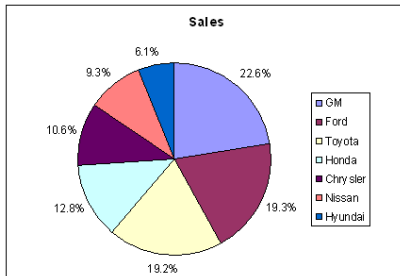
Exercise 19: Complete the sentences using the comparative/superlative form of the adjectives

1. Our Managing Director is _____ (*young*) than the Financial Director.
2. Our company was _____ (*profitable*) last year than this year.
3. We have seven factories; _____ (*large*) one is in Mexico.
4. Hotels in London are _____ (*expensive*) than in Paris.
5. I think our new brochure is _____ (*good*) than our competitor's brochure.
6. Our _____ (*famous*) product is the VS520.
7. 1995 was _____ (*bad*) year for our company.
8. Germany is _____ (*big*) country in the EU.

► Presenting visual information

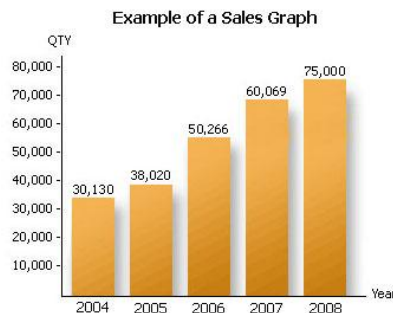
Visual information can be given in different forms: a **pie chart**, a **graph**, a **diagram**.

Some **key expressions** referring to visuals are:



This pie chart gives you percentages of car sales.

Note that Ford and Toyota equal in sales, whereas the highest percentage belongs to GM.



Have a look at this graph. It shows the change in market sales.

Can everybody see that ok?

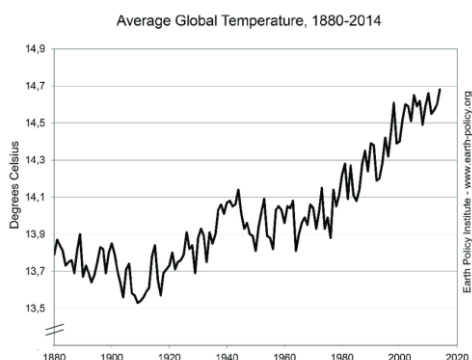
As you can see, there is a rise in sales from 2004 to 2008.



This diagram summarises business and cultural progressions.

The important thing here is that business progression is aligned with cultural progression.

► Describing graphs: changes and trends



VERBS: drop, fall, decrease vs. grow, rise, increase, (reach a) peak.

NOUNS: drop, fall, decrease vs. growth, rise, increase, peak.

ADJECTIVES: considerable, steady, gradual, rapid.

ADVERBS: slightly, gradually, steadily, significantly, considerably, dramatically.

Exercise 20: Find another word for the expressions in bold...

1. There was a sharp **drop** _____ in the number of people taking more than one vacation a year.
2. Unemployment **has fallen** _____ gradually.
3. The number of people going on cruise holidays **has risen** _____ considerably over the last ten years.
4. The number of people visiting Europe from China rose **dramatically** _____ last year.
5. There has been a slight **fall** _____ in CO2 emissions recently.
6. The number of people taking staycations **is increasing** _____ steadily.
7. There has been a **considerable** _____ growth in deaths because of the covid-19 pandemic.

3. NEW PRODUCTS AND BENEFITS

TEXT 7

New products – The development process

I'm here to report on our experiment with Podpads at the Summerhouse festival last month. The purpose of our research was to find the most comfortable place for visitors to stay during outdoor festivals. We wanted to find out which accommodation would keep people dry in bad weather.

Why did we choose Podpads? Because they are much stronger than tents. The makers also have an installation team who put up the Podpads before the event and take them down again afterwards.

First, we contacted Podpads.com and ordered 50 Podpads for the Summerhouse festival. Then on our website we offered free accommodation to 50 visitors if they took part in our research.

We spoke to our Podpad residents after one night and then again after a second night.

All of them said they would consider hiring a Podpad at the next festival they went to, depending on the price.

Finally, we visited the farmers who let us use their land. We asked them for their opinion of the company. They commented on the efficiency of the team who put up the Podpads and then took them down as soon as the festival was over. I think we can say that the Podpads were a huge success.

Exercise 1: Find out the words

- a) a room, building, or space in which someone may live or stay
- b) without cost
- c) joined in/were involved in
- d) obtaining the temporary use of (something) in return for payment
- e) people who own or manage a farm
- f) had finished
- g) extremely large, great

► Adjectives to describe new products

Adjectives such as *comfortable* or *strong* are generally used to describe the characteristics of new products. They are often used in the comparative or superlative form. Other commonly used adjectives are: *practical, economical, attractive, functional, innovative, stylish, user-friendly, well-designed, compact*

Exercise 2: Choose the correct words to complete the sentences

1. The solar power system is very _____ because we save 50% on our bills.
(a) *cheap* (b) *economical* (c) *economic* (d) *cheaper*
2. The new office is very _____ - the architect took a long time drawing the plans.
(a) *attractive* (b) *beautiful* (c) *well-designed* (d) *user-friendly*
3. Their new web page is very _____. One click takes you anywhere you want.
(a) *user-friendly* (b) *user-friend* (c) *stylish* (d) *compact*
4. The new Apple MP3 player is so _____ it fits easily into a shirt pocket.
(a) *stylish* (b) *well-designed* (c) *functional* (d) *compact*
5. When John got a new job he bought a _____ suit.
(a) *expensive* (b) *attractive* (c) *stylish* (d) *smart*

► Past Simple

Very often the **Past Simple** ends in *-ed* (regular verbs): *I work in a travel agency now. Before that I worked in a shop.*

- If the verb ends in *-e*, add *-d*: *live-d, smoke-d*

- If the verb ends in *consonant + -y*, also change the *-y* to *-i*: *try → tr-i-ed* (cf. *play → play-ed*)

- If the verb is short and ends in *vowel + consonant*, double the final consonant: *stop → stop-p-ed*

Many verbs are irregular: *was/were, spoke, took, said, went, put, let*, etc.

For questions and negative forms, use the auxiliary **did**: *Did you go out last night? No, I didn't.*

Exercise 3: Complete the text with the past simple form of the verbs

Last week I _____ (be) very busy. On Monday morning our biggest customer _____ (visit) our factory. I _____ (meet) her at the airport at 7.00 in the morning and _____ (take) her to the plant. In the afternoon we _____ (have) a meeting which _____ (not finish) late, and she _____ (want) to see a show afterwards. On Tuesday I _____ (fly) to Berlin for a Conference. In the afternoon I _____ (make) a presentation which _____ (not go) very well. The next day I _____ (go) to Stuttgart to meet a supplier. On Thursday we _____ (interview) candidates for the new sales jobs, but we _____ (not find) anybody suitable. In the

evening I _____ (play) squash in the company tournament, but, unfortunately, I _____ (not win). On Friday I _____ (reply) to all my emails and _____ (write) a proposal for an Austrian company. In the afternoon I _____ (attend) a planning meeting which _____ (end) very late in the evening. I _____ (not get) home until midnight!

► **From CV to VCV**

A: Have you ever seen a video CV?

B: No, I've never seen one, but I have heard of them. In fact, I read an article about them a few days ago. It said that people have started making video clips as part of their job applications. And some companies have already started offering video CV services.

A: Well, someone has emailed me a CV today, and there's a link to a video on her blog, but I haven't watched it yet.

B: Well, shall we have a look at it now?

► **Present Perfect**

The **Present Perfect** places an event in a period of time which extends up and includes speech time: *They left New York last week.* vs. *They have left New York.*

The Present Perfect is used with adverbs of frequency (e.g. *ever, never, often*) or with these words: *for, since, yet, just, recently, already*.

It is not used, instead, with adjuncts which express definite time: *yesterday, last x, x ago*.

It is not used after interrogative conjunctions that refer to definite points in time: *when/at what time*.

Introduce a topic into a conversation with the present perfect, and use the past simple to ask for specific details.

A: *Have you visited Sydney before?*

B: *Yes, I have. I came here two years ago.*

A: *So, did you visit the Opera House?*

B: *Actually, no I didn't.*

The event referred to by the Present Perfect is currently relevant: *The children have come back.* vs. *The children came back.*

With verbs expressing states, the Present Perfect is accompanied by **adjuncts**: BE + to → *Have you been to Paris?*

Momentary acts, events and transitions are presented as 'hot news'. They are often reinforced by *just*: *Someone has just knocked on the door.*

Present Perfect and Progressive

The **Present Perfect Progressive** or **Continuous** identifies a situation that is visualised as continuing from some indefinite time in the past up to the present: *It has been raining the whole afternoon.*

It is often accompanied by an **adjunct** (*all day, for two hours*) or found in the question (*How long...?*).

Present Perfect Continuous vs. **Present Perfect**: *He has been painting the room.* vs. *He has painted the room.*

Generally, the Present Perfect Progressive is accompanied by the adjuncts *since* or *for*.

for + a unit of time: *I've been running the company for six years.*

since + a point in past time: *I've been running the company since 2014.*

Exercise 4: Choose the correct words to complete the sentences

A: Hey, *did you apply / have you applied* for the promotion yet?

B: Yes, I *did it / have done it* this morning.

A: Good. *Did you update / Have you updated* your CV this morning too?

B: No, I *did / have done* it last night.

A: *Did you ever go / Have you ever been* for a job interview when you didn't want the job?

B: Yes, I *went / have been* to one last year.

A: *Did you get / Have you got* the job?

B: No, I *didn't / haven't*.

Exercise 5: Present Perfect, Past Simple or Present Perfect Progressive?

(you, see) _____ any film recently?

I _____ (go) to the mall yesterday after school.

(Mark, visit) _____ his granny last night?

(you, finish) _____ your homework?

We _____ (live) in London for eight years.

I _____ (work) since four o'clock this morning.

I _____ (not see) Alice for weeks.

The weather _____ (be) horrible last summer.

_____ (you, read) this book before?

We _____ (never eat) Mexican food.

I _____ (study) Portuguese for three years.

They _____ (go) to a rock concert.

She _____ (buy) the new Gucci bag last week.

Exercise 6: Pronunciation: /d/, /t/ or /ɪd/?

- promoted
- visited
- played
- asked
- wanted
- replied
- worked
- failed
- closed

► The pronunciation of -d/-ed

1. If the stem ends in /t/ or /d/: /ɪd/ wanted, needed
2. If the stem ends in any *voiced sound*, i.e. vowels and voiced consonants except /d/: /d/ planned, lived
3. If the stem ends in any *voiceless consonant* apart from /t/: /t/ missed, stopped

Exercise 7: Endings: /d/, /t/ or /ɪd/?

- helped
- hated
- cried
- gained
- increased
- sorted
- crashed
- reviewed
- needed
- laughed
- arrived
- missed

► **Key word: Product**

- consumer products
- Gross Domestic Product
- Gross National Product
- inner product
- outer product
- manufactured product
- product manager
- product line
- product supply
- product endorsement

► **Product collocates**

Exercise 8: Fill in the gaps using the correct words

1. CoverGirl has expanded their product _____ with a new long-lasting lipstick.
2. The product _____ needs to work closely with the sales force.
3. _____ Product is often considered an indicator of a country's standard of living.
4. GDP is not to be confused with _____ Product, which allocates production based on ownership.
5. Many winning athletes make money from product _____.
6. The company's newest _____ product is selling well.

TEXT 8

A perfect product

It has been an enormously important product over the ages. Its qualities of strength, light weight, and softness make it the perfect material for products such as quality clothing, racing bike tyres and even a wide variety of cosmetic products like moisturizer or shampoo. But silk has not always been readily available. The Chinese jealously guarded the mysteries of silk production until (so one of the legends goes) two monks came across some silkworm eggs and managed to smuggle them out of the country, risking their lives, but taking the know-how with them as far as Byzantium.

The secrets of silk gradually spread through India and the Middle East, reaching Europe, where Italy was the first European country to succeed in establishing a successful silk manufacturing industry in the thirteenth century. France then borrowed the expertise of the Italian workers to create its own silk industry.

It was not easy to get the secrets of silk manufacturing out of China. But in today's business world, it's far easier to share knowledge and skills, and to find out about new products and techniques. By searching on the Internet, it is possible to look for ways of improving products, without endangering the lives of people who make the discovery.

Exercise 9: Find out the words

- a) able to be bought or used
- b) defended
- c) discovered
- d) to take things or people to or from a place secretly and often illegally
- e) practical knowledge and ability
- f) got or received something from someone with the intention of giving it back

► Paradigmatic relations

Meaning involves on the one hand the relation of reference to extra-linguistic reality, and, on the other, relation of sense to other vocabulary items, i.e. lexemes, in the lexicon. There are three main **sense relations**:

- a. identity → synonymy
- b. opposition/exclusion → antonymy
- c. inclusion → hyponymy, hyperonymy, meronymy

► **Synonymy**

It is concerned with sameness of meaning, i.e. two lexemes are said to be synonyms when they are alike in meaning. Synonymy can involve either a single word or a sentence, i.e. paraphrase, equivalence in meaning and/or usage: *freedom / liberty, dangerous / risky, big / large*

Absolute, or perfect, synonymy – when two words have the same referent, are always interchangeable, and belong to the same grammatical category – does not exist: *He's always been a big spender.* vs. **He's always been a large spender.*

Sameness of meaning is not the same as interchangeability. The **principle of economy** operating in language ensures that there is no vast redundancy in choices. If two words have approximately the same meaning, there is a tendency to make a differentiation in usage.

Synonymy is better defined as sameness of core meaning, which leaves out emotive meaning, connotations, stylistic or regional differences: cf. *resolute, stubborn, determined*

Near synonymy: words that have the same referent, but are not always interchangeable.

Synonyms often have different distributions along a number of parameters.

Central reference: *brave* (physical) vs. *courageous* (intellectual)

Presuppositions: *pretty* (female) vs. *handsome* (male)

Degree of intensity: *hot* vs. *scorching*, *now* vs. *immediately*

Expressive meaning: *father* vs. *dad* vs. *daddy*

Social meaning: formal vs. informal (*inebriated, drunk, tipsy*)

Generality vs. specificity: *spider* vs. *arachnid*

Geographical differences: *lift* vs. *elevator*

Morphological criteria: *impartial* → *fair*

► **Synonymy and context**

- a. The police *asked* the woman about the robbery.
- b. The police *questioned* the woman about the robbery.
- c. The police *interrogated* the woman about the robbery.
- a. Check your *luggage/baggage* with the gate agent.
- b. I bought a new set of *luggage/*baggage* for my trip.
- c. I won't date guys with *baggage/*luggage* from their divorces.

Exercise 10: Synonym match

- | | |
|----------------|----------------|
| a. world | 1. succeed |
| b. search | 2. immediately |
| c. successful | 3. find out |
| d. manage | 4. extremely |
| e. readily | 5. noteworthy |
| f. enormously | 6. popular |
| g. wide | 7. globe |
| h. expertise | 8. large |
| i. important | 9. look for |
| j. come across | 10. knowledge |

Exercise 11: Synonyms for *business* and *employment*

1. Joshua and Michael inherited a small company from their father. Their is packing meat and selling it wholesale.
a. employment b. appointment c. craft d. business
2. Marylyn was heartbroken when she found out that her husband had been having an with his secretary for a long time.
a. engagement b. involvement c. affair d. occupation
3. Peter is a blacksmith by but presently he is unemployed.
a. business b. career c. occupation d. art
4. I noticed that you visit Holland very often. Do you go there on or for pleasure?
a. work b. job c. calling d. business
5. Stay out of this problem and do not interfere, please! It's none of your!
a. job b. business c. action d. work
6. We are proud that all our students graduated and found in good companies and at good wages.
a. employment b. commerce c. calling d. duty
6. This orchestra is one of the best in the country and they have many concert each month.
a. engagements b. duties c. missions d. affairs
8. Samantha truly believes that it is her to become a doctor. She feels she was born for it.
a. job b. calling c. engagement d. appointment
9. Although I don't feel it as my calling, I have decided to choose my mother's and become a lawyer. I know this will make her happy.

- a. business b. profession c. trade d. employment

10. Julia is a young lawyer and she has just got her first promotion but she is resolved to make a distinguished in the legal profession.

- a. calling b. art c. career d. pursuit

TEXT 9

Employment: Choosing your own benefits

What benefits are the most popular with employees? A recent study shows that it depends on the age and position of the person in the company. For example, 63% of senior managers are more interested in private healthcare than a higher salary. However, a majority of employees under 35 would prefer more money to extra days of paid holidays.

More and more companies are operating flexible systems where staff choose their own benefits. At DST International, each full-time member of staff receives £800 a year, which they can spend on a number of things. These include private healthcare, childcare vouchers to help pay for their children's pre-school costs, or gym membership for those who love sport.

Jack Gratton, the Managing Director of Major Players, says most people in his company are young, and they are not interested in pension schemes. Employees usually stay only for three years, so pensions are a waste of money. What his staff often prefer is mobile phones, gym memberships, and extra paid holiday.

Exercise 12: True or false?

1. A majority of senior managers prefer health benefits to more money. T / F
2. Most young employees would like a higher salary. T / F
3. At DST International, all employees have gym membership. T / F
4. At DST International, part-time members can choose to spend money for private healthcare. T / F
5. At Major Players, most employees are not interested in retirement pension schemes. T / F
6. Employees work at Major Players for most of their lives. T / F

Exercise 13: Match 1-10 to a-j

- | | |
|---------------|---------------|
| 1. maternity | a. car |
| 2. flexible | b. healthcare |
| 3. paid | c. membership |
| 4. private | d. holiday |
| 5. gym | e. leave |
| 6. company | f. hours |
| 7. mobile | g. bonus |
| 8. annual | h. scheme |
| 9. subsidized | i. childcare |
| 10. pension | j. phone |

► Pronunciation: Initial 'h'

When word-initial, 'h' is generally pronounced in English: *horse, hope, have*

There are a few cases in which 'h' is not pronounced: *honour, hour, honest, heir, heiress*

Initial 'h' can distinguish two words in **minimal pairs**, i.e. pairs of words which differ in only one phoneme and have a distinct meaning: *ham* vs. (I) *am*, *hand* vs. *and*, *harm* vs. *arm*, *hate* vs. (I) *ate*, *high* vs. *eye*, *hit* vs. *it*.

► Antonymy

Antonymy is a relation of oppositeness in meaning. There are different kinds of opposition.

Simple Antonyms = relation between words such that the negative of one implies the positive of the other (complementary or binary pairs): *pass* vs. *fail* (an exam), *male* vs. *female*, *dead* vs. *alive*

Polarity Antonyms = a relation of opposition in which the positive term does not necessarily imply the negative of the other: *tall* vs. *short*, *clever* vs. *stupid*, *near* vs. *far*, *big* vs. *small*

Reverse Antonyms = a relation between terms describing movement, where one term describes one movement in one direction and the other the same movement in the opposite direction. By extension, the term is also applied to any process that can be reversed: *up* vs. *down*, *come* vs. *go*, *ascend* vs. *descend*, *go in* vs. *go out*, *turn right* vs. *turn left*, *fill* vs. *empty*

Converse Antonyms = terms that describe a relation between two entities from alternate viewpoints: *child* vs. *parent*, *borrow* vs. *lend*, *own* vs. *belong to*, *above* vs. *below*, *buy* vs. *sell*, *employer* vs. *employee*

Exercise 14: For each of the following word find an *antonym* and a *synonym*

- buy
- dead
- beautiful
- healthy
- quick
- near
- war
- fat
- recruit
- famous

Exercise 15: Antonym match

- | | |
|--------------|--------------|
| a. employee | 1. rigid |
| b. benefit | 2. part-time |
| c. private | 3. junior |
| d. flexible | 4. old |
| e. full-time | 5. lower |
| f. young | 6. public |
| g. waste | 7. employer |
| h. love | 8. gain |
| i. higher | 9. loss |
| j. senior | 10. hate |

► E-mail writing: Formal e-mails

Formal e-mails are similar to letters.

Opening

Dear Sir / Dear Madame / Dear Sir/Madame

Closing

Yours faithfully (UK) / Sincerely (US)

Writing to someone when you know the name:

Opening

Dear Mr Thomas (Ms) / Dear Dr Thomas / Dear John Thomas

Closing

Regards / Yours sincerely (UK) / Sincerely (US)

When writing a formal e-mail avoid contractions:

I am writing (not I'm writing) to ask for some information

► E-mail writing: Semi-formal and informal e-mails

Use **semi-formal e-mails** with people you do not know very well.

Opening

Dear John / Dear Olivia

Closing

Thanks / Best regards / Yours

In many companies **informal e-mails** are sent between colleagues:

Opening

Hi John / Hello Olivia

Closing

Best wishes / All the best / Thanks

► Formal vs. informal vocabulary

Thank you

Thanks

I would like to apologize for...

Sorry for...

I would appreciate it if you...

Can you...?

Unfortunately, I will not be able to...

I can't

I would rather not...

I don't want to

► Sample e-mail (1)

To Juan Villa

From Agnes Dent

Subject Follow-up to this morning

Dear Mr Villa,

Further to our conversation earlier today, I am writing to give you further details of our new range of products. Please find attached a catalogue and a price list. As you will see, we have a special offer running at the moment. If you have any questions, please do not hesitate to contact me.

Yours sincerely,

Agnes Dent

► Sample e-mail (2)

To Catherine Burnett

From Joanna Leksvig

Subject The Bushmill project

Dear Cathy,

This is to bring you up-to-date on the Bushmill project. You will be pleased to learn everything is on time. Over 90% of the project is complete and we are now preparing for the launch. I have one question for you. Where are we with the publicity? As you know, the launch date is the 24th June. We need the publicity before then, so we are quite short of time. Have you sent all of it to the printers yet?

Looking forward to hearing from you.

Jo

4. CUSTOMER SERVICE AND TRAVELLING

TEXT 10

Six rules for good customer service

1 Answer your phone

The golden rule is 'never miss a phone call', so someone should always be available to pick up the phone. Your company may have to set up a call centre to **meet the needs of customers**.

2 Keep your promises

Customers want a reliable service, so always do what you say you will do. **Keep to your delivery dates** and you'll **get repeat business** from your satisfied customers.

3 Listen to your customers

Conduct surveys periodically to find out what your customers think. Learn from their feedback and change your strategy if necessary.

4 Give complaints your full attention

Deal with complaints quickly and efficiently. If you have to give a refund, do it with a smile. Satisfied customers will recommend you to friends and get you more business.

5 Take the extra step

Offer a personalized service to your customers and they will feel more important. Deal with their requests on a personal basis and make sure they know what their options are at all times.

6 Give customers something extra

Encourage customer loyalty by giving your regular customers something extra. Your customers will be happy to get something they didn't expect.

Exercise 1: Match the phrases in bold in the text to the definitions below

- a) Try to make sure customers stay with your company
- b) Design a service suitable to each person
- c) Ask customers questions
- d) Provide the service people want
- e) Make sure you take the goods to the customer on time
- f) Solve problems
- g) Make a customer use you again

► **Negative prefixes**

The following prefixes, sometimes called negative prefixes, all mean 'not, wrong, without or against':

<i>un-</i>	<i>in- / il- / ir- / im-</i>	<i>mis-</i>
<i>non-</i>	<i>dis-</i>	<i>anti- / a-</i>

Exercise 2: Create the opposite of the following words using the prefixes *un-*, *dis-*, *in-*, *im-*

sure	movable	respect	polite
sufficient	sensitive	convenient	trust
practical	allow	fortunate	expensive
efficient	loved	honest	grateful

Exercise 3: Create the opposite of these words

____informed	____definite
____employed	____patient
____social	____frequent
____direct	____perfect
____advantageous	____authorized
____probable	____sense
____honest	____calculation
____accurate	____satisfied

Now choose words to fit each definition:

1. Not likely to happen:
2. Causing problems:
3. Not having a job:
4. Not pleased with something:
5. Wrong calculation:
6. Meaningless; absurd:
7. Not liking company:
8. Without official permission:

Exercise 4: Choose the correct words to complete the sentences

unreliable, satisfied, loyal, dissatisfied, helpful, impossible

- A: Have you heard that one of our most _____ clients is unhappy?
B: Yes, I've heard that clients are _____ with our new software.
A: I'm not surprised because many programmers said it was _____.
B: Really! Wouldn't it have been _____ to tell us this!
A: Well, you know programmers, they are _____ to work with sometimes.
B: So, how can we make sure the client is more _____?

Exercise 5: Choose the correct words to complete the sentences

1. One way to get customer feedback is to _____ surveys.
(a) *deal* (b) *conduct* (c) *make* (d) *keep*
2. Giving regular customers extra discounts is one way to _____ customer loyalty.
(a) *attract* (b) *offer* (c) *encourage* (d) *support*
3. Businesses that cannot _____ to their delivery dates lose customers.
(a) *offer* (b) *meet* (c) *respect* (d) *keep*
4. An important rule of business is to always try to _____ the needs of the client.
(a) *meet* (b) *conduct* (c) *pay* (d) *support*
5. Another important rule is to _____ with complaints as quickly as possible.
(a) *encourage* (b) *deal* (c) *meet* (d) *take*

► Negotiations: Types

Negotiate: Customer-supplier vs. wage vs. trade negotiations

Settle **disputes**: contract, labour or trade disputes (intense/intensive, delicate/tense, eleventh-hour/last-minute, protracted)

Bargaining: ploy/tactic, tool, point, power, process

► Difficult clients

Imagine that you work in a travel agency and **a customer comes in to complain about a recent holiday**. The customer tells you that they experienced a bad delay at the airport which ruined their holiday. How do you respond?

(1)

Angela: Hello, I'm Angela, I'm the customer services manager. Would you like to come with me and come and take a seat and **you can explain to me what actually is the problem?**

Alison: Okay, okay, fine.

Angela: **Can I take your name?**

Alison: Yes, my name's Alison.

Angela: Okay. Alison, if you'd like to make yourself comfortable. As I said, I am the customer services manager and I'd like to help you. **I understand you are having a few problems. Would you like to just explain from the beginning what's happened?**

Alison: Well, yes. I've just come back from one of your holidays. I went to Crete, in Greece, got back last week and the whole thing was a disaster.

Angela: **Would you like to just explain from the beginning what's happened?**

Alison: Well, yes. To start with, when we got to the airport in, in Crete, we had a two hour wait on the coach, I think there was a delayed flight or something, and... and...

Angela: ...Right, that's quite possible...

Alison: ...Yes... And I just can't work out why you didn't take us to our hotel and then come back to the airport to pick up the people from the delayed flight.

Angela: Right, **I'm sorry for that wait. I don't know what the problem was.** You mentioned a delayed flight there. **As you can imagine**, you probably weren't the only family on the coach waiting, and to ferry people to and from resort to the airport would have been a lot of extra work and they like to try and keep everybody together who are going on the same flight. **I can actually look into that for you ...**

(2)

Karen: Hello!

Mark: Hello, can I speak to despatch, please?

Karen: You're through to despatch.

Mark: Right. Well, I phoned two days ago to say that I hadn't received delivery of my order and I'm ringing again to say it still hasn't arrived.

Karen: **Can I just take your name please?**

Mark: Yes, it's Mark Anderson.

Karen: Ah! **I think there's been a problem with that order**, Mr Anderson.

Mark: What kind of problem?

Karen: Oh, I don't know offhand. **Let me check for you.** Yes, part of the order didn't arrive here at the depot, so I couldn't send it out until we'd received everything.

Mark: Well, surely that was your problem to sort out without my having to call you back - again. I did phone and draw your attention to this a couple of days ago. Look, I placed this order weeks ago. I'm sorry, it's just not good enough.

Karen: Yeah, **I'm sorry about this**, Mr Anderson. **I'm sorry for the inconvenience**, but **I can assure you** we'll do everything we can to send it out to you today.

Exercise 6: Finish the sentence by choosing the correct words

1. I know that you were delayed for well over 2 hours and _____
wait / sorry / I'm / very / the / for
2. If you give me all the relevant information about the problems you had on your holiday,

can / into / look / for / it / you / I
3. _____ we're doing everything we can to ensure that this situation
never happens again.
you / assure / can / I
4. There was a technical problem on Saturday and, _____, you
weren't the only one affected.
imagine / can / as / you

► Customer – Client – Consumer

CUSTOMER: A customer is someone who buys goods or a service.

Mrs Wilson is one of our regular customers.

CLIENT: A client is a customer or someone who receives services.

We always aim to give our clients personal attention.

CONSUMER: Consumer is a general term to talk about any person who buys goods or services for their own use.

The new rates will affect all consumers, including businesses.

Exercise 7: Complete this table with Nouns and Adjectives

Verbs	Nouns	Adjectives
serve		
satisfy		
supply		
care		
expect		
require		
produce		

Now complete this text with some of the words in the table

Customers always _____ a company to _____ them with top-quality goods and _____. They are _____ if their _____ are met. If their _____ are not met, however, it is the role of the customer _____ department to try to sort out any problems. If the customer receives efficient and helpful _____ and feels that the company really _____ about them, this will result in a happy customer who is more likely to buy the company's _____ and services again.

TEXT 11

On the move

Taking the Eurostar from London to Paris was a bit like flying. That's not just because the high-speed train goes so fast (300 km/h or 186 mph). Departing from St. Pancras Station in London was also similar to taking a flight.

In the terminal, there's a departures screen, which also shows when check-in for your train is open. When it was time to check in, we went through a barrier which scanned our tickets and opened automatically. Then there were security checks. Luggage had to go through a scanner, and we had to walk through a metal detector. Next was passport control – with British officials first, then French officials just after. You must have valid ID to travel – either a passport or, if you're from a European country, an identity card. There's no customs with green channel (nothing to declare) and red channel (goods to declare). They don't have that procedure at borders between European Union countries.

After passport control, we went into departure lounge, where we sat and waited for an announcement. Then, when the train was ready for boarding, they called us to the gate, and went up an escalator to the platform, where the train was waiting on the track. You don't have a boarding pass – your coach number, seat number, and whether it's an aisle seat or window seat, are all shown on your ticket.

Exercise 8: True or false?

1. Checking in for the Eurostar is like checking in at an airport. T / F
2. To check-in, you show your ticket to somebody. T / F
3. You have to carry your luggage through a metal detector. T / F
4. At the station, your passport or identity card is checked twice. T / F
5. After passport control, you go through the green or red channel. T / F
6. On the train, the seats have numbers. T / F

Exercise 9: Complete the sentences using the correct words: *gate, arrivals, check in, hand, window, platform, boarding pass, luggage*

1. This is the departures area, for flights that are leaving. The _____ area is over there.
2. On a lot of flights, you have to _____ one hour before take-off, at the check-in desk.
3. When you check in, you can give some of your _____ to the assistant.
4. Luggage you carry with you on a plane is called _____ luggage.
5. To get on a plane, you usually need a _____, which shows your seat number.
6. On a plane or train, you can have a _____ seat or an aisle seat.
7. To get on the right plane, you have to go to the right _____.
8. To get on the right train, you have to go to the right _____.

► Word-formation: Abbreviation

- **initialisms – acronyms:** The initial portions of the words or syllables of a phrase are used to form a word
- **clipped forms:** Words are shortened to one of their parts
- **blends:** Two or more words merge into one

► Acronyms

An **acronym** is pronounced as a single word instead of being spelt out letter-by-letter.

Aids < Acquired immune deficiency syndrome

ASAP, FAQ, Laser < Light amplification by stimulated emission of radiation

RAM, UFO, VAT < Value Added Tax

radar, Yuppy < Young urban professional + -y

► Initialisms

In the case of **initialisms**, abbreviations are also formed from the initial letters of other words but this time they do not make pronounceable words, and instead the letter names are spoken

VP, R&D, B. of E. < Bank of England

CEO, C.O.D. < Cash On Delivery

EU, PO, GDP

MP, UN, MBA, cf. B2B, B2C

Exercise 10: Match the definitions with the abbreviations

1. **NIMBY**: Not In My BackYard
2. **BOGOF**: Buy One Get One Free
3. **NATO**: North Atlantic Treaty Organisation
4. **LLC**: Limited Liability Company
5. **DINKIES**: Double Income No Kids + -IE-S
6. **APR**: Annual Percentage Rate
 - A military alliance established by the signing of an agreement in 1949
 - A couple, who are both earning, with no children
 - A type of business in which the owners are normally not responsible for the debts and liabilities of the business
 - The interest rate for a whole year on a loan, mortgage, etc.
 - I want something to happen but not near me
 - If you purchase one of these items, you will get another one at no extra cost

Now fill in the gaps with the correct abbreviations

1. The interest rate on my credit card is currently 25.5 percent _____ .
2. State law requires _____s to produce annual reports.
3. It's alright for them, they can afford expensive holidays. What do you expect, they're _____. Just wait till they have children, it'll all change then!
4. There's a great _____ deal on toothpaste just now.
5. Everyone says they think the new airport is a great idea but when we ask about where it should be built, they suddenly get all _____ about it.
6. The _____ leaders are meeting in Geneva for talks on the current military crisis.

► Clippings

Another type of abbreviation is **clipping**. A clipped form is simply one where elements of a word have been dropped in common use, still maintaining the same meaning. Either the beginning, ending or both ends of the original word may be removed.

Front-clipping → the beginning of a word is removed: *phone* < telephone, *bus* < omnibus

Back-clipping → the ending of a word is removed: *ad* < advertisement / administration, *rep* < representative, *biz*, *info*, *high-tech*

Although not very frequent, there are also cases of **edge-clipping** (e.g. *fridge* < refrigerator, *flu* < influenza).

► Blending

Blends are hybrid words. They are rather like compounds except that only part of each individual word has been used.

smog < *smoke* and *fog*

brunch < *breakfast* and *lunch*

motel

e-commerce

Blends are very popular in journalism, advertising and technical fields:

Brexit

blog

Brangelina

Exercise 11: Identify the bases of the following blends:

- boatel
- e-shopping
- demopublican
- fanzine
- infotainment
- linner
- mochaccino
- netizen
- Obamanomics

► Travelling: Useful expressions

Travelling by taxi / cab

A: ***Could you take me to the railway station, please?***

B: Yes, get in please.

A: ***Could you stop in front of the hotel, please?***

B: Certainly.

A: ***Can you drop me here, please?***

B: Sure.

A: ***How much is that?***

B: 15€ / 15£.

A: ***Can I have a receipt, please?***

B: Certainly.

Travelling by train

A: ***I'd like a ticket to St. Pancras, please.***

B: Single or return?

A: ***Could I have a first-class ticket for Birmingham, please?***

B: Single or return?

A: ***Is this the right platform for Edinburgh?***

B: No, you want platform 4.

A: ***What time does the train for Liverpool leave?***

B: At 12.30.

A: ***Is there a buffet car on the train?***

B: Yes, it's coach 10 in the middle of the train.

Travelling by plane: check-in

A: ***Could I have your ticket, please?***

B: Yes, here you are.

A: ***Can I see your passport, please?***

B: Yes, sure.

A: ***Would you like a window or aisle seat?***

B: Window, please.

A: ***How many bags do you have to check in?***

B: Just one, please. I have no hand luggage.

A: ***Boarding is at 10 o'clock at gate 25.***

B: Thanks.

► Travelling: Staying in hotels

Checking in

A: ***Good evening. I booked a double room for two nights.***

B: Good evening. Could I have your name, please?

A: ***Could I have your passport, please?***

B: Yes, here you are.

A: ***Here's your key card. You're in room 306. It's on the 3rd floor.***

B: Thank you.

A: ***Does the room have a safe?***

B: Yes, it does. It's in the cupboard.

A: ***Is there Internet access?***

B: Yes, there is. The instructions are in the room.

Checking out

A: **Good morning. I'd like to check out, please.**

B: Certainly. What's your room number, please?

A: **Did you have anything from the minibar?**

B: Yes, a beer and a bottle of mineral water.

A: **How would you like to pay?**

B: By credit card, please.

Asking for help

A: **Could I have another towel, please?**

B: Yes, we'll send one up.

A: **How do I turn on the air conditioning?**

B: There's a control button on the wall.

► Travel – Trip – Journey

TRAVEL: Travel is a general word used both as a verb (make a journey) and as a noun (the act of travelling).

Air travel is cheaper now than it has ever been.

I travel abroad for work once a month.

TRIP: Trip is used to talk about the whole visit to a place we go to.

He's gone on a business trip to London.

JOURNEY: Journey is used to talk about the act of travelling from one place to another.

The journey to my parents' house takes five hours.

Exercise 12: Fill in the gaps using the correct word

1. My secretary booked the hotels for my business _____.
2. I prefer air _____ to ocean _____, it's much quicker.
3. I love going on long _____s .
4. He _____led to Spain with his wife and children.
5. It's a two-hour train _____ from York to London.
6. If you _____ through the desert, you'd better take plenty of water.
7. Last summer I went on a _____ to Rome to see the Coliseum.
8. The train was _____ling through a tunnel.

TEXT 12

Yotel: The ultimate experience in airport hotels

Yotel is a new chain of budget airport hotels where guests stay in small individual cabins. Situated in one of the terminal buildings at Gatwick Airport, the first Yotel in the UK offers passengers a place to catch up on their sleep if they have an early flight, a delay, or a long wait between connections. You can check in for a four-hour block and you don't have to make a reservation.

Check-in happens at a machine in Reception where guests pick up a key card to their cabin. Facilities include a techno wall containing a TV screen with a wide selection of films, radio, games, and the Internet. The 10m2 premium cabins have a double bed which converts into a comfortable sofa and the 7m2 standard cabins have a single bed instead. Both cabins have shower rooms, and luggage can be put under the bed. There is no need for a safe.

To check out guests use a credit card in the machines to pay their bill. While guests in other hotels have to take a shuttle bus to the airport, Yotel guests walk straight to the check-in desk, through the departure lounge, and waste no time in boarding their plane.

Exercise 13: True or false?

1. The cabins of a Yotel may have a single or a double bed. T / F
2. Guests can stay for just four hours. T / F
3. Guests have to make a reservation. T / F
4. Guests can check in online. T / F
5. Guests can use a safe for their valuables. T / F
6. Yotel cabins are equipped with many facilities such as TV, the Net, bed/sofa, shower rooms. T / F
7. Guests can pay either by cash or by credit card. T / F
8. Guests don't have to take a shuttle bus to the terminal. T / F

Exercise 14: Match 1-9 to a-i

- | | |
|--------------|-------------|
| 1. single | a. room |
| 2. shuttle | b. card |
| 3. departure | c. building |
| 4. key | d. lounge |
| 5. terminal | e. bed |
| 6. double | f. bus |
| 7. one-way | g. trip |
| 8. business | h. ticket |
| 9. check-in | i. desk |

Then complete the sentences with the phrases

1. My hotel room was so small that there was only space for a _____.
2. We did some shopping in the _____ before we went to our gate.
3. She couldn't get into her hotel room because she didn't have her _____.
4. There's a _____ between terminals every five minutes.
5. Jack's wife accompanied him to Paris, so the company booked a _____.
6. The taxi dropped us off outside the _____.
7. He bought a _____ to Rome because he didn't know when to come back.
8. The manager of the office is away on a _____ this week.
9. They told us at the _____ that our flight was cancelled.

► **Countable vs. Uncountable nouns**

Nouns are either **countable** or **uncountable**.

Countable nouns have a singular and plural form:

room-rooms, bus-buses, city-cities

When in the singular form, they regularly take *a/an*, when in the plural, they take *some*:

a reservation, an appointment, some facilities

They may have a singular or plural verb form:

My flight is delayed. vs. The tickets aren't very expensive.

Use *many/a few* with plural countable nouns:

How many gates are there in Terminal 1? Not many.

How many employees are there in this factory? Only a few.

Uncountable nouns cannot have a plural form:

money, information, luggage

They regularly take *some*:

some information (or a piece of information)

They use a singular verb form:

Our luggage is already on the plane.

Use *much/a little* with uncountable nouns:

How much money did you spend? Not much.

How much equipment do you have? Only a little.

Exercise 15: Countable or Uncountable?

airport, bus, hour, information, job, luggage, machine, meeting, money, news, phone, politics, research, room, suitcase, taxi, terminal, time, trip, work

► English Plurals

Regular plural: *book/books*

Singular invariable nouns

- Uncountable nouns: *accommodation, advice, baggage, cash, employment, equipment, evidence, hair, harm, health, homework, information, gold, luggage, machinery, money, news, nonsense, parking, pay, permission, progress, publicity, research, shopping, weather, work*
gold is expensive, the news was very depressing, my hair is long, Coffee is grown in Kenya
- Abstract adjectives: *the young, the poor*

Plural invariable nouns: *jeans, scissors, trousers, glasses*

Pluralia tantum in -s: *congratulations, customs, goods, savings, stairs*

Unmarked plural nouns: *deer, fish, salmon, sheep, people*

Mutation: *foot/feet, mouse/mice, tooth/teeth, man/men, woman/women*

Plural nouns in -en: *child/children, ox/oxen*

Foreign plurals from Latin and Greek

- Nouns from Latin ending in -us: *virus/viruses, stimulus/stimuli, corpus/corpora*
- Nouns from Latin ending in -a: *area/areas, formula/formulae*
- Nouns from Latin ending in -um: *museum/museums, curriculum/curricula, medium/media*
- Nouns from Latin ending in -ex: *index/indexes/indices*
- Nouns from Greek ending in -is: *basis/bases, crisis/crises, hypothesis/hypotheses*
- Nouns from Greek ending in -on: *criterion/criteria, phenomenon/phenomena*

Compounds: *jobseeker/jobseekers, travel agency/travel agencies* (cf. *passers-by, mothers-in-law*)

Nouns in -ics are not usually plural: *gymnastics, mathematics, economics, electronics, politics*

Some **singular nouns** referring to 'groups' of people are often used with a plural verb: *council, department, government, team, committee, company, firm*

The government want to increase taxes.

Also **company names** may occur with a plural verb:

Shell have increased the price of petrol.

Always use a plural verb with *police* and *staff*: *The police have arrested a friend of mine.*

The staff are not very happy about the latest pay increase.

Exercise 16: Choose the correct words to complete the sentences

1. How *many times* / *much time* do we have?
2. How *many luggages* / *much luggage* do you have?
3. *Are there any informations* / *Is there any information* about the delay?
4. I have a lot of *work* / *works* at the moment.
5. How *many times* / *much time* have you flown this year?
6. There *aren't many jobs* / *isn't much job* in the coal industry these days.
7. The news *aren't* / *isn't* good, I'm afraid.
8. How *many* / *much* business trips have you been on this year?
9. A *little* / *few* customers have complained about the increase.
10. There isn't *much* / *many* demand for this line anymore.

► The pronunciation of -s/'s

1. After a *sibilant sound*, i.e. /s/, /z/, /ʃ/, /ʒ/, /tʃ/ or /dʒ/: /ɪz/ kisses, roses, dishes
2. After any *voiced sound*, i.e. vowels and voiced consonants except sibilants /z/, /ʒ/, /dʒ/: /z/ days, flies, goes
3. After any *voiceless consonant* except sibilants /s/, /ʃ/, /tʃ/: /s/ books, tops

Exercise 17: Pronunciation: /z/, /s/ or /ɪz/?

- trips
- products
- businesses
- beds
- sizes
- branches
- profits
- caves
- faces
- villages
- lives
- cornflakes
- jobs
- pens

- roses
- socks
- pears
- biscuits
- knees
- cats
- dreams
- matches
- sports
- languages
- Tom's
- Max's
- Matt's

► **Travelling: Eating out**

Reserving a table

A: ***I'd like to book a table for two please.***

B: Let me just check. Hold on a minute, please.

A: ***Good evening. I booked a table for four in the name of Smith.***

B: Good evening. Come this way please.

Ordering for food

A: Would you like something to drink first?

B: ***Yes. Can you give us a couple of minutes, please?***

A: What would you like to order?

B: ***I think I'll have the prawns to start and then the salmon, please.***

A: Would you like to see the dessert menu?

B: ***Yes, please.***

Paying

A: ***Could we have the bill, please?***

B: Yes, certainly. I'll get it for you.

A: ***Can I pay by credit card?***

B: Certainly.

A: ***Could I have a receipt?***

B: Yes, of course.

Additional phrases

Tip the waiter / Leave a tip for the waiter

► E-mail: Preparing for a trip and Confirming travel plans

To Griff Edwards From Woo Joo Lee
Subject My trip next week

Dear Mr Edwards,

I would like to check the details of my visit to Madrid next week. ***Please find attached my travel plans.***

As you can see, I am arriving at 12.25. ***Please could you arrange for*** a taxi to meet me at the station and take me to the hotel? ***Do you think you could send me*** an agenda for the conference before I arrive?

Finally, I would like to go to the opera during my visit. Could you send me a programme for the National Opera Company, please?

Thank you in advance. I look forward to seeing you next week.

Yours,

Woo Joo Lee

To Woo Joo Lee From Griff Edwards
Subject My trip next week

Dear Mr Lee,

Thank you for your email.

I can confirm that we have made all the arrangements for your trip. ***We have booked*** a taxi to meet you at the station and take you to the hotel. ***We have also left a folder at Reception for you*** with the agenda for the meeting. ***I'll meet you at the hotel*** at 15.00 and take you to the office.

I am attaching a programme for the National Opera. We would be very happy to book you tickets if you would like us to.

Looking forward to seeing you again next week. Have a good journey.

Yours,

Griff Edwards

Exercise 18: Choose the correct words to complete the e-mail

Dear Dana,

I hope you are well. As you know, I *am coming* / *come* to New York next week to visit your office. It is my first time in New York, so I *look* / *am looking* forward to the trip. Can I *check* / *control* a few things?

I arrive at 10.30 in the morning. Can I ask you to *arrange* / *book* for someone to pick me up?

Secondly, do you *know* / *see* if the hotel is near the office?

Finally, will there be time to *have* / *do* a shower before the meetings start?

Thank you.

Best,

Mike

Exercise 19: Choose the correct verbs to complete the e-mail:

arrange, arrive, check, confirm, find, look, send

Dear Ms Chabal,

I am writing to _____ the details of my visit to your company.

I _____ at the train station at 10.30. Could you _____ for someone to meet me?

Secondly, do you think you could _____ my hotel booking and _____ me directions from the office to the hotel?

Finally, please _____ attached an outline of the agenda for our meeting.

I _____ forward to meeting you next week.

Yours,

Isabella Martens

5. SHOPPING, ORDERS AND DELIVERY

TEXT 13

My Business: How to run a pizza delivery service in Kabul

What makes an entrepreneur? Muhammad Ismael Aarefi tells the BBC's Shogufa Anwari and Tom Santorelli about how he set up Kabul's first pizza delivery service.

Muhammad Ismael Aarefi first decided that he wanted to join the restaurant business whilst visiting friends in Europe.

While there were already many restaurants in Afghanistan making Afghan, Indian, Iranian, Arabic and Western-style foods, hardly any were serving pizza - the quintessential finger-food. And none of them offered a delivery service. Muhammad had found his niche.

He admits pizza-making was a struggle at first. Finding a decent pizza chef in Afghanistan proved impossible, so he looked further afield. He now employs three chefs for pizza-making duties and along with waiters and delivery boys he has a staff of 10.

They still import the cheese toppings and delivery boxes from Iran and Dubai.

Over 10 years on the pizza-delivery service is thriving and Muhammad is eyeing up a bigger slice of the pie: "We want to expand our business if the situation gets better around the country."

Exercise 1: Find out the words

- h) a person who sets up a business
- i) a specialized but profitable corner of the market
- j) food that can be eaten with the fingers
- k) transportation of goods to customers
- l) very difficult task
- m) to or at a distance
- n) layers of food poured or spread over another food
- o) is growing or developing well

► Hyponymy

Hyponymy (X is a kind of Y) is a relation of **inclusion**. The class denoted by the superordinate term includes the class denoted by the hyponym as a subclass. It entails the inclusion of the meaning of a lexeme in that of another: *bank clerk, bank manager, store manager* > JOBS

The superordinate and more general term is called **hypernym**.

► **Meronymy**

Meronymy (X is part of Y) describes a **part-whole** relationship between lexical items: *cover* and *pages* are meronyms of *BOOK*.

Meronymic hierarchy:

Company

→ *sales department* → *sales rep*

→ *HR department* → *HR manager*

→ *finance department* → *CFO*

Exercise 2: Specify the kinds of sense relation between the following lexemes:

check	bill
buy	sell
cheque	credit card
rise	fall
log	blog
resign	quit
business	enterprise
iPad	tablet
office	head office
dismiss	fire
desktop	computer
telephone	mobile

Exercise 3: Match the expressions with their translations

delivery boy	ricevuta di consegna
delivery charges	servizio di consegne
delivery date	alla consegna
delivery note	fattorino
delivery service	consegna gratuita
delivery van	spese di spedizione
free delivery	ricevere consegne
make delivery	data di consegna
take delivery	effettuare consegne

upon delivery	pagamento alla consegna
cash on delivery	furgone per le consegne

► **Pronunciation: Silent letters**

listen	honest	doubt	castle	know	mortgage
debt	foreign	wrong	biscuit	campaign	answer
island	half	knife	Wednesday	cruise	friend
subtle	walk	receipt	Christmas	write	talk
would	psyche				

TEXT 14

The Amazon.com and UPS relationship

Two market-leading companies which were founded in the same city in the USA, Seattle, one almost a hundred years before the other, signed an important business deal in 1995. UPS, founded in 1907, is now the largest express delivery company in the world and Amazon, founded in 1995, has become the world's most popular online retailer.

On Amazon.com, customers can purchase goods 24 hours a day, seven days a week after they have checked that they are in stock. Once the customer places an order, Amazon is expected to deliver the goods quickly and offer customers choice, competitive prices, and excellent customer service at the same time. UPS helps Amazon meet all of these needs.

Firstly, UPS allows Amazon to process the customer's order faster. With UPS Online Tools on its website, Amazon can quote its customers prices with a wide choice of delivery options. Secondly, customers can track their shipment, using the UPS order tracking system. Finally, customers can use UPS's excellent returns on the Web services if there is a problem with the product on delivery.

These tools are not only popular with customers, who can make an enquiry about the status of their order online, but they also help Amazon cut costs. Nearly all customer contact is made via the website, including billing, as customers pay the invoice online before UPS makes the delivery.

Exercise 4: True or false?

1. Both Amazon.com and United Parcel Service (UPS) were founded in Seattle. T / F
2. Amazon.com and UPS are competitors. T / F
3. If goods are in stock on Amazon.com, consumers can purchase them 24/7. T / F
4. Amazon offers customers competitive prices and excellent customer service. T / F
5. UPS allows Amazon to process orders slowly. T / F
6. UPS allows customers to track the shipment. T / F

Exercise 5: Match the expressions with their definitions

purchase	<i>To deal with</i>
in stock	<i>To say how much something will cost</i>
goods	<i>To buy</i>
to process	<i>A document you must pay</i>
an order	<i>A question</i>
quote	<i>Available to be sold</i>
shipment	<i>The action of delivering something</i>
enquiry	<i>Things you buy or sell</i>
invoice	<i>A request for something to be sent</i>
delivery	<i>The amount of money required in payment</i>
price	<i>Goods that are being transported</i>

Exercise 6: Match the verbs with the nouns

quote	<i>an order</i>
pay	<i>an order</i>
check	<i>a shipment</i>
place	<i>a delivery</i>
deliver	<i>a price</i>
process	<i>an enquiry</i>
track	<i>an invoice</i>
make	<i>a product is in stock</i>
make	<i>goods</i>

Exercise 7: Choose the correct words to complete the sentences

goods, enquiry, process, quote, invoice, check, delivery

- a) Can you tell me the _____ date for your order, please?
- b) Nowadays most people email to make an _____ about our services.
- c) This report says that more people purchase _____ on the Internet these days.
- d) I'll just _____ a price for our new server software.
- e) I'm sorry. I'll just _____ it's in stock.
- f) We got the _____ for the new furniture and we need to pay it immediately.
- g) Darius's job is to _____ orders from customers as quickly as possible.

► Articles: A/AN vs. THE

Compare indefinite **A/AN** and definite **THE**:

Ann is looking for a job. vs. Did Ann get the job she applied for?

We use **THE** when we are thinking of one particular thing or when it is clear which thing or person we mean: *I'd like to speak to the manager, please.* (= the manager of this company, shop, etc.)

In the same way, we say *the bank, the post office, the doctor, the dentist.*

I must go to the bank to get some money. BUT: Is there a bank near here?

We say 'once a week', 'three times a day', etc.

► Articles: Pronunciation

Compare **A** and **AN**:

A hundred years, A day, A week, A wide choice, A problem /ə/

AN important business, AN order, AN enquiry /ən/

THE is distinguished only in pronunciation:

THE same city, THE largest company, THE world, THE customer, THE USA, THE UPS /ðə/

THE invoice /ði/

Exercise 8: Put in A/AN or THE

1. a. There isn't ____ airport near where I live. ____ nearest airport is 70 miles away.
b. Our plane was delayed. We had to wait at ____ airport for three hours.
c. Excuse me, please. Can you tell me how to get to ____ airport?
2. a. 'Are you going away next week?' 'No, ____ week after next.'
b. I'm going away for ____ week in September.
c. George has a part-time job. He works three mornings ____ week.
3. a. Can you recommend ____ good restaurant?
b. We had dinner in ____ very nice restaurant.
c. We had dinner in ____ most expensive restaurant in town.

► THE

We use **THE** when there is only one of something:

The earth goes round the sun and the moon goes round the earth.

We say: *the sky, the sea, the ground, the country, the environment* (cf. *space* 'in the universe' without *the*): *We must do more to protect the environment.*

We **do not** use *the* before names of meals: *breakfast, lunch, dinner* (*What did you have for breakfast?*) **nor** before noun + number (*Our train leaves from Platform 5, Room 12, page 29*)

We say: (go to) the cinema, the theatre; (listen to) the radio, but (watch) television.

We use *the* with musical instruments: *Can you play the guitar?*

With words indicating places (*school, prison, hospital, university, church*), we do not use *the* when we are thinking of the general idea of these places: *When I leave school, I want to go to university.* vs. *Excuse me, where is the university, please?*

With *work* and *home*, **do not** use *the*: *go to work, be at work, come home, arrive home.*

When we are talking about things or people in general, we **do not** use *the*: *Doctors are paid more than teachers. Crime is a problem in most big cities. Life has changed a lot in the last 30 years.*

We use *the* + singular countable noun: *When was the telephone invented? The dollar is the currency of the United States.*

We use *the* + adjective to talk about 'groups of people': the young, the rich, the unemployed (not 'the youngs')

We use *the* + nationality adjectives to mean 'the people (pl.) of that country': the French, the English, the Spanish (cf. *the Italians, the Americans*)

We **do not** use *the* with:

- names of people: *Ann, Ann Taylor*
- names of places: continents (*Europe*), countries (*France*), regions (*Tuscany*), Islands (*Sicily*), cities (*New York*). BUT: the United States of America, the United Kingdom
- title + name: *Mr Johnson, Doctor Johnson, President Johnson.*

We use *the* with:

- names of oceans, seas, rivers: the Atlantic, the Mediterranean, the Thames
- plural names of people/places: the Johnsons, the United States, the Canaries, the Alps.

We **do not** use *the* with:

- names of streets, roads, squares: *Union Street, Times Square, Hyde Park*
- names of important buildings/institutions: *Cambridge University, Kennedy Airport, Buckingham Palace*. BUT: the White House, the Royal Palace
- names of companies, airlines: *IBM, British Airways*

We use *the* with most other names of places/buildings:

- hotels, restaurants: the *Station Hotel*
- theatres, cinemas, museums: the *British Museum*
- newspapers, organisations: the *Financial Times*, the *BBC*
- names with 'of': the *Bank of England*, the *Tower of London*

Exercise 9: Put in THE where necessary

1. Can you tell me where ____ Room 25 is?
2. You'll find ____ information you need at ____ page 15.
3. At airport: 'Flight BA123 to Vienna is now boarding at ____ Gate 21.'
4. What sort of job does Jenny want to do when she leaves ____ university?
5. The economic situation is very bad. Many people are out of ____ work.
6. One of our biggest social problems is ____ unemployment.
7. Life is all right if you have a job, but things are not so easy for ____ unemployed.
8. ____ French are famous for their food.
9. ____ President is the most powerful person in ____ USA.
10. ____ President Kennedy was assassinated in 1963.
11. We flew to NY from ____ Gatwick Airport near London.
12. John works for ____ IBM now. He used to work for ____ British Telecom.

TEXT 15

Shopping on the Web

Instead of comparing physical and virtual shopping, why not combining them? The big advantage of shopping on the Web is that it's fantastically easy to compare prices. If you know exactly what you want, the Internet is by far the quickest way to find the best deal. If you haven't decided what to buy, there's another good thing about online shopping: there's lots of choice.

However, the Web has one disadvantage. You can look, but you can't touch. That's the trouble with buying some things online. It's difficult to choose just by looking at a photo on a screen. Clothing and shoes are a good example. For other common products, such as electrical goods, there is only a slight disadvantage. Nevertheless, many people feel they need to see things for real before buying them – especially if the product is fairly expensive.

However, because online purchases are often cheaper, smart shoppers are increasingly using a simple trick: Go to a real store, have a good look at the product you want, then go home and buy it from an online store.

Exercise 10: Find out the words

- a) amounts of money for which goods is sold
- b) arrangement, especially in business
- c) costing a lot of money
- d) costing less money than is usual or expected
- e) intelligent
- f) an action that is intended to deceive
- g) a large shop where you can buy many different types of goods

► Present tenses for the Future

We use the **Present Continuous** with a future meaning to say what we have already arranged to do: *'What are you doing on Saturday evening?' 'I'm going to the theatre'*

*'(I'm) **going to (do)**'* is also possible: *'What are you going to do on Saturday evening?'*

We use the **Present Simple** with a future meaning to talk about timetables, programmes, etc.:

The train arrives in London at 11.30.

I start my new job on Monday.

Use the **Present Simple** after conjunctions of time, such as after, as soon as, when, by the time:

*I'll call you back as soon as she **leaves**.*

*We can take off when everyone **is** on the plane.*

We often use the **Present Simple** to talk about the future with verbs such as open, close, start, leave, arrive, depart:

*The café **closes** at 5.00 p.m.*

We usually use the **Present Continuous** for personal future arrangements and the **Present Simple** for official future arrangements:

*I'm **meeting** James for lunch tomorrow.*

*The annual general meeting **starts** at 9.00 a.m. tomorrow.*

Exercise 11: Complete this email using the verbs in italics

Dear Maria,

What _____ (*you / do*) on Thursday evening?

Our team _____ (*go out*) to celebrate Torsten's birthday.

Would you like to come?

We _____ (*meet*) in reception at 5.30 p.m.

Then we _____ (*have*) a meal in that new Greek restaurant.

We could go home together afterwards.

The last train _____ (*leave*) at midnight.

Let me know if you would like to come.

All the best,

Mounir

► Future with 'I'm going to do'

'I'm going to do something' = I have already decided to do it, I intend to do it:

'Ruth has won some money. What is she going to do with it?' 'She's going to buy a new car.'

I am doing* vs. *I'm going to do

We use *I am doing* (Present Continuous) when we say what we have arranged to do:

I'm leaving tomorrow. I've got my plane ticket.

We use *I am going to do something* when we have decided, but not arranged to do it:

'The windows are dirty.' 'Yes, I know. I'm going to clean them later.'

or to say that something is going to happen: *Look at those black clouds. It's going to rain.*

► Future with 'will'

We use **WILL** when we decide to do something at the time of speaking:

'Did you phone Ruth?' 'Oh no, I forgot. I'll phone her now.'

We often use **will** in these situations:

- to talk about future facts: *Next year the call centre will be in Bangkok.*
- to talk about predictions: *The price of gold will continue to rise. / I think the new product will be successful.*
- to make decisions / offers at the moment of speaking: *'Can I call for a taxi? I need to get to the airport.'* *'Don't do that. I'll drive you there myself.'*
- to make promises: *I'll definitely finish it tomorrow.*

Exercise 12: Choose the correct answer

A: When _____ for the airport tomorrow?

- (a) *are we leaving* (b) *we leave* (c) *we will leave*

B: I'm not sure. I _____ Jonas.

- (a) *'m asking* (b) *'ll ask* (c) *ask*

A: _____ your laptop on the trip?

- (a) *You're taking* (b) *Do you take* (c) *Are you going to take*

B: Yes. I _____ it for my presentation.

- (a) *'ll need* (b) *'m needing* (c) *'m going to need*

A: OK. I _____ mine, then, if that's OK with you.

- (a) *won't take* (b) *don't take* (c) *'m not taking*

B: No problem. What are your plans for lunch today?

A: I _____ to the canteen. Do you want to come?

- (a) *go* (b) *'m going* (c) *'ll go*

Exercise 13: Complete the conversations using **will**, **going to**, or the **Present Continuous** form of the verbs

A: I can't hear you very well.

B: I'm sorry. I _____ (*speak*) up a little.

A: How are you getting on with that project?

B: We _____ (*not finish*) it on time.

A: When are you going to talk to your boss about your timetable?

B: I _____ (*meet*) her tomorrow afternoon.

A: When do we have to pay the invoice by?

B: I'm not sure. I _____ (ask) one of my colleagues.

A: What are you doing tomorrow at 1 o'clock?

B: I _____ (have) lunch with a customer.

A: Can you tell me when my order will arrive?

B: Just a moment. I _____ (check) with the driver.

A: How did you get on at your job interview?

B: Really badly. I _____ (not get) the job.

► **Future with modals**

We can use **MIGHT, COULD, SHOULD** + verb to talk about the future:

*The new offices **should be** really good when they are finished.*

We use **might** or **could** to talk about something that is possible, but not certain:

*This clause in the contract **might / could cause** us problems later on.*

Use **should** to talk about something that is expected to happen:

*A: Do you know when the next shuttle to the airport leaves? B: There **should be** one in a few minutes. They come every quarter of an hour.*

Exercise 14: Choose the best answer to complete the sentences

A: Would you like to join us for dinner after the meeting?

B: That's kind of you, but I _____ have an early night.

(a) *will* (b) *could* (c) *am going to*

A: How do I get to your place from the airport?

B: Don't worry, I _____ be there to pick you up.

(a) *could* (b) *might* (c) *will*

A: Where's Marika?

B: She _____ be here any minute. She generally comes in at half past nine.

(a) *might* (b) *could* (c) *should*

Guess what! My secretary _____ have another baby. She's three months' pregnant.

(a) *is going to* (b) *will* (c) *could*

Their new product range _____ challenge our market position, there's no question of it.

(a) *might* (b) *will* (c) *should*

You never know with Michael. These changes _____ make him angry.

(a) *might* (b) *will* (c) *are going to*

6. TIME, MEETINGS AND ADVERTISING

TEXT 16

Multitasking: time-waster or time-saver?

On the other end of the phone, you hear the sound of fingers on a keyboard.

During a Monday department meeting, a colleague has his head down, planning his schedule for the week. At home, your husband or wife is answering emails while helping the children with their homework.

We all have learnt to multitask because we feel we don't have enough time to get everything done. 45% of workers feel they are asked to work on too many tasks at once, according to a study by the Families and Work Institute. Another survey by ComPsych, a provider of employee assistance programmes, reports that 54% of workers spend time reading email while on the phone and 11% make to-do lists during meetings.

We all have to meet deadlines, but is multitasking really the solution for finishing everything on time? Not really, if you believe the scientists. We think we save time by doing two tasks at once, but studies show that the brain is less efficient when performing similar tasks, such as reading and listening. And each time we switch to another task, we have to allow time for our brains to adapt to the new situation.

Perhaps the worst thing about people who multitask is the feeling that they are only giving you half an ear. So next time you ask a caller to repeat something because you are reading your emails and not listening to him or her, just remember one thing: you're wasting time, both yours and the caller's.

Exercise 1: True or false?

1. 'Multitasking' means working in two different places at the same time. T / F
2. A third of workers feel they are asked to work on too many tasks simultaneously. T / F
3. More than half workers read emails while speaking on the phone. T / F
4. Scientists believe that multitasking allows people to work more quickly. T / F
5. The brain is less efficient when we are doing more than one job at the same time, studies show.
T / F
6. People who multitask waste their time because they do not make their jobs well. T / F
7. People who multitask save their time because they make their jobs more efficiently. T / F

Exercise 2: Choose the correct words to complete the sentences

1. Computer shortcuts usually allow you to *save* / *waste* time.
2. I have to *respect* / *meet* deadlines in my job.
3. At weekends I don't have *enough* / *many* time to see friends.
4. My job is 60km from my home, so I *spend* / *pass* a lot of time travelling.
5. It's important to *plan* / *planning* your work schedule carefully.
6. You should *give* / *allow* yourself time to take a break each day.
5. My train never arrives *in* / *on* time.
6. Multitasking isn't very efficient, it just *wastes* / *spends* time.

► Collocation

A **collocation** is a combination of words that are commonly used together.

GRAMMATICAL COLLOCATION

A type of construction where for example a verb or adjective must be followed by a particular preposition, or a noun must be followed by a particular form of the verb: *depend on*

LEXICAL COLLOCATION

A type of construction where for example a verb or adjective must be followed by a particular preposition, or a noun must be followed by a particular form of the verb: *fast train* vs. *quick meal*

E.g. *huge debt* → *huge* is a collocate of the word *debt*

The **strength** of a combination may vary a lot: *beautiful house*, *handsome boy*, *green fingers*

Collocations can undergo a fossilisation process until they become fixed expressions, i.e. **IDIOMS**.

A group of words semantically and syntactically restricted, thus functioning as a single unit.

Semantically, their meaning is not compositional, i.e. the meaning of the whole cannot be computed by summing the meanings of the parts: *He **kicked the bucket***.

Syntactically, they are rigid, i.e. they cannot be modulated: *It is **raining cats and dogs***.

Some examples of **idioms** used in **business** are the following:

- **a big gun/wheel** *The new director was a big wheel in his previous company but is not so important now.*
- **carry the day** *The president's new idea carried the day and everyone supported him energetically.*
- **cut corners** *We have been forced to cut corners on stationary expenses during these severe economic times.*

- **finger in the pie** *The new manager has his finger in the pie in all aspects of our company's business.*
- **give someone the green light** *Our boss gave us the green light to begin work on the new sales promotion.*
- **in black and white** *The company refused to deal with the customer's complaints until they saw them in black and white.*
- **in the black** *The new company has been in the black for over a year now.*
- **in the red** *The company began to go in the red when the price of oil began to rise rapidly.*

► **Key word: Time**

- | | |
|--------------------------|---------------------------------|
| • Time is money | • time payments |
| • as time goes by | • ahead of its time |
| • within the agreed time | • all in good time |
| • on company time | • any time now |
| • to arrive on time | • at any time |
| • to be behind time | • at the present time |
| • at that time | • at the same time |
| • for the time being | • at this moment in time |
| • to have a hard time | • to be on time |
| • to work time | • break time |
| • to be paid time | • by the time |
| • flight/journey time | • call time |

Exercise 3: Fill in the gaps using the correct words

1. The company prides itself of bringing products to market that are _____ time.
2. We'll be ready to leave _____ time _____, as soon as my husband finds his glasses.
3. The doctor assured the family that the patient would be out of hospital the next day, _____ time.
4. You can make time _____ for that bedroom furniture.
5. I like my desk to face the door, because I know my boss may walk in _____ time.
6. If you want the job, you'd better _____ time for the interview.
7. The traffic was so bad that _____ time I got to the office I was 20 minutes late.
8. Part-time workers get half the _____ time of full-time workers.

Exercise 4: Choose the correct words to complete the sentences: *time, enough, allow, save, time, plan, on time, spend, schedule*

If you don't have _____ time to plan your perfect holiday, contact us. You can _____ a lot of _____ by allowing us to organize everything for you. Send us your destination, your interests, and your budget and we will _____ your holiday _____ for you. We will _____ you enough time to visit the sights and relax. You will just _____ your _____ enjoying the holiday and not worrying about the small details. So, just send us your requirements right away and we'll send you your dream holiday plan within a week. All you have to do is arrive at the airport _____ .

► E-mail: Discussing a meeting

To CK Team

From Elke Schwank

Subject Friday's meeting

Dear All,

Thank you for attending the meeting on Friday. ***I would like to thank Bjorn in particular*** for his presentation of the proposals.

I think it went well and there was a lively discussion of the different proposals. I know that we do not all agree on these. However, I hope that we can find a solution that suits us all. ***Please find attached the minutes of the meeting. Can I have any comments by*** the 14th, so I can prepare an agenda for the next meeting?

Thank you again,

Elke

Exercise 5: Choose the correct verbs to complete the e-mail: *hear, deal, think, give, attend, feel, tell*

Dear Paul,

I _____ there is a meeting today about the new customer service department.

Unfortunately I cannot _____ the meeting, so I want to _____ you my opinions now.

Personally, I _____ this is a very good idea.

Having one department to _____ with clients can only improve our service.

I _____ we should do it by the end of the year.

Please, could you _____ the meeting I like the idea?

Yours, Naomi

TEXT 17

Getting the most out of meetings

One aspect of business life which many _____ are unhappy with is the need to attend meetings. Research indicates that managers will _____ between a third and a half of their working lives in meetings. _____ most managers would agree that it is hard to think of an alternative to meetings, as a means of considering information and making _____ decisions, their _____ and frequency can cause problems with the _____ of even the best organised executives.

Meetings work best if they _____ only when necessary and not as a matter of routine. One example of this is the _____ of personal or career matters between members of staff and their line and personnel managers. Another is during the early stages of a project when the team managing it need to learn _____ and trust one another.

Once it has been decided that a meeting is necessary, decisions need to be taken about who _____ and about the location and length of the meeting. People should always be invited to attend if they are directly involved in the matters under discussion and the agenda should be _____ well in advance. An _____ is vital because it acts as a road map to keep discussion focused and within the time limit allocated. This is also the _____ of the person chairing the meeting, who should encourage those who say little to speak and stop those who have a great deal to say from talking too much.

Exercise 6: Find out the words

- a) discontented
- b) amount of work
- c) businesspeople
- d) have confidence in
- e) being considered
- f) assigned for a particular purpose
- g) matters to be attended to
- h) presiding over

Exercise 7: True or false?

1. Managers think that meetings take up most of their working life. T / F
2. Managers think that meetings prevent them from establishing a routine. T / F
3. Meetings is considered a useful decision-making tool. T / F
4. An example of a valuable meeting is one which allows colleagues to achieve a better working relationship. T / F
5. An example of a valuable meeting is one which encourages staff to present ideas on improvements in management. T / F
6. An agenda is essential in a meeting to keep the discussion efficient and effective. T / F

► Adjectives and Adverbs

An **adverb** usually gives information about verbs, i.e. explaining the way in which an action is carried out; usually formed with **ADJ + -ly**: *politely, quickly, angrily* (but *good* → *well*)

An **adjective** typically expands the meaning of a noun; it can be modified by various adverbs that indicate the intensity of the adjective; even nouns can have the function of adjectives.

Exercise 8: Fill in the gaps with the adjectives/adverbs below:

rare, rarely, exact, exactly, hard, hardly, quick, fast, late, well, good, lately

1. I need the _____ figures, not estimates.
2. This exam is too _____ for me. I'm sure I'm going to fail it.
3. The team played really _____. I think they'll be the champions soon.
4. I'm sorry I'm _____. The bus broke down and I had to wait for another one.
5. She _____ goes to the theatre. She says it's too expensive and she doesn't like watching live plays.
6. What _____ were the two leaders talking about?
7. I _____ ever see him any more. We used to be such close friends but we've just drifted apart since he started his new job.
8. This _____ diamond is very expensive.
9. You'll have to act _____ if you want to get a ticket.
10. The service is really _____ in this restaurant.
11. Have you read any _____ books _____?

► The order of Adjectives

Sometimes we use more **adjectives** together:

My brother lives in a nice new house.

In the kitchen there was a beautiful large round wooden table.

Adjectives like *new, large, round*, etc. are **fact** adjectives.

Adjectives like *nice, beautiful, interesting* are **opinion** adjectives.

Opinion adjectives usually go before fact adjectives

Sometimes we use two or more fact adjectives. Very often we put adjectives in this order:

Value Size Age Temperature Shape Colour Origin Material

DETERMINER (*a/an, the, this*) + **observation** (value) + **physical description** (size, age, shape, colour) + **origin** + **material** + **qualifier** + NOUN.

A beautiful old Italian touring CAR

AN expensive antique silver MIRROR

FOUR gorgeous long-stemmed red silk ROSES

Exercise 9: Put the adjectives in the following Noun Phrases in the correct order

American enormous players several young basketball

wooden storage those boxes square

big sheepdog old our English

a tower church Gothic grey ancient

responsibilities moral his heavy

life hectic my social London

► Adverbs

Adverbs represent a very different class of words. There are basically two kinds:

- those which refer to circumstantial information about the action, event or process, such as the time, the place, or the manner of it, such as: *yesterday, now, there, inside, carefully, nicely*
- those which serve to intensify other adverbs and adjectives: *very hard, extremely uncomfortable, terribly quietly*

► Adjectives ending in -ing and -ed

There are many adjectives ending in **-ing** and **-ed**: *Jane is **bored** because her job is **boring**.*

The **-ing** adjectives tell you about the job.

The **-ed** adjectives tell you how somebody feels about the job.

Cf. *interesting* vs. *interested*, *surprising* vs. *surprised*, *disappointing* vs. *disappointed*, *shocking* vs. *shocked*

-ed Compound Adjectives: *whole-heart-ed, light-heart-ed*

- 1) A geometrical figure with five sides
- 2) A room for computers in the shape of an L
- 3) A woman with long legs

-ing Compound Adjectives: *time-consum-ing, time-wast-ing*

- 1) A country which produces rubber
- 2) A business which makes money
- 3) A bank which makes decisions

► Word combinations with 'meeting'

arrange / set up / fix

bring forward vs. put back / postpone

cancel

run / chair

attend vs. miss

Exercise 10: Replace the underlined expressions with appropriate forms of the verbs in combination with 'meeting'

A meeting of the Tennis Club Committee was _____ for 1 March, but not everyone could _____, so it was _____ until March 31.

One committee member said that this was too late, so eventually we _____ to March 15. The chairperson _____ it very efficiently, and we decided on some new membership rules.

Only one committee member _____ the meeting.

► Types of meeting

CHAT

BRAINSTORMING

PROJECT / TEAM MEETING

DEPARTMENT MEETING

MEETING WITH SUPPLIERS

MEETING WITH A CUSTOMER

BOARD MEETING

AGM (BrE) / ANNUAL MEETING (US)

EGM (Extraordinary General Meeting)

► E-mail: Arranging a meeting

Dear all,

I'm afraid we need to rearrange the meeting to discuss the advertising campaign. Eric is unwell, so ***he can't make the meeting*** on Monday. ***I would prefer to have the meeting sooner rather than later***, so ***is there any chance the meeting could be*** on Tuesday? We could have it between 10 and 12. ***Can everyone make that? Please let me know if you are available.***

Thank you,

Tony

Exercise 11: Choose the correct verbs to complete the e-mail: *discuss, say, send, agree, have, make*

Dear All,

I _____ that we need to _____ the new advertising campaign.

I can _____ Monday, so how about that morning?

I'm free until lunchtime. Can everyone else make it then, _____ at 10.00?

If this isn't possible, then maybe we could _____ the meeting on Tuesday?

Alternatively, I could just _____ you my ideas.

Frank

► E-mail: Inviting to a meeting

Dear Monique,

Would you be able to go to the Sales Force meeting in Conference Room 2 at 2 p.m. on Wednesday?

Unfortunately, Jean can't come because he is going to a conference in Rome and we need someone from the Accounts Department. ***If you can come, I'll send you the agenda and the minutes from the last meeting. Let me know if you are able to make it and I will be in touch with the details.***

Thank you,

Pete

Exercise 12: Choose the correct words to complete the e-mail

Dear Max,

Wednesday is ***find / fine*** for me, but I contacted Andrew and ***unfortunate / unfortunately*** he can't come.

He's ***going to / will*** be in the Paris office on Wednesday for a meeting with Jean-Claude.

Perhaps Fiona could come ***instead / indeed*** of Andrew. ***Shall / Will*** I invite her?

I / I'll have a look at the budgets and a list of our clients before Wednesday.

I'll ***bring / take*** these along to our meeting.

See you then.

Frank

TEXT 18

The ever-changing world of advertising

How has the world of advertising changed over the years? It seems that there are more adverts today than ever before. We get this impression because goods and services are advertised in more ways than in the past – not just in print, and in TV and radio commercials, but also now on the web, by email, in text messages and in all kinds of other ways.

Do companies really advertise more today? Has their spending or marketing risen over, say, the last 20 years? The answer is no. In fact, at some points during tough economic times in the past, spending actually fell.

The main trend in spending has been a steady move away from some areas toward others. Most notably, spending on marketing in the printed media (newspapers and magazines) has fallen, while spending on Internet marketing has done the exact opposite. The rise in Internet spending has mirrored the fall in printed media spending. It's thought that, in the US, marketing spending on the Internet rose above spending on printed media for the first time in 2011.

Exercise 13: True or false?

1. Today there are more types of advertising than there used to be. T / F
2. These days, companies spend more on advertising than they used to. T / F
3. Advertising in the printed media includes TV and radio commercials. T / F
4. Companies spend less on newspapers ads than they used to. T / F
5. American companies now spend more on Internet ads than on newspapers ads. T / F
6. The article says that spending on TV commercials has increased. T / F

► Forms of advertising

direct mailing
online adverts
outdoor advertising
press ads
TV advertisements

► Loanwords and their translation

Computer and **Internet terms** belong to a specific (technical) vocabulary which is hardly accessible to most people.

With the development of the Internet and Web 2.0, however, **technical jargon** has been also used among non-experts. Almost anyone knows and uses terms such as *mouse*, *monitor*, *hardware*, *software*, *desktop*, *e-mail*, etc., which have entered Italian vocabulary as non-adapted loanwords.

Other terms are rather adapted loanwords: e.g. *cliccare*, *taggare*.

Exercise 14: Translate the following terms into Italian:

- account
- to click
- link
- budget
- spread
- spam
- brand
- 'likes'
- user
- CEO
- start-up
- (to) scan

► Relative Clauses

Relative Clauses function as post-modifiers in NPs. They tell us which person or thing the speaker means: *The man **who** lent me the money (is my best friend).*

They are attached to the head of the noun phrase by means of a relativizer, generally a relative pronoun.

Choice of relative pronoun (personal or non-personal):

*The woman **who** lives next door is a manager.* vs. *Where is the report **which** was on my desk?*

- the syntactic function of the relative pronoun:

*The house **which** is next to ours is for sale.* → **SUBJ.**

*The person **whom** we selected to represent us on the committee has had to resign.* → **OBJ.**

*The person **whose** computer I damaged was very angry* → **GEN.**

*The building **to which** I was referring was for sale.* → **PREP. OBJ.**

► Relativizers

Relative pronouns include:

- **WHICH** (can follow a preposition, e.g. *to which*)

*The company **which** produces motor vehicle tyres is launching its new product. / in which you work*

- **THAT** (cannot follow a preposition, e.g. **in that*)

*The machine **that** I have to use in my job is very expensive.*

- **WHO**

The people who work in this office are very friendly.

- **WHOM**

The MD who(m) I needed to see was not in her office.

- **WHOSE**

We need to learn from companies whose trading is healthier than our own.

Relative adverbs are:

- **WHERE**

The hotel where we stayed wasn't very clean.

- **WHEN**

Do you know the date when we have to submit the essay?

- **WHY**

I didn't get a pay rise, but this wasn't the reason why I left.

A 'zero' relativizer may occur with non-subject gaps:

We received an offer for the house Ø (which/that) we were selling.

We showed me the contract which had been signed by the two parties.

Exercise 15: Fill in using who or which

1. The man _____ sold me the bike is a criminal, if you ask me.
2. I want to invest in a company _____ has a bright future.
3. If you want to go to a restaurant _____ serves great food, I'd recommend Carlucci.
4. Have you got a car _____ is really economical on petrol?
5. I don't like people _____ keep themselves to themselves.
6. That's the woman _____ won the Oscar for best actress.
7. Peter's just bought a computer _____ has got a 22" screen.
8. That's the dog _____ attacked me in the park last Sunday.
9. I like teaching children _____ are curious about the world.
10. I think we should employ someone _____ is a good team player.

► **THAT**

THAT may be used both for personal and non personal antecedents:

The singer that I like most.

The song that I like most.

That is the only relative pronoun to be used after *all*, *anything*, *everything* and after superlative forms: The last example (that) I gave.

After a comma, **that** cannot be used and object relative pronouns cannot be left out.

Jane works for a company **that** makes shoes.

Colin told me about his new job, **which** he's enjoying very much.

► **Restrictive vs. Non-restrictive RCs**

Restrictive Relative Clauses identify the intended reference of the noun:

Barbara works for a company that makes washing machines.

Non-restrictive Relative Clauses add descriptive information to the noun:

Colin told me about his new job, which he's enjoying very much.

Exercise 16: Complete the sentences using *who(m)*, *which*, *whose*, *where*. Sometimes *that* can be used as an alternative form

1. The strike at the car factory _____ lasted ten days is now over.
2. Few of the people _____ applied for the job had the necessary qualifications.
3. My office, _____ is on the second floor of the building, is very small.
4. The office _____ I'm using at the moment is very small.
5. Amy, _____ car had broken down, was in a very bad mood.
6. This morning I met Diane, _____ I hadn't seen for ages.
7. Sheila, _____ job involves a lot of travelling, is away from home a lot.
8. The new stadium, _____ can hold 90,000 people, will be opened next month.
9. I went to see the doctor, _____ told me to rest for two days.
10. What's the name of the place _____ you spent your holidays?

7. RETAILERS, SALES AND COSTS

TEXT 19

A global retailer

Carrefour is the second largest retail company in the world and was the first to open a hypermarket in China. It entered the Chinese market in 1995. It now has annual sales in the country of more than €2 billion and is opening an increasing number of stores to improve its market share (currently 5%).

Carrefour has attracted customers by adapting to and copying local customs. For example, Chinese consumers traditionally bought live fish at markets, so Carrefour introduced live fish at stores near the sea. However, in stores hundreds of miles from the sea, live fish would not be practical. Frozen fish was introduced instead and this boosted sales of fish by 30-40%.

Carrefour has tried to stay ahead of the customer but not introducing products and ideas that are so new and radical that they don't sell, but not being too late either. One way Carrefour has done this is by introducing Chinese consumers to the idea of drinking wine with a meal by selling a few wines which go well with fish and seafood. It has also expanded its range of services, introducing loyalty cards as a way to offer discounts, and providing consumer credit. In 2006 it launched an advertising campaign for online shopping. All of these have helped promote the Carrefour name, both in China and around the world.

Exercise 1: Find out the words

- a) made someone like something
- b) the sales of a company in comparison with its competitors
- c) give publicity to
- d) a series of advertisements using different media
- e) lower prices
- f) increased
- g) started selling in
- h) cards issued by a retailer to its customers, on which credits are accumulated for future discounts every time a transaction is recorded

Exercise 2: True or false

1. Carrefour is increasingly successful in China. T / F
2. All of the Carrefour stores in China sell live fish. T / F
3. Chinese consumers have always drunk wine with their food. T / F
4. Chinese consumers can buy Carrefour products and have a discount. T / F
5. Chinese consumers can buy Carrefour products and pay later. T / F
6. Internet shopping is not possible at Carrefour. T / F

Exercise 3: Choose the correct words to complete the sentences

offer, promote, boost, attract, enter, expand, discount, launch

- a) Nobody knows our brand in this country. We need to _____ it.
- b) If you have a loyalty card, we can _____ you a 5% discount.
- c) We only have a small share of the European market and we need to _____ it.
- d) We are _____ing the new product in Asia next week.
- e) The new bright colours for our product have _____ed younger customers.
- f) The very good summer helped to _____ our ice cream sales.
- g) It will be difficult to _____ the Chinese market because we have no experience.
- h) If you have your student card, we can give you a _____ of 10%.

► Sales and costs – Denise van Beek of Nordsee Marine is having a meeting with her sales team:

'Our sales figures and turnover in the last year are good, with revenue of 14.5 million euros, on volume of 49 boats. This is above our target of 13 million euros. We estimate our sales growth next year at 10%, as the world economy looks good and there is demand for our products, so my sales forecast is nearly 16 million euros for next year. I'm relying on you!'

► Key word: Sales

Collocates

MAKE A SALE

BE ON SALE

UNIT SALES

SALES

A SALE

THE SALES

Exercise 4: Match the word combination (1-7) to their definitions (a-f)

- | | |
|-------------|---|
| 1. figures | a. money received from sales |
| 2. forecast | b. sales aimed for in a particular period |
| 3. growth | c. the number of things sold |
| 4. revenue | d. increase in sales |
| 5. target | e. statistics showing the amount sold |
| 6. turnover | f. sales predicted in a particular period |
| 7. volume | |

► Key word: Costs

Collocates

DIRECT COSTS

FIXED COSTS

VARIABLE COSTS

COST OF GOODS SOLD (COGS)

INDIRECT COSTS/OVERHEAD COSTS/OVERHEADS

Exercise 5: Choose the correct expression to describe Nordsee Marine's costs

1. the salary of an office receptionist
2. heating and lightning of the building where the boats are made
3. the materials used in the boats, and the boatbuilders' salaries
4. running the office
5. wood used in building the boats
6. the salary of a boatbuilder

► Modal verbs: Obligation, necessity and prohibition

To describe an action which is necessary, or a legal obligation, use **HAVE TO** or **NEED TO**:

You **have to** wear a seat belt when you are driving.

We **need to** complete our tax form before 5th April.

To describe an action which isn't necessary, use **don't/doesn't have to** or **don't/doesn't need to**:
*We **don't have to** work at weekends in our company.*

*The report **doesn't need to** be finished today.*

To ask a question with **have to** or **need to** use **DO/DOES**:

Do *I **have to** write this report now?*

Does *the company **need to** have quality certification?*

For an action which is possible or permitted by law, use **CAN** or **BE ALLOWED TO**:

*You **can** leave early today because we're not very busy.*

*Companies **are allowed to** advertise alcohol after 10.00 p.m.*

If the action isn't permitted, use **can't** or **am not/isn't/ aren't allowed to**:

*Sorry, but you **can't** smoke here.*

*Cyclists **aren't allowed to** use motorways.*

Can has the function of auxiliary verb in questions: **Can** *foreigners vote in national elections?*

To ask a question with **be allowed to**, use **AM/IS/ARE**:

Are *cigarette companies **allowed to** advertise?*

HAVE TO vs. **MUST**:

HAVE TO describes things that our employers, the government, etc. ask us to do:

*I **have to** work 39 hours a week. / We **have to** pay tax three times a year.*

MUST describes things that are urgent or personally important for us:

*You **must** pay our tax bill this week. / I **must** try to work harder.*

If talking about obligation in the past or future, **have to** is used:

*He **had to** show his passport at the security desk.*

*You **will have to** switch all the computers off before leaving the office.*

When used in the negative form, **must** and **have to** have different meanings:

Must not indicates something is prohibited.

*You **must not** open that door; it will set off the alarm.*

Don't have to indicates that there is no obligation.

*You **don't have to** do question 3 if you do question 2.*

Must and **have to** can be used also to express certainty:

*That **must** be our teacher's sister – they look very alike.*

Exercise 6: Choose the correct answer to complete the sentences

1. The new policy says we _____ use Facebook in the office.
(a) *aren't allowed to* (b) *don't have to*
2. We _____ find a replacement for Jeff as soon as possible.
(a) *need to* (b) *are allowed to*
3. _____ use the Internet during work hours?
(a) *Can you* (b) *Do you have to*
4. We _____ wear a tie to work, but I wear one anyway.
(a) *aren't allowed to* (b) *don't have to*
5. The boss says I _____ finish this by Monday, or there will be trouble!
(a) *have to* (b) *can*
6. Advertisers _____ compare their products with their competitors.
(a) *don't need to* (b) *aren't allowed to*

Exercise 7: Complete using a suitable form of *have to*, *need to*, *can*, or *be allowed to*

1. Q: Where _____ I park my car?
A: In the employee car park behind the main building.
2. Q: _____ I _____ to wear formal clothes to work?
A: No, you don't. Jeans and a shirt are fine.
3. Q: What hours do I have to work?
A: Everyone _____ be in the company between 10 a.m. and 4 p.m. But you _____ to choose when you start and finish work.
4. Q: _____ I _____ to take my paid holiday when I want?
A: Yes, but you have to take at least three weeks in the summer.
5. Q: Who do I see if I have a problem with my contract?
A: You _____ speak to the HR Manager.
6. Q: Can I use the Internet for personal research?
A: You _____ use it during your lunch break.

► **Socialising: Making small talk**

Asking about a journey

A: **Welcome to Berlin. How was your journey?**

B: Not bad. No delays, which was good.

A: **Did you have a good trip?**

B: It was excellent. Have you ever been to Budapest before?

A: **Was the flight delayed?**

B: No, everything went very well.

Asking about experiences

A: **Is this your first time in Tokyo?**

B: Yes, in fact, it's my first trip to Asia.

A: **Have you been here before?**

B: No, it's my first time.

Asking about habits

A: **Do you often go abroad on business?**

B: Yes, at least one a month to visit our European partners.

A: **When do you usually take your holiday?**

B: In August. What about you?

Asking about opinions

A: **What did you think of the presentation?**

B: Hmm, interesting, but I didn't agree with all her ideas.

A: **Are you interested in football?**

B: No, I find it boring. I prefer tennis.

Exercise 8: Choose the correct modal verb to complete the sentences

1. You _____ talk during the exam.
(a) 're not allowed to (b) have to
2. Luggage _____ be left unattended.
(a) must not (b) has not to
3. Do the best you _____ - I realize the circumstances are not ideal.
(a) must (b) can
4. _____ leave Canada while receiving regular benefits?
(a) Need I (b) Am I allowed to
5. We _____ discuss this issue in detail.
(a) need to (b) can

TEXT 20

Real Estate Prices

Back in 2007, I sold my apartment for double the price I paid for it in 1998. When I bought the place, I thought it cost a fortune. But it was easy to get a mortgage at the time – the bank lent me the money without any problem. Then, just after that, real-estate prices shot up. I think they rose by a 100% in six or seven years. It was a crazy time – there was so much demand. I remember, I put my apartment on the market and within one week I got three offers for it.

So I made a lot of money on the sale – and at the same time, I withdrew my money from the market. Then I rented another apartment while I was looking for a new home, as it was difficult to find places – as I said, there was so much demand. And then, suddenly, the real-estate bubble burst. That was it. Prices fell. So I just waited. I knew there was no point buying in a falling market. In the end, I waited three and a half years. Eventually, I found a house I really liked, so I took the opportunity and went for it. I spent about 30% less than it was worth in 2007. That was in 2010, so it was before prices hit rock bottom. I guess the house lost some value just after that – but not too much.

So here's some advice from someone who won in the real-estate lottery: buy at the bottom of the market, sell at the top, wait for prices to fall, then buy again. And the key to perfect timing? Luck!

Exercise 9: Find out the words

- a) the amount of money for which something is sold
- b) an agreement that allows you to borrow money from a bank, especially in order to buy a house
- c) increased in number or level, very quickly
- d) took money out of an account
- e) paid a fixed amount of money for the use of a room, house, apartment, etc.
- f) temporary period of very successful economic performance
- g) the lowest possible level

► Modal verbs: Advice and recommendation

SHOULD is used to give advice or to express an opinion:

*The government **should** do more to help homeless people.*

MUST is also used to give advice, especially for something that is very important or necessary:

*You look ill. You **must** see a doctor.*

COULD may be used to give advice, especially to provide a possible solution:

*You **could** speak to your boss about the problem.*

When we ask for advice, we can use either **should** or **could**:

*Do you think I **should** accept that job? / Do you think I **could** ask him to come later?*

To say that it would be fair or right for something to happen, use **should**:

*The company **should** dedicate more resources to quality control.*

To give your opinion, use **would**:

*If I were you, I **would** extend the guarantee.*

To criticize, use **should**:

*You **should** treat your computer more carefully.*

To give an instruction, use **have to**:

*You **have to** enter your password to access your emails.*

Exercise 10: Choose the correct modal verb/verb form

A: Our competitor's new product is cheaper than ours.

B: You *shouldn't* / *could* reduce your price for the first 3 months.

A: Our salary costs are too high.

B: You *should* / *shouldn't* recruit any more people.

A: The new job is less interesting and it pays less.

B: I *think* / *don't think* you should accept it.

A: Our restaurant is losing customers.

B: You *could* / *mustn't* change the menus.

A: They've asked me to work abroad.

B: You *should* / *shouldn't* ask for language lessons.

A: I'm stressed at work.

B: You *could* / *mustn't* work such long hours.

A: I've made a big mistake in the accounts.

B: You *must* / *mustn't* recalculate your figures.

► Compiling a CV

Look at the following stages in the preparation of a CV:

1. *Think about what the job involves.*
2. *Think about what sort of person would be chosen to do it.*
3. *Identify your skills that match the job description.*
4. *Decide on a layout.*
5. *Review your previous experience.*
6. *Find suitable language to describe your experience.*
7. *Draft the first version of your CV.*
8. *Check your CV for mistakes.*

CV: Major sections

When you are looking for a job, you need to present your *credentials*, or your qualifications, experience and abilities. You may also be asked to send official documents (diplomas, testimonials, etc.) that support the information you have provided. This is usually done using a special format known as a Curriculum Vitae or CV. A good CV is a job candidate's primary "tool" for "selling" him/herself. It must be organized in a logical way, include all and only the relevant information, and be up-to-date.

Here are the major sections of a CV.

Personal data

In this part of the Curriculum Vitae the complete name, address, telephone and fax number, and e-mail must be provided. Sometimes it is also important to add the nationality and the date of birth (DOB).

Professional experience

- Give the dates when you started and finished each job you have had, especially those related to the job you are seeking. Add the name and address of the company or employer.
- It is important to describe what the job consisted in, emphasizing your skills and abilities and the results obtained. Use action verbs for this (e.g., *worked, assisted, organized, improved*).
- List jobs in reverse chronological order (i.e., most recent first). Include beginning and terminating dates, job title, name of company or organization, and location.
- If you do not still have much work experience, include any job you may have done, even part time, weekend or temporary jobs. If during your studies you had an internship or work experience, add it to your CV.

Education and training

- Include all information about university degrees or other relevant studies, again in reverse chronological order.
- This information must include the date and name of the university you attended with its location, the title of the degree or diploma, and any area of specialization. If you have not yet finished your studies, you should anticipate the date when you intend to obtain the degree or diploma. If you spent a study period abroad, you should mention this.
- Degrees and diplomas vary from one country to another and even in the same country. It is advisable to keep the original title of the degree and provide the closest equivalent in English. Example: *Laurea Triennale in Economia Aziendale* (Bachelor of Business Administration).
- You may also add the subjects or skills covered, or a thesis title if relevant.

Languages spoken, read, written

You must specify each foreign language and your level of competence in reading, writing, and verbal skills.

Skills

Employers now give more importance to social, organizational and technical skills. You may have acquired these skills during your studies or training, in your work experience or in personal situations. Again, use *action verbs* to describe how you implemented these skills.

- Social skills refer to the ability to communicate well with people, working in teams, being able to integrate easily in any kind of environment.
- Organizational skills deal with the ability to coordinate, organize or lead groups of people in order to carry out tasks with a pre-established objective.
- Technical skills are those related to the use of specific equipment, computer software, machinery, etc.

Additional Information

Career objective. Short text (a few lines) about what kind of position you would like to have.

Awards, scholarships, prizes:

Include both academic and professional awards. State the name of the award, granting institution or agency, and date.

Hobbies, interests, leisure activities, travel. Highlight those relevant for the job you are applying for. For example, cars and car races as a hobby may be important for somebody applying for a job as a sales manager in a car manufacturing company.

References

- For most jobs, it is important to present letters written by people who can speak well on your behalf, that is, testimonials. Supply the name, address, telephone/ fax number of three (or more) individuals who can comment on how fit you are for the job, if you cannot supply the letters directly.
- Choose people who know you and your work well, but are not related to you by family links. Be sure to ask their permission before submitting their names and keep them informed about when they may be required to write a reference letter.

Example of European CV format (Europass)



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s)	Taylor Hopkins		
Address(es)	32 Reading rd, Birmingham, B26 3QJ, United Kingdom		
Telephone(s)	(44-1189) 12 34 56	Mobile:	(44-6987) 65 43 21
Fax(es)	(44-1189) 12 34 56		
E-mail	hhopkins@kotmail.com		
Nationality	British		
Date of birth	10.04.86		
Gender	Female		

Desired employment / Occupational field

A position in the areas of marketing, sales, customer relations or PR

Work experience

Dates	August 2018 to present
Occupation or position held	Shop assistant
Main activities and responsibilities	Helping customers and organizing merchandise.
Name and address of employer	Dilliard's Department Store, 123, Bd Ney, F-75023 Paris
Type of business or sector	Commercial/retail sales
Dates	October 2017 – June 2018
Occupation or position held	Receptionist
Main activities and responsibilities	Worked at the front office and supervised the help desk.
Name and address of employer	Council of Europe, Budapest
Type of business or sector	European institution

Education and training

Dates	December 2024 (expected completion date)
Title of qualification awarded	Master of Management and Business Administration (Laurea Magistrale in Governo e Direzione d'Impresa)
Principal subjects/occupational skills covered	Financial accounting, Corporate governance, Turnaround management; Innovation and entrepreneurship
Name and type of organisation providing education and training	University of Florence, Italy

Dates	2019-2022																																								
Title of qualification awarded	Bachelor of Business Studies (major in Marketing) (Laurea triennale in Economia Aziendale)																																								
Principal subjects/occupational skills covered	Marketing, Business Organization, Sociology, Business Law, Econometrics Thesis title: "Case Study of a Tour Operator: City Sightseeing Ltd."																																								
Name and type of organisation providing education and training	University of Florence, Italy																																								
Personal skills and competences																																									
Mother tongue(s)	English																																								
Other language(s)	French, German																																								
Self-assessment																																									
<i>European level (*)</i>																																									
French																																									
German																																									
<table><tr><th colspan="4">Understanding</th><th colspan="4">Speaking</th><th colspan="2">Writing</th></tr><tr><th colspan="2">Listening</th><th colspan="2">Reading</th><th colspan="2">Spoken interaction</th><th colspan="2">Spoken production</th><th colspan="2"></th></tr><tr><td>C1</td><td>Proficient user</td><td>C1</td><td>Proficient user</td><td>B2</td><td>Independent user</td><td>C1</td><td>Proficient user</td><td>C1</td><td>Proficient user</td></tr><tr><td>A2</td><td>Basic user</td><td>A2</td><td>Basic user</td><td>A2</td><td>Basic user</td><td>A2</td><td>Basic user</td><td>A2</td><td>Basic User</td></tr></table>		Understanding				Speaking				Writing		Listening		Reading		Spoken interaction		Spoken production				C1	Proficient user	C1	Proficient user	B2	Independent user	C1	Proficient user	C1	Proficient user	A2	Basic user	A2	Basic user	A2	Basic user	A2	Basic user	A2	Basic User
Understanding				Speaking				Writing																																	
Listening		Reading		Spoken interaction		Spoken production																																			
C1	Proficient user	C1	Proficient user	B2	Independent user	C1	Proficient user	C1	Proficient user																																
A2	Basic user	A2	Basic user	A2	Basic user	A2	Basic user	A2	Basic User																																
(*) <i>Common European Framework of Reference for Languages</i>																																									
Social skills and competences	Participated in team projects in university coursework. Facilitated collaboration and consensus when working in teams.																																								
Organizational skills and competences	Organized group activities related to course assignments during university studies. Worked independently, set goals and took responsibility for decisions in work experiences.																																								
Computer skills and competences	Experienced in using Microsoft Office and HTML.																																								
Additional information	PERSONAL INTERESTS Creating art work and visiting modern art galleries. Playing sports, particularly hockey, football and running. Traveling and experiencing different cultures.																																								

TEXT 21

New Order's Titanic gig cancelled due to poor ticket sales

A major music festival planned for next month in Belfast has been cancelled because of poor ticket sales, the BBC has learned.

The Happy Mondays and New Order were due to headline the Titanic Lockdown festival on 1 and 2 June.

It was supposed to be held in a former shipyard hangar opposite the old headquarters of Harland and Wolff in the Titanic Quarter. However, despite a major promotional campaign across NI it has been pulled.

The festival had secured funding from the Northern Ireland Tourist Board. It had been described by promoters Hydroponic as a "boutique festival for Belfast's music lovers".

The event had been planned for three years and was also due to feature a stage dedicated to local artists and an international food market.

In a statement on its website, Titanic Lockdown said it was "with great regret and disappointment" that the event had been cancelled.

All tickets will be fully refunded.

Exercise 11: Find out the words

- a) appear as the star performer at a concert
- b) financial support
- c) non-departmental public body whose primary objective is to promote Northern Ireland as a tourist destination
- d) people who publicize a product or event
- e) a raised floor or platform on which actors, entertainers, or speakers perform
- f) arranged in advance
- g) paid back

► The Past Perfect

The **Past Perfect** translates the meaning of the present perfect into the past, representing an action or event which began in the past and continued until another more recent point in the past, which needs to be specified: *I **had watched** five films when my friend Bill **arrived**.*

Past Perfect vs. Present Perfect

Compare the following examples:

*Who's that woman? I've never **seen** her before.* vs.

*I **didn't know** who she was. I **had** never **seen** her before.*

The house is dirty. They **haven't cleaned** it for weeks. vs.

The house was dirty. They **hadn't cleaned** it for weeks.

Past Perfect vs. Past Simple

'Was Tom at the party when you arrived?' 'No, he **had** already **gone** home. vs.

'Was Tom at the party when you arrived?' 'Yes, but he **went** home soon afterwards.

The **Past Perfect** often appears in sentences with conjunctions, such as when, by the time, because, so:

The meeting **had ended** when he arrived.

or with for, since, yet, just, never, recently, already:

The email **had already been sent** when John noticed the mistake.

Past Perfect vs. Past Continuous

We **had** already **gone** when he arrived. vs.

We **were talking** when he arrived.

► Active vs. Passive Voice

We use an active verb to say what the subject does:

It's a big company. **It employs** two hundred people.

We use a passive verb to say what happens to the subject:

Two hundred people are employed by the company.

When we use the passive, who or what causes the action is often unknown:

A lot of money **was stolen** in the robbery.

If we want to say who does or what causes the action, we use **by**:

Two hundred people are employed **by the company**.

► The Passive Voice

The main verb is always in past participle form and the auxiliary verb is always **be**. To form the required tense, we conjugate the auxiliary verb.

Exercise 12: Transform from active into passive

Careless driving causes many accidents.

Last night the police stopped me as I was driving home.

The political situation is serious. We must do something before it's too late.

If you hadn't left your car unlocked, anyone wouldn't have stolen it!

Have you heard the news? Somebody has shot the President!

The £50 note was a fake. Somebody had forged it.

There's somebody walking behind me. I think somebody is following me.

There was somebody walking behind me. I think somebody was following me.

Exercise 13: Identify the tense of the passive verbs in Text 21

► The Passive Voice

Some verbs (*ask, give, offer, pay, show, teach, tell*) can have two objects:

We gave the police the information.

So it is possible to make two passive sentences:

The police were given the information.

The information was given to the police.

Exercise 14: Transform the sentences from active into passive

1. They offered me the job but I refused it.

2. Has anybody shown you the last business book?

3. Somebody paid the gang £200 to do the work.

Exercise 15: Change the following sentences to passive or active

a) A client delayed Joanne when she was leaving the office.

b) The company is not independent. A much larger company owns it.

c) It's a big factory. Five hundred people are employed there.

d) We cancelled the meeting because of the strike.

e) We discuss salaries with employees individually.

f) They will crown Usain Bolt sportsman of the century.

g) They have to work out a publicity campaign to restore the company image in the world.

h) They should do everything to bring war criminals to justice.

i) We require suitable candidates for the job to be bilingual.

j) The Chairman of the Board asked the Managing Director to remain in charge for another year.

k) The entire press corps is interviewing him right now.

l) They must have stolen the painting between 2 and 3 a.m.

8. BANKS AND CRISIS

TEXT 22

Countdown to crisis

Oil is running out and the race is on to find an alternative source of energy. Over the last 40 years oil has been used worldwide to give us food, warmth, chemicals, medicine, clothing and, most of all, mobility. But now Jeroen van der Veer, CEO of the oil multinational Royal Dutch Shell, has named the year that our needs will exceed the supply of oil. He predicts global demand for oil will rise dramatically in the next few years due to population growth and the rapid economic development of countries, such as China and India. He forecasts that, because of this, the world supply of oil will no longer be able to meet that demand as early as 2023.

Despite the urgency of this problem and the millions invested in renewable energy using sources, such as wind, waves, and sunlight, world governments are far from finding a solution. This means that if we don't take the oil shortage seriously, the energy crisis will happen sooner than we think.

Exercise 1: Find out the phrases

- a) energy whose source will always exist
- b) the need for something in the world
- c) an improvement in financial conditions
- d) a time when energy will cause problems
- e) an increase in the number of people
- f) a situation where there is not enough oil
- g) the amount available in the world

Exercise 2: True or false?

- 1. Over the last 40 years oil has been used above all for cars and other means of transport. T / F
- 2. Jeroen van der Veer predicts a rise in the demand for oil due to an increase in population and to an improvement in financial conditions. T / F
- 3. According to Shell CEO, the world source of oil will meet the global demand until 2023. T / F
- 4. To prevent the energy crisis, millions have been invested in renewable energy. T / F
- 5. Governments have promised to find a solution before the energy crisis happens. T / F

Exercise 3: Choose the correct words to complete the sentences

- a) We are facing an energy *crisis/crises*.
- b) This is caused by continuous economic *developing/development*.
- c) The rise in prices is caused by an increase in global *demand/supply* and continued population *grown/growth*.
- d) Companies are working on developing new types of renewable *energy/energise*.
- e) But if we are not careful, we will face a serious oil *shortage/shorts* because the world *demand/supply* of oil will probably only last until about 2040.
- f) Economists estimate that the *prize/price* of oil will rise by 30% next year.
- g) We need to find other *source/sources* of energy before oil runs out.

► First Conditional

In **First Conditional**, sentences are divided in two parts: the *condition* (*If* + present simple) and the *result* (*will/won't* + verb):

If they invite me to the opera, I'll accept the invitation.

If we book an expensive restaurant, we won't have any money for taxis.

The sentence may begin with the condition or the result. When the condition comes first, a *comma* is used to separate the two parts:

If I work late tonight, I'll miss the football.

After ***if***, we normally use the present simple for the future. We never use *will/won't* straight after ***if***.

If I see her tomorrow, I'll tell her. (not If I'll see...)

First Conditional is used to talk about events that will probably happen in the future:

If the manager resigns, people will be very upset.

Compare ***when*** and ***if***:

We use *when* for things which are sure to happen: *I'm going shopping this afternoon. (for sure)*

When I go shopping, I'll buy some food.

We use *if* for things that will possibly happen: *I might go shopping this afternoon. (it's possible)*

If I go shopping, I'll buy some food.

Exercise 4: Choose the correct answer to complete the sentences

1. If they *won't plan / don't plan* the event carefully, they *go / 'll go* over their budget.
2. If the venue *is / will be* too small, we *don't book / won't book* it.
3. The manager *don't accept / won't accept* the invitation if she *won't like / doesn't like* the venue.
4. He *will call / calls* the host company if he *doesn't receive / won't receive* an invitation.
5. If the guests *will arrive / arrive* late, they *'ll be / are* too tired to attend a meeting.
6. If the budget *isn't / won't be* big enough, they *'ll go / go* somewhere different.
7. If the financial crisis *'ll continue / continues*, we *don't hold / won't hold* an event this year.

► Cover letter

A cover letter should normally contain 3-4 paragraphs.

Here is a list of points you should include:

Say that you would like to apply

Say where you found out about the job

Say why you would like the job

Say why you are qualified to do the job

Say you can provide more information if necessary

Say when you would be available for interview

► Cover letter: Useful phrases

Dear Mr Saleh,

I am writing to *apply/ask* for the position of Editorial Assistant which was *shown/advertised* in the latest edition of Gulf News.

I am currently *worked/employed* by a Market Research company as a research assistant, but am keen to *pursue/take* a career in publishing, because I enjoy reading and write my own poetry.

As you will notice on the *linked/attached* CV, I graduated in European Literature. At University I gained considerable *experience/expression* working on the student magazine, so I am *familiar/familiarised* with editing techniques. I work well under *demands/pressure* and enjoy working in a team. In addition, I speak English *excellently/fluentlly*.

I would be *available/accessible* for interview from next week. Meanwhile, please do not *hesitate/wait* to contact me if you require further information.

I *look forward/am looking forward* to hearing from you.

Yours sincerely,

Margaret Roan

Decide whether the following tips are true or false

The letter should be as friendly and informal as possible.

You should avoid slang and idiomatic language.

Your sentences should be long and complex.

It is fine to use contracted forms (e.g. *I'm, it's*).

Emotive words (*wonderful, great, terrible*) should be avoided.

► Cover letter: Style

I would like to apply _____

the position _____

If you would like to discuss this _____ more detail

I enjoy working _____ pressure

I was _____ charge

I was responsible _____

With reference _____

Sample Cover Letter

Label the structural parts of the letter using the terms in the box.

signature	greeting	date	your address
employer's address	closing salutation	enclosure	main body

<p>N. Rodriguez C/Colon 23 12001 Castellon de la Plana</p>	
Catherine Locklin Human Resources Manager JME Export Services Avda. de Rey, 24/8 46005 Valencia	
14 November 2021	
Dear Ms. Locklin:	
I am writing to apply for the position of Sales Manager of your new office in Valencia that was published on your web site yesterday. I have been working in the import-export sector for several years and therefore believe that I have the right experience and flair for this job.	
As you can see from my enclosed CV, I have studies abroad and have visited many countries. I speak English, French and Spanish fluently and enjoy working with people from other cultures.	
In my current position as sales assistant for a large import-export company, I was able to establish successful relations with a new US distributor for Spanish wines. This activity helped me to develop important skills in the areas of leadership, problem-solving and team work.	
I would appreciate the opportunity to meet with you to discuss how my background can benefit your company. Please call 963 114589 or email nrodrig@tsp.es at your convenience. I look forward to hearing from you.	
Sincerely,	
Noelia Rodriguez	
Noelia Rodriguez	
Enc: 1	

TEXT 23

Why we still love bankers

For growing numbers of people, trips to the bank are a relatively rare occurrence. They might pay the odd visit to their local branch – in order to bank a check, for instance. And very occasionally, they meet a banker in the flesh – for example, to open a new account or to borrow money in order to finance a major purchase. However, these days, consumer banking is increasingly an online activity. This fact is reflected by the existence of virtual banks, which provide their services only on the Internet and through telephone call centres.

The advantage of virtual banks is that their costs are lower, as they don't need to own and run physical branches. Theoretically, this allows them to offer higher rates to savers and lower rates to borrowers. The main disadvantage they face is the reluctance of some consumers to bank with a virtual organisation. This may be because an individual is not prepared to trust his or her savings with an institution that has no door to walk through. And some people do not wish to conduct all of their financial dealings without face-to-face contact.

For the moment, it seems that in banking, like much of retailing, the “bricks and clicks” model prevails, where physical presence is combined with online services. So, while bankers have been much criticised since the banking crisis, it seems that many of us still want to retain a physical, rather than purely virtual, relationship with them.

Exercise 5: Choose the words that match these definitions from this list: *account, branch, cheque, borrowers, rates, savings*

- a) a printed form used to make payments from your bank account
- b) taxes
- c) an arrangement with a bank to keep your money there
- d) one of the offices that form part of a large organization/bank
- e) the money you keep in a bank
- f) people that borrow money

► Key word: Bank

- BANK ACCOUNT
- BANK BOOK
- BANK CHARGES
- BANK CLERK
- BANK CREDIT

- BANK DETAILS
- BANK DRAFT
- BANK LOAN
- BANK RATE
- BANK STATEMENT
- BANK TRANSFER
- BANK NOTE
- BANK TELLER

Exercise 6: Fill in the gaps using the correct words

1. He applied for a bank _____ to pay for his new car.
2. We accept only bank _____, no personal checks.
3. I found this wallet full of bank _____!
4. I'll check my bank _____ to see if you cashed my cheque.
5. Fees make many people ask, 'Do I really need a bank _____?'
6. For this order, I can choose to pay by cheque or bank _____.
7. He withdrew half of the money in his bank _____.
8. The robber entered the bank and demanded money from the bank _____.

► Second Conditional

In **Second Conditional**, sentences are divided in two parts: the *condition* (*If* + past simple) and the *result* (*would/might* + infinitive without 'to'):

If they **dropped** their prices, we **would (we'd)** buy their products.

The word ***if*** can also appear in the second part:

We **would (we'd)** send them a catalogue **if** we **had** their address.

Would can be replaced with ***might*** ('perhaps') or ***could***:

If they **offered** me the job, I **would/might/could** accept it.

We use **Second Conditional**:

- to talk about things which will probably not happen and the results of these things:

If there **was** a new job in New York, I'd **apply** for it.

- to talk about impossible or hypothetical situations and their results:

If oil **didn't** exist, we **wouldn't** have all these pollution problems.

The *Second Conditional* is different from the *First Conditional*:

If I **have** time, I'll **call** you. vs. If I **had** time, I'd **call** you.

Exercise 7: Choose the correct answer to complete the sentences

1. I *would / will* travel around the world if I *has / had* enough money.
2. What part of your job *do / would* you delegate if you *had / would have* an assistant to help you?
3. If you *were / would be* me, *were / would* you sign the contract?
4. If we *would give / gave* them more money, they *worked / might work* during their holiday.
5. We *would finish / finished* on time if the electrician *worked / would work* faster.
6. *Would / Did* we receive the goods tomorrow if you *sent / would send* them today?
7. He *wouldn't / didn't* work late if you *wouldn't pay / didn't pay* him so well.
8. I *might buy / might bought* a flat if I *earned / would earn* more money.
9. Where *do / would* you go if you *don't get / didn't get* the promotion?
10. If they *offered / offer* the chance to work abroad, I *would / will* accept.

► Third Conditional

If the First Conditional and the Second Conditional talk about the future, the **Third Conditional** talks about the past: *If + past perfect... would have + past participle*

If I had known you were in hospital, ***I would have gone*** to visit you.

Compare: ***If I were*** hungry, ***I would eat*** something. vs. ***If I had been*** hungry, ***I would have eaten*** something.

Exercise 8: Choose the correct words to complete the e-mail

Dear Mr Griffiths,

Please allow me *introducing / to introduce* myself.

My *names / name is* Gordon Bank and I am a self-employed IT specialist.

I am based in Vienna, but *travelling / travel* all over Europe.

I *specialize / am specialize* in providing IT solutions for small companies.

I *am visiting / visit* Budapest next week and would like to meet you.

I look forward *to hearing / to hear* from you.

Gordon Banks

Exercise 9: Put the e-mail in the correct order

Dear Roman

based in Bratislava, but we

for us to show you some of our services.

Daniel Hurt

operate across Europe. We specialize
It was nice to meet you at the Conference. As
Yours sincerely
I would like to arrange a time for a meeting
in IT solutions for small companies.
I told you, I work for PETMAR. We are

► **Socialising: Invitations and offers**

Inviting

A: ***Would you like to join us this evening?***
B: Thanks for the invitation, but I'm going to the theatre.
A: ***We would like you to come for dinner.***
B: That's very kind of you. Thank you.
A: ***Would you like to have dinner with us tomorrow evening?***
B: Sorry, I'm busy then.

Offering

A: ***Would you like me to book a table at Ambiente for this evening?***
B: Yes, please, for 8 o'clock.
A: ***Shall I get us all some coffee?***
B: That's a good idea. Thanks.

Accepting

A: Would you like me to see if they have a free table?
B: ***Yes, please. That's very kind of you.***
A: Shall I get us something to eat?
B: ***Yes, please. That would be nice.***

Declining

A: Shall I get you a coffee?
B: ***No, thanks. I'd rather have tea.***
A: Would you like to join us this evening?
B: ***Thanks for the invitation, but I've already got plans.***

TEXT 24

Japan's industrial output falls on weak global demand

Japan's industrial output unexpectedly dropped in July as a slowdown in global demand hurt exports.

Trade ministry figures showed output was down 1.2% in July, a steep reversal from the 0.4% rise recorded in June and way out of line with analysts' expectations of a 1.7% increase.

Earlier this week the Japanese government downgraded its economic assessment for the country.

Analysts said the figures were a cause for concern.

Arjuna Mahendran from HSBC Private bank said the most alarming part was the decline in exports from Japan to Europe as a slowdown in the latter hurt demand.

"Those shipments have fallen about 25% from their level of last year," he said.

"That is really of concern because it means this manufacturing slowdown [in Japan], negative growth in the industrial sector, will continue for some time."

As government subsidies for the purchase of fuel-efficient cars come to an end, analysts are predicting further declines and an overall impact on the economy.

"Japan has probably already started falling into an economic lull in the second half of the year," said Yoshimasa Maruyama from Itochu Economic Research institute in Tokyo.

He added that the government might take steps to boost the economy by introducing stimulus measures in the coming months.

Exercise 10: Find out the words

- a) the amount of something produced by a person, machine, or industry
- b) a decline in economic activity
- c) numbers or numerical symbols
- d) exported products or services
- e) sums of money granted from public funds to help a business keep the price of a commodity or service low
- f) a temporary period of calm or inactivity
- g) help or encourage to increase or improve

Exercise 11: True or false?

1. Japan's industrial output rose 0.4% in June. T / F
2. Financial analysts did not expect any increase. T / F
3. Exports from Japan to Europe have decreased. T / F
4. We can predict that this growth in the industrial sector will continue for some time. T / F
5. We can predict further declines because the government has stopped giving subsidies for the purchase of fuel-efficient cars. T / F

► Reported and Direct Speech

Direct Speech means saying exactly what someone has said.

"The test is difficult," he said.

Reported or Indirect Speech refers to a sentence reporting what someone has said.

If the reporting verb (i.e. *said*) is in the past, the reported clause will be in a past form. This form is usually one step back into the past from the original.

He said that the test was difficult.

If simple present, present perfect or the future is used in the reporting verb (i.e. *says*), the tense is retained: *He says the test **is** difficult. / She has said that she **watches** TV every day. / Jack will say that he **comes** to school every day.*

If reporting a general truth, the present tense will be retained: *The teacher said that phrasal verbs **are** very important.*

PRONOUNS and POSSESSIVE ADJ

When changing from direct speech to indirect speech, it is often necessary to change the pronouns to match the subject of the sentence.

*She said, "I **want** to bring **my** children." → She said she **wanted** to bring her children.*

TIME WORDS

It is also important to change time words when referring to present, past or future time to match the moment of speaking.

*She said, "I **want** to bring my children **tomorrow**." → She said she **wanted** to bring her children the next day.*

Exercise 12: Change from direct to reported speech and vice versa

► Reporting verbs

*Doctors have **warned** patients against taking a blended mixture of olive tree leaves and water.*

The verb *warned* gives more information about the speaker's meaning and intention than the verbs 'say' or 'tell'.

It is followed by a summary of the speaker's meaning rather than his/her exact words.

Reporting verbs may be followed by different structures:

deny + THAT-clause OR -ing form: *He denies having/that he had broken the window.*

promise + infinitive: *He promised to come back earlier.*

beg + obj + infinitive: *She begged her parents to buy her the toy.*

Exercise 13: Use the following verbs to fill the spaces: revealed, demanded, complained, boasted, refused, explained, denied, promised, discussed, claimed, invited, forbid(e)

1. He _____ causing the accident and said that he had been somewhere else when it happened.
2. She _____ all the steps very carefully one by one.
3. The customer _____ that her soup was cold and her steak was undercooked. Finally she _____ her money back.
4. It was a very interesting interview in which she said a lot of things about herself that nobody had known before. She even _____ that she had been married when she was very young.
5. He _____ that he was the best tennis player at his club, and _____ that no-one could beat him.
6. The teacher _____ the children to go outside when it was raining.
7. He _____ me to the dinner, but I politely _____ to go.
8. The politicians _____ the problem at great length, but they were from opposing parties and they couldn't reach an agreement.

Exercise 14: Choose the correct words to complete the e-mail

Dear Mr Jones,

I recently *started* / *start* working for ACTIVA sporting goods as a retail buyer.

My job *consists* / *consist* of looking for new suppliers of cotton for our range of sports clothes.

I *write* / *am writing* to ask about the price of cotton with our company.

Please could you *to send* / *send* me a current price list?

Thank you for your *time* / *hours*.

I *looking* / *look* forward to hearing from you.

Your / *Yours* sincerely

Kerry Holmes

Exercise 15: Put the e-mail in the correct order

a meeting on the 7th October at 3 p.m.

Sally Castle

Please find attached an agenda for the meeting.

morning, I am writing to confirm that we have

Please do not hesitate to contact me for further

Further to our phone conversation this

Managing Director and Sales Manager.

Dear Ms Temple

As you will see, I have also invited our

Details. I look forward to meeting you.

9. TRAINING AND CAREER

TEXT 25

The benefits of business coaching

In recent years, business coaching has grown, with companies such as Unilever and KPMG getting involved. It can cost up to £3,000 a day. However, the results are so impressive that some companies want all their executives to enrol to improve their performance.

What do business coaches do? Basically, they let you talk about the problems you are having in your professional life and help you set new goals. They then meet or speak with you regularly to see if you are achieving those goals. For example, they can find ways for you to get better sales results, to motivate your team to work better, or to improve your promotion prospects in your company. Coaches do not actually make decisions for you, but give you feedback on your ideas. They can also help you identify what training you might need to develop your skills.

The coaching experience can be an ideal opportunity to take a step back and evaluate your lifestyle. The result is often a better work-life balance. Jeremy Lang, former Chief Executive of Chilprufe, the underwear manufacturer, said, 'I am working 50% more *on* my business and 50% less *in* my business. I am 100% happier.'

Exercise 1: True or false?

1. The maximum you might pay for a day's coaching is £3,000. T / F
2. Some companies ask their top managers to enrol. T / F
3. Business coaches help you organize your working time better. T / F
4. Business coaches listen to your problems. T / F
5. Business coaches help you get better results. T / F
6. Business coaches recommend jobs for you in other companies. T / F
7. The coaching experience can help you find a better work-life balance. T / F

Exercise 2: Match a-h to 1-8

- | | |
|--------------|----------------|
| a. give | 1. employees |
| b. promotion | 2. skills |
| c. improve | 3. goals |
| d. develop | 4. a step back |
| e. take | 5. prospects |
| f. set | 6. performance |
| g. achieve | 7. feedback |
| h. motivate | 8. goals |

Exercise 3: Complete the sentences with a word/phrase from 2 above

- a. If you always arrive late at work, this won't improve your _____.
- b. The best way to _____ is to discuss the positive points about an employee first.
- c. Doing training courses is a good way to _____ your _____.
- d. I took a month's holiday this year. It really helped me to take a _____ from my job.
- e. Our boss doesn't _____ for the team, so we don't know where we are going.
- f. One way to _____ employees is to give them an annual bonus for good results.
- g. It can be difficult to _____ your goals if you're too ambitious.

► Interview: Preparing for the interview

Exercise 4: Choose the correct verb

If you have *gained / reached / arrived / achieved* the interview stage, your CV and letter of application must have been *effective / important / impressive / significant*! The company now wants to know more about you. But there is still more work to do if you want to get that job! Make sure you have *researched / discovered / inquired / examined* the company as thoroughly as possible - use the Internet, company reports, recruitment literature, etc. *Remember / Remind / Imagine / Summarize* yourself of why you applied to this company. Make a list of the skills, experience, and interests you can *show / present / offer / demonstrate* the organisation. Finally, try to *ask / suggest / give / predict* the questions you will be expected to answer - imagine you are the interviewer!

► Interview: FAQ

Exercise 5: Find an answer

Why did you choose this company?

What are your strengths / weaknesses?

How would your friends describe you?

What is your greatest achievement?

How well do you work in a team?

Where will you be in five years' time?

Exercise 6: Match words from the right to the left to make 'power phrases' you can use in interviews

- | | |
|----------------|----------------|
| 1. showing | a. deadlines |
| 2. presenting | b. ideas |
| 3. solving | c. colleagues |
| 4. controlling | d. initiative |
| 5. achieving | e. information |
| 6. motivating | f. problems |
| 7. meeting | g. budgets |
| 8. creating | h. objectives |

► Career collocates

Exercise 7: Match the phrases with their definitions

- career **break**
- career **plan**
- career **prospects**
- career **ladder**
- career **move**

A series of promotions towards more senior positions

A change you make in order to progress

The direction you hope your career will take

Time when you are not employed, perhaps when travelling or looking after children

Chances of future success in your career

TEXT 26

Career changes that make a difference

An American university has recently carried out a survey into why people decide to change direction in their career. The results show that 61% of the people interviewed would prefer to do something more useful with their lives. Most of them think that they would have more job satisfaction if they could give something back to the community.

A typical example of this is Jeff Short, whose original aim when he set up his own company was to make money. However, after 18 years running the company, he realized that something was missing in his life. After his company was sold, he joined a teaching programme online and now gives classes in industrial technology at his local high school.

Nowadays there is an increasing number of educational programmes that give people the opportunity to make a difference. Many of them are part-time so that you only have to give up your current job once you become qualified. 'If you go back to studying, you'll find a job that makes you happy' says the head of one of the programmes. 'Those people who have doubts about their current job should get in touch immediately with their local university to find out what's on offer,' she recommends.

TEXT 27

Helping employees to succeed and grow

LSI Corporation, a leading provider of innovative silicon, systems, and software technologies, believes that personal development benefits both employees and the company. It knows that lack of skills and low morale can reduce performance, quality of work, and efficiency. For this reason, it offers a wide range of programmes which give staff the opportunity to:

- Have quick access to the technological information they need, with an online database of mentors who can be contacted to give help and advice on specific subjects;
- Continue or complete their higher education with assisted programmes at accredited universities;
- Identify and develop the skills necessary to improve their job prospects in the company with online tools to create a personal job and skills analysis;
- Be recognised for exceptionally good performance with special award programmes.

► Cohesion: Grammatical cohesion

COHESION is connectedness among the components of the surface text, i.e. the level of expression. It concerns the ways in which the components of the surface text are mutually connected and interdependent to form a meaningful and communicative unit.

(Beaugrande-Dressler 1981)

Grammatical cohesive devices concern **grammatical words**, i.e. words which have a function rather than a meaning (e.g. 'She' has the grammatical function of indicating a female).

► Reference

It is the **relation** between a linguistic expression and what it is related to.

Reference devices are pronouns, possessive adjectives, demonstratives, definite articles and comparatives.

- Pronouns refer to a noun.
- Demonstratives refer to a noun, phrase or clause.
 - The noun can *precede* the pronoun, possessive adjective, etc.

*By collecting and analysing this information the business can decide what **it** wants to produce and how **it** will produce and sell **its** products.*

The demonstrative can precede the noun, phrase, etc. it refers to.

That might work:

A better work-life balance will be much appreciated by the employees.

Personal reference is reference by means of function in the speech situation, through the category of person:

*The company solicitor examined the contract very carefully, and eventually declared **it** irreconcilable.*

*Interest charges are tax deductible so **we** haven't made as much as **we** had hoped.*

*After a terrible year, during which **it** lost almost £8 million, the company was declared insolvent.*

*At the trial, the judge took the unprecedented step of asking the claimant to remove **his** shirt.*

Demonstrative reference is reference by means of location on a scale of proximity, space or time:

*What's going on **now**?*

*Technically we can sue the company for breach of contract, although **this** is not really a practical option.*

*Did you hear **that**? He said that our company will have to pay a big fine.*

Exercise 8: Identify the referents in text 27

Exercise 9: Rewrite the following sentences using pronouns and possessive adjectives

1. Simon is studying economics. Simon wants to help his father in his business.
2. Mary is saving money. Mary wants to buy a new car.
3. Has John seen the new brochure yet? The brochure's got John's photo in it.
4. The policewoman saw the young man run past the car holding a handbag. The policewoman raced after the young man and when the suspect took the wrong turn, the policewoman arrested the young man.
5. The camera was the latest in modern technology and was very expensive. Ken was very upset when Ken's sister dropped the camera and Ken needed to repair the camera.
6. Tim's parents wanted to sell Tim's parents' clock. Selling the clock involved driving to the big city where there was a clock shop.

Exercise 10: In each of the following sentences, write down what the pronoun means

1. The office staff are exhausted. They have been moving furniture into the new offices all day.
2. Jack is in a bad mood because he has just received some bad news from head office.
3. Pass this report to Mike, I have already read it.
4. I first met Suzanne when we worked for ICI.
5. John and Mike didn't use the computer program correctly so I had to help them.
6. I joined this company at the time when it leaded the market in home DIY products.
7. Mr Jones didn't call you because he was out of town on business.
8. The conference was so boring that I left before it finished.

► Giving a formal presentation

When giving a personal presentation, you should include information about:

- your education
- your previous employment
- your recent experiences
- your present role
- your plans for your future

► Samples

(1) Good morning and welcome to the annual conference of Wired 2 Play Entertainment Ltd. My name is Thorsten Richter and I'm Head of the European Division. I've been with the company **for fifteen years**, and **last year** I was promoted to this position. **In my previous role** I ran the Creative Department in Bonn where we developed the best-selling games 'Riders in the Storm' and 'Kingdom Come'.

Over the last year I've met with all the country managers to discuss our falling sales figures. **At the moment** we're working together with a consultant, Amy Chang, to analyse our main problems. **In the future** we may have to target a different market to increase sales. I'd be grateful for any ideas you might have here. So, that's enough about me. Let me tell you about those sales figures I mentioned...

(2) Right then, before I start, I'll tell you a bit about myself. My name's Amy Chang and I'm freelance consultant. I studied economics and business at Beijing University **from 2002 to 2005** and **after doing my MBA**, I joined PricewaterhouseCoopers. I left Price **when I had the opportunity** to go freelance. **Recently** I have worked on several successful cases with clients of yours, which is how I came into contact with your company. **Up to now** I've managed to find solutions for all the companies I've worked with. **In my current role** as consultant to your company, I'm looking to improve your sales figures and reduce your costs. **Over the next year** I'll spend two weeks in each department **before** I sit down and write my recommendations report. I'm looking forward to working with all of you.

TEXT 28

The full picture

Nowadays, if you apply for a job, you probably submit your application electronically. You might also have to do a number of online tasks. Some companies even ask candidates to take part in online games or simulations. Gone are the days when job seekers simply filled in an application form and attached a covering letter.

Recently, Standard Chartered Bank ran a competition for a six-month internship at their Singapore branch. Applicants' entries were evaluated in terms of how successful they were at influencing other people on recognized social media platforms. A spokesperson for the bank said, 'If you want a job these days, you need more than just good academic qualifications. Although our interviewing procedure takes time, the firm really gets a sense of the candidate as an individual. If candidates only applied with a CV and a cover letter, we wouldn't get a full picture'.

A similar approach was taken by French cosmetics company, L'Oréal, who set up an online business game. Each applicant has a set of avatars to represent employees at the company, and they then have to carry out a number of online tasks. 'If applicants demonstrate effectively how they perform in the real world, then they'll thrive in our kind of environment', explained Isabelle Minneci, Human Resources Director at L'Oréal UK and Ireland. 'Adding realistic challenges to our recruitment process helps us to engage with candidates. We couldn't have done that, if we'd only had application forms'.

► Coherence

COHERENCE concerns the ways in which the components of the textual world, i.e., the configuration of concepts and relations which underlie the surface text, are mutually accessible and relevant. (Beaugrande-Dressler 1981)

Coherence is achieved through **syntactical features** such as the use of *logical connectors* or a *logical tense structure*, e.g. coherent verb tenses.

► Logical connectors

Place **although** and **even though** at the beginning of the sentence or between the two contrasting parts of the sentence:

Although the conference was a waste of time, we made some useful contacts.

We made some useful contacts, **even though** the conference was a waste of time.

Put a comma before **but** and place it between the two contrasting parts of the sentence:

The conference was a waste of time, **but** we made some useful contacts.

We need more staff, **but** we can't afford to employ anyone else.

Break the two contrasting parts into two sentences when you use **however**:

The conference was a waste of time. **However**, we made some useful contacts.

Despite can also be used to show contrast:

Despite the fact that it is a Swedish company, the staff communicate in English.

Despite the terrible weather, the business trip to India was a great success.

Despite the fact that the weather was terrible, the business trip to India was a great success.

- **Although, though, in spite of, despite:**

I didn't get the job although / though I had all the necessary qualifications.

I didn't get the job in spite of / despite the fact that I had all the necessary qualifications.

I didn't get the job in spite of / despite having all the necessary qualifications.

Exercise 11: Correct these sentences

1. Your last order was late. Although we are prepared to give you another chance.
2. She is our best salesperson despite she is bad at paperwork.
3. Although the meeting was a great success, we felt really happy.
4. But he was miserable, he earned a lot of money.
5. Despite we forgot our notes, we managed to give the presentation.
6. But the office was big, there wasn't enough space for all the desks.
7. He didn't know that the company was for sale, but he had no idea of how much it was worth.

- **As, when, while:**

As I walked into the room, the phone started ringing.

As we were asleep, we didn't hear the doorbell.

When I got home, I had a bath.

The doorbell rang while we were asleep.

- **At the end vs. in the end:**

At the end of the concert, there was a great applause.

(vs. at the beginning of)

We had a lot of problems with our car. In the end we sold it and bought another one.

- **If and whether:**

They couldn't decide if / whether it was worth re-sitting the exam. **BUT**

I didn't know whether or not Tom was coming.

I didn't know whether to buy apples or pears.

- **Except (for), apart from, besides:**

The price of the holiday includes all meals except (for) lunch. **BUT**

There is likely to be rain everywhere except in Scotland.

I don't enjoy watching any sports apart from cricket.

Apart from cricket, I enjoy watching football.

- **Still, yet, already:**

Jack lost his job a year ago and is still unemployed.

Jack lost his job a year ago and hasn't found another job yet.

Shall I tell Liz the news or does she already know?

- **Nevertheless, by contrast:**

I got up very early. Nevertheless, I was late for work.

The world output of sugar has been in slow decline since 1984. By contrast, Cuba has increased production by 35%.

- **So, hence, therefore:**

The factory closed. So / Hence / Therefore many people lost their job.

- **As, because, since:**

As it was getting late, I decided I should go home.

We must be near the beach, because I can hear the waves.

Since he was going to be living in Sweden for some time, he thought he should read something about the country.

- **Because of, due to, owing to:**

We were delayed because of an accident.

Cf. We were delayed because there was an accident.

We have less money to spend owing to / due to budget cuts.

Exercise 12: Complete the sentences using the correct connector

1. _____ you gradually get better at the job, you'll find that it becomes easier.
2. I was quite good at maths _____ I was at school.
3. She couldn't complete the work _____ her illness.
4. I can't meet you tomorrow _____ I have other commitments.
5. _____ prices were falling, they couldn't sell their house.
6. _____ she is an accountant, she never seems to have any money.
7. _____ her success, she felt dissatisfied.
8. She only accepted the job _____ the salary, which was very high.
9. She accepted the job _____ the salary, which was rather low.
10. _____ his three cars, he owns two motorbikes.
11. _____ studying economics at university, he had a part-time job.
12. _____ his poor economic conditions, he decided to ask for state aids.
13. I understand your point of view. _____, I don't agree with it.
14. I walked up the stairs cautiously. _____ I nearly fell twice.
15. We don't have the money to do the work. _____ I don't think we should do it.

10. ECONOMICS, HAPPINESS AND WEALTH

TEXT 29

Happiness on a global scale

A recent survey has revealed that Costa Ricans are the leaders in happiness. The Americans ranked 21st and the British came in at 32 out of 149 nations surveyed. The researchers define happiness as the 'degree to which an individual judges the overall quality of his or her life as a whole favourably'.

So, why are Costa Ricans so happy? One factor could be the people's attitude to their surroundings. Costa Ricans are keen to preserve their country's beautiful environment, and great emphasis has been placed on sustainability – 99% of their electricity comes from renewable sources. In addition, education and health are areas that they have significantly invested in. As a result it has one of the highest literacy rates in the world. This has led to good gender equality in the workforce, a thriving export market in electronic goods, and also relatively strong language skills.

Meanwhile in Britain, according to recent research, six hours sleep a night and time with family and friends are key factors which contribute to happiness. The study asked 4,000 adults, aged between 18 and 65, to rate their happiness on a scale of one to five. The research found that those adults who are happiest in life work little more than seven hours a day, arrive home at approximately 5.42 p.m., and enjoy five cooked meals a week. Regular exercise also features, both in terms of getting fresh air and going to the gym regularly.

Spending time with loved ones also plays an important role. According to the study, those people whose lives are the happiest spend four hours' quality time with their partner every day, and around two hours playing with their children.

Exercise 1: Find out the words

- a) have a position higher or lower than others
- b) in a way that gives you an advantage
- c) the quality of being able to continue over a period of time
- d) percentages of people who are able to read and write
- e) to judge the value of something
- f) a set of numbers, amounts, etc., used to measure or compare the level of something

Exercise 2: True or false?

1. According to the article financial security makes Costa Ricans happy. T / F
2. The British are happier than the Americans. T / F
3. Costa Ricans are eager to preserve their environment. T / F
4. Education and health are areas which Costa Ricans have invested in. T / F
5. The British prefer spending their time outdoors than working all day long. T / F
6. British people do not want expensive holidays or fast cars but spending more time with their family. T / F

► Infinitive and Gerund Verb Phrases

Some verbs are followed by the verb in the **infinitive** form and other verbs are followed by the verb in the **gerund** form.

I expect to get the promotion.

I suggest taking the train.

In the negative form, not precedes:

I expect not to get the promotion.

I suggest not taking the train.

► To-Infinitive

Verb + to-Infinitive is used to express purpose, the reason why you do something.

Simon is studying economics. He wants to help his father in his business.

Simon is studying economics to help his father in his business.

Mary is saving money. She wants to buy a new car.

Mary is saving money to buy a new car.

When the following verbs are followed by another verb, the verb which follows is in the infinitive form: *offer, decide, hope, deserve, attempt, promise, agree, plan, aim, manage, threaten, refuse, arrange, learn, forget, fail*

Simon was in a difficult situation, so I agreed to lend him some money.

It was late, so we decided to take a taxi home.

With many verbs (e.g. *enjoy, think, suggest*) you cannot normally use to:

I enjoy dancing.

Ian suggested going to the cinema.

► **Object + To-Infinitive**

After some verbs, we need to include an object before a to-infinitive:

I considered her to be the best person for the job.

We use this construction with verbs which are asking or telling another person to do something (e.g. *would like, want, (would) prefer, expect, order, advise, oblige, encourage, persuade, remember, allow*):

The boss expects you to arrive before he does.

I would like you not to use the telephone for personal calls.

After some verbs, an object might/might not be included:

I prefer to drive.

I prefer you to drive.

Exercise 3: Rewrite the following sentences using the verbs given

1. you / finish the report by this afternoon. (*I want*)

2. employees / use the company phone for personal calls. (*I do not allow*)

3. This computer / us / work much more quickly. (*enable*)

4. them / arrive early for the meeting. (*I told*)

5. you / don't eat in the office. (*I would prefer*)

6. employees wear protective clothing. (*I advise/always*)

► **Bare infinitive**

Some verbs (e.g. *feel, hear, observe, notice, see, watch*) are followed by a bare infinitive:

I noticed him run away.

Also the verbs *let, make, have* are followed by a bare infinitive:

My boss makes us work very hard.

I don't let my secretary leave work early.

With *help* both to-infinitive and bare infinitive are possible:

I'll help you write the report. / I'll help you to write the report.

Exercise 4: Identify the mistakes in the following sentences

1. We watched to play football until it started to rain.
2. Very reluctantly, he consented her to lend the money to Janet.
3. My parents always encouraged work hard at school.
4. I think we should let them to stay until the weekend.
5. I hear her tell that she's got a new job. (= sb. told me about it)
6. This card entitles to take an extra person with you free.
7. They let me to borrow their car while they were on holiday.

► Key word: Money

amount of money	foreign money
bad/dirty money	front money
bank money	money box
cash money	paper money
counterfeit money	money changer
easy money	to be in the money

Exercise 5: Fill in the gaps using the correct words

1. The cashier would not accept the payment because it was made with _____ money.
 2. The gangsters used locally owned business to invest their _____ money.
 3. The job offer which promised _____ money turned out to be fake.
 4. You might get a better rate from the money _____ in the market, but it is much safer to exchange your currency in a bank.
 5. When travelling abroad, I always prefer to use a credit card instead of _____ money.
- He won the lottery last week, so he _____ money now.

Catching out the Dishonest Candidate

Most personnel managers agree that job interviews are one of the least objective recruitment methods. But the advantages of testing are not going to change the **(0)** _____ of the interview to employers. The appeal of the interview has everything to do with the **(1)** _____ factor.

Most people believe they are a **(2)** _____ judge of character and trust their instinctive feelings. We might use some kind of test to aid the **(3)** _____ process, but we usually pick a candidate who interviews well, has good **(4)** _____ and an impressive work record. But **(5)** _____ the candidate lies or is less than completely honest, "This can be a serious problem for employers", **(6)** _____ Alan Conrad, Chief Executive at Optimus Recruitment. "The most difficult liars to find out are those who **(7)** _____ half-truths rather than complete lies." Research **(8)** _____ that up to 75 percent of curriculum vitae are deliberately inaccurate. The most common practice is **(9)** _____.

Interviewers should therefore concentrate on areas of **(10)** _____ such as gaps between periods of employment and job **(11)** _____ that seem strange. "Focusing on these areas will force candidates to tell the truth or become increasingly **(12)** _____. This is usually when people signal their **(13)** _____ by their body language. Sweat on the upper lip, false smiles and nervous hand movements all **(14)** _____ discomfort."

Conrad does not suggest an aggressive police-style interview technique, but insists that **(15)** _____ inspection of curriculum vitae is absolutely essential. Only by asking the right questions can you confirm the suitability of the candidate or put pressure on those who are being less than completely honest.

- | | | | |
|--------------------------|------------------|-------------------|------------------|
| 0 A attraction | B discipline | C rules | D regulations |
| 1 A emotion | B feeling | C human | D person |
| 2 A reasonable | B sensible | C substantial | D normal |
| 3 A choice | B selection | C identification | D discovery |
| 4 A examinations | B papers | C notes | D qualifications |
| 5 A pretend | B think | C suppose | D fantasise |
| 6 A reveals | B admits | C exaggerates | D explains |
| 7 A say | B tell | C inform | D talk |
| 8 A shows | B predicts | C calculates | D reckons |
| 9 A ignorance | B forgetfulness | C omission | D carelessness |
| 10 A error | B incorrectness | C uncertainty | D indecision |
| 11 A descriptions | B advertisements | C interpretations | D routines |
| 12 A untrue | B illegal | C dishonest | D criminal |
| 13 A annoyance | B anger | C anxiety | D disappointment |
| 14 A indicate | B prove | C present | D picture |
| 15 A immediate | B tight | C near | D close |

Exercise 6: Match the two halves of the sentences

1. You have to pay
2. I usually pay by
3. I'll pay for
4. I'm trying hard to pay off
5. I must remember to pay back
6. The bill comes to

- a. the money I borrowed
- b. the cashier
- c. the meal
- d. \$68
- e. bank transfer
- f. a huge bank loan

Exercise 7: Match the two halves of the sentences

1. So we've agreed on the price. Now, if you pay cash,
2. It's a fact of life. If you don't advertise,
3. It's well-known that if you give your client too much time to think,
4. According to the public relations people, if you sponsored a charity,
5. Times are hard. If it saved my job,
6. I know they can be a nuisance but if you didn't have a mobile phone,

1. no one will recognise the name of your products.
2. you'll lose the sale.
3. I'll give you a 5% discount.
4. you wouldn't be able to contact head office so easily.
5. you'd improve your reputation.
6. I'd take a cut in salary.

TEXT 30

Giving up the good life

An Austrian businessman from Telfs recently sold his luxury villa with spectacular views of the Alps. Karl Rabeder, 47, also decided to sell his farmhouse in Provence and an Audi A8. In total, the assets he sold off came to around €3.4 million. Instead of a life of luxury, he plans to move into a small hut in the mountains.

Mr Rabeder came from a poor family and was encouraged to work in order to have more possessions. Initially, he appreciated living a life of luxury, and equated wealth with happiness. Later, however, he felt that he was simply working for things he did not want or need. Although he often considered making changes to his life, for years he hesitated to do anything radical. Everything changed, however, while he and his wife were on holiday in Hawaii.

They spent vast sums of money but did not meet anyone 'real'. He felt that everyone they met was simply playing a role.

Mr Rabeder has felt much happier since making the decision to change his life, and has already started building his new life in the mountains. The money from the sales of his assets will go to a charity. Rabeder says he will continue to travel, but now only locally.

► Gerund (Verb + -ing)

Some verbs are not followed by the infinitive form, but by -ing: *enjoy, mind, suggest, stop, delay, consider, admit, miss, involve, finish, imagine, avoid, deny, risk, practice*

Ian suggested going to the cinema.

Suddenly everybody stopped talking.

With some verbs (e.g. *imagine, stop, keep*) you can use the structure *verb + somebody + -ing*:

Sorry to keep you waiting so long.

I can't imagine George riding a motorbike.

With finished actions, you can say:

He admitted stealing the money.

He admitted having stolen the money.

He admitted that he had stolen the money.

When a verb follows a preposition, the gerund is used:

He succeeded in persuading his boss to give him a rise.

They apologised for not arriving on time.

I look forward to receiving your letter.

Cf. *I have decided to give you the promotion.*

Some common verb + preposition combinations are: *apologise for, succeed in, look forward to, be good at, be interested in, insist on, have difficulty in, be/get used to, can do without, give up*

Exercise 8: Complete the sentences putting in the correct preposition and the correct form of the verb

1. We talked _____ (*expand*) our business into Eastern Europe.
2. I am tired _____ (*listen*) to the boss complaining about how badly we do our work.
3. We look forward _____ (*meet*) you when you come to Milan.
4. We are interested _____ (*receive*) more information about your products.
5. Our employees can't work _____ (*have*) a break every two hours.
6. I'm worried _____ (*not/reach*) our sales target this year.
7. This machine is used _____ (*package*) the product.
8. We have managed to cut operating costs _____ (*reduce*) our workforce by 10%.

► Gerund form vs. Infinitive form

He began writing his report on the Berlin trade fair.

He began to write his report on the Berlin trade fair.

I love skiing. vs. I love to ski very early in the morning.

I remember e-mailing our distributors.

I remembered to e-mail our distributors.

The door was locked, so I tried breaking the lock with a hammer.

The door was locked, so I tried to break the lock with a hammer.

He stopped drinking coffee.

He stopped to get a coffee.

Exercise 9: Choose the correct verb form to complete the sentences

1. I stopped _____ to watch the World Cup final.
(a) *working* (b) *to work*
2. Simon started _____ the report and then decided to stop and finish it the next day.
(a) *writing* (b) *to write*
3. I was so tired that I stopped _____ to the speakers and closed my eyes.
(a) *listening* (b) *to listen*
4. I prefer _____ Power Point for my presentations.

- (a) *using* (b) *to use*
5. I have decided _____ the job offer.
- (a) *not accepting* (b) *not to accept*
6. We managed _____ the job finished before the deadline.
- (a) *getting* (b) *to get*

What is a good manager?

The characteristics required by a good manager are well-documented and clearly definable. The person has to be, among other things, responsible, communicative, supportive and approachable. These adjectives are not gender-based, and focus attention on interpersonal skills, but a fierce debate still rages as to who make the best managers — men or women. The implication is that, providing an individual has all the right traits, he or she will automatically become a successful manager.

Surveys have been carried out to find out why certain individuals become national leaders. After all, if a person occupies the leading position in a country, there ought to be some common identifiable qualities which have universal appeal. The facts discovered are bizarre. For example, some leaders have been above average height or were well below it. They have been intelligent, but not geniuses and have had great enthusiasm, courage, determination, energy and faith. But possession of all these traits would be unusual in any one person. So these are necessary, but not sufficient conditions; good leaders have these qualities, but their possession alone does not make a good leader.

In his book, *Understanding Organisations*, Professor Charles Handy claims there is no right style of leadership. He says that leadership will be most effective when the requirements of the leader, the subordinates and the task fit together. This would seem to rather exclude personality from the equation. And yet, we can all recall managers whom we have liked or disliked, so there has to be more to the magic formula for a successful manager. Handy adds that managers need value systems which would acknowledge the desire for personal success and the planning and control of the actions of the people below them in the company hierarchy.

In his later theories, he defines managers as people who are responsible for making things happen. These are professionals who are accountable to the people who pay them and to the people working with and for them. Managers take responsibility for the actions of others. This is a popular modern definition of a manager, and while Handy accepts that personal characteristics like assertiveness, patience, loyalty and consistency are very important, he has added further vital statistics which he calls the four Ps: Projects (in which teams are involved), Professionalism, Passion and Pride.

TEXT 31

Economics and happiness

Evidence from economists and psychologists has shown that our wellbeing depends on cooperation and the public good, not on personal enrichment.

Happiness has not risen in western nations in the last 50 years, despite massive increases in wealth. Politics, and therefore our national life, revolves around cash, its getting and spending and now there is a growing new scientific movement studying the relationship between economics and happiness. The big question which is being asked by those who have spent their lives on making and measuring money is 'What is it all for?'. Money certainly matters in many different ways. People who earn under euros 15,000 are measurably, permanently happier when paid more. It matters when people feel a drop from the income level they have become used to and money makes people unhappy when they compare their own income with others.

Richer people are happier, not because of the absolute size of their wealth, but because they have more than other people. The wider the wealth gap, the worse it is for the people below.

Rivalry in income makes those at the bottom more miserable when they see that more money provides extra happiness for the people at the top. In which case, Lord (Richard) Layard, the London School of Economics' Director of the Centre for Economic Performance, suggests, these people deserve to be taxed more, on the principle that the rich are causing measurable unhappiness by being too far ahead of the rest, but with no real benefit to themselves.

Exercise 10: Match the words underlined with their synonyms below

- a) feeling healthy and happy
- b) is centred on
- c) is important
- d) most important
- e) difference
- f) reduction
- g) things which everyone enjoys together
- h) in front
- i) money, possessions
- j) very big

Exercise 11: True or false?

1. According to the article politics is mainly concerned with money. T / F
2. Economists are today asking how people can earn more money and so be happier. T / F
3. Receiving less money than previously makes people unhappier. T / F
4. Knowing you have more than other people makes you happier. T / F

5. Layard suggests that rich people should pay higher taxes because their wealth is causing others to be unhappy and themselves no good. T / F

► **Key word: Economy**

- DOMESTIC ECONOMY
- HEALTHY ECONOMY
- NATIONAL ECONOMY
- WORLD ECONOMY
- ECONOMIC CRISIS
- ECONOMIC GROWTH
- SOCIO-ECONOMIC
- BUSINESS ECONOMICS
- STUDY ECONOMICS
- ECONOMICAL PRODUCT
- ECONOMICAL METHOD
- POLITICAL ECONOMIST
- ECONOMISE/-IZE

Exercise 12: Fill in the blanks with the words in the box

economy	economists
economies	economic (6)
economics (2)	economical

(1) _____ growth is the increase in the market value of the goods and services produced by an (2) _____ over time. It is conventionally measured as the percent rate of increase in real gross domestic product, or real GDP. In (3) _____, “(4) _____ growth theory” typically refers to growth of potential output, i.e., production at full employment.

As an area of study, it is generally distinguished from development (5) _____. The former is primarily the study of how countries can advance their (6) _____. The latter is the study of the (7) _____ aspects of the development process in low-income countries. (8) _____ also distinguish between short-run (9) _____ changes in production and long-run (10) _____ growth.

The rapid (11) _____ growth that occurred during the Industrial Revolution was remarkable. During this revolution, mechanisation began to replace hand methods in manufacturing and machine tools made the (12) _____ production of metal parts possible, so that parts could be interchangeable.

► Economy, Globe, and Employ

- a) The world of business activity can be described as the _____ .
- b) The state of the economy can be described as the _____ situation.
- c) The study of the economy is called _____ .
- d) A specialist who analyses the economy is called an _____ .

- e) The world economy can be called the _____ economy.
- f) The economy is becoming more international. This process is called _____ .
- g) It's often said that we live in an increasingly _____ world.

- h) An _____ is a company or individual that employs workers or _____ .
- i) In economics, the question of _____ is an important issue.
- j) People who can't find jobs are _____. In some places, _____ is a big problem.

► Punctuation

The main **punctuation marks** in English use include the following:

- **Full stops** (.) are used to end a sentence. The next sentence begins with a capital letter.

Global growth is still weak, its underlying dynamics are changing, and the risks to the forecast remain on the downside.

- **Commas** (,) separate parts of complete sentences and facilitate understanding. They are used:

between the subordinate clause and the main clause of the sentence: e.g.

Although there has been some improvement, the situation remains difficult.

after a connective: e.g.

However, there are also several disadvantages.

in lists of at least three elements: e.g.

It typically refers to improvements in a variety of indicators such as literacy rates, life expectancy, and poverty rates.

to separate appositions from the main sentence structure: e.g.

The president, Mr Biden, gave the annual report.

in conditional sentences when the condition comes before the result: e.g.

If the product is successful, production will be increased.

- **Semicolons** (;) mark a stronger break in the flow of ideas than commas. They are used:

to join two independent sentences: e.g.

Air traffic delays due to traffic volume have increased considerably over the last decade; these delays have become a major public policy issue.

with connectives: e.g.

Increasing the size of airports is one solution to traffic congestion; however, this is a long-term solution.

to chunk longer sequences into parts: e.g.

In recent years GNP growth rates have varied considerably for the countries in this study (China, 6%; U.S., 3%; Japan, 1%).

- **Colons** (:) are rather infrequent. They indicate a close interdependence between the units they separate.

They indicate that what follows the colon is an explanation of what precedes it: e.g.

I have some news for you: I have found a new job.

They can be used to introduce a list of items: e.g.

Please send the following items, namely: passport, visa application, correct fee.

Exercise 13: Correct the punctuation of this text by inserting full stops, commas, and semicolons

Although most major companies provide their employees with e-mail accounts as well as Internet access many of these companies are concerned about potential abuse and monitor their employees' use of these media In fact more than 75% of all major corporations report that they monitor their employees' use of e-mail and Internet access either by spot-checking or constant surveillance Businesses have many reasons for monitoring e-mail and Internet use for example they may be concerned about protecting sensitive company information or they may be worried about lawsuits arising from sexual harassment because of mass mailing of offensive jokes In addition there may be concerns about productivity Recent studies show that nearly 86% of employees use e-mail and cruise the Web for personal reasons thus leading many companies to ban unproductive e-mail such as jokes and to restrict Web access.