

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
Донецький національний університет
економіки і торгівлі
ім. М.І. Туган-Барановського

Кафедра іноземної філології та перекладу

С. А. Остапенко

**МЕТОДИЧНІ РЕКОМЕНДАЦІЇ З ВИВЧЕННЯ
ДИСЦИПЛІНИ**

ІНОЗЕМНА МОВА

Кривий Ріг
2018

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ІНОЗЕМНА МОВА

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О 76 Методичні рекомендації з вивчення дисципліни «Іноземна мова» [Текст] : для студ. спец. 292 «Міжнародні економічні відносини», ступінь бакалавр, 2 курс / М-во освіти і науки України, Донец. нац. ун-т економіки і торгівлі ім. М. Туган-Барановського, каф. іноземної філології та перекладу; С. А. Остапенко. – Кривий Ріг : [ДонНУЕТ], 2018. – 263 с.

Запропонована методична розробка сприятиме розвитку лексичних навичок та комунікативній діяльності студентів. Робота містить вправи за темами, які вивчаються на другому етапі вивчення іноземної мови.

Зміст посібника викликає зацікавленість, пов'язану з актуальністю розроблених тем. Завдання складені на основі сучасних вимог з урахуванням розвитку комунікативної компетенції.

Посібник відповідає сучасним методичним вимогам до навчальної літератури.

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ВСТУП / INTRODUCTION

«Іноземна мова» є навчальною дисципліною, що забезпечує підготовку студентів ступеня «бакалавр».

Мета курсу - формування необхідної комунікативної спроможності у сферах професійного та ситуативного спілкування в усній і письмовій формах; вдосконалення вмінь та навичок читання, перекладу, реферування спеціальної літератури за фахом; вироблення навичок читання та реферування наукової інформації з фаху, ведення бесіди з професійної тематики, ділового листування та роботи з комерційною документацією.

Завданнями дисципліни «Іноземна мова» є:

- набуття навичок практичного володіння іноземною мовою в різних видах мовленнєвої діяльності в обсязі тематики, зумовленої професійними потребами; одержування новітньої фахової інформації через іноземні джерела;
- користування усним монологічним та діалогічним мовленням у межах побутової, суспільно-політичної, загальноекономічної та фахової тематики;
- переклад з іноземної мови на рідну текстів загальноекономічного характеру;
- формування основних вмінь використання знань на практиці під час ведення ділової бесіди або спілкування по телефону в ділових цілях з урахуванням конкретних умов;
- ознайомлення з найбільш відомими зразками мовленнєвої поведінки під час проведення ділових зборів, презентацій та переговорів;
- навчання підготовці до участі у наукових конференціях, семінарах, дебатах, тощо;
- ознайомлення з особливостями оформлення найбільш вживаних паперів.

У результаті вивчення навчальної дисципліни студент повинен

знати:

- лексику, граматику, фонетику і орфографію іноземної мови;
- правила усного ділового спілкування;
- основні вимоги до культури мовлення.

вміти:

- конструювати параграфи для організації думок в єдину інтелектуальну структуру;
- читати та перекладами текст з побутової та професійної тематики середньої складності;
- спілкуватися іноземною мовою на побутові, суспільно-політичні та професійні теми в межах вивченої лексики та граматики;

- писати короткі повідомлення та есе іноземною мовою дотримуючись правил орфографії та граматики;
- складати ділові документи на задану тему, дотримуючись міжнародних стандартів;
- одержувати новітню фахову інформацію через новітні джерела.
- грамотно спілкуватися в межах усного мовлення;
- вести презентації згідно вимог ділового мовлення.

Дані методичні рекомендації мають за мету набуття студентами навичок читати та перекладати тексти з побутової та професійної тематики середньої складності, спілкуватися іноземною мовою на побутові, суспільно-політичні та професійні теми в межах вивченої лексики та граматики, писати короткі повідомлення та есе іноземною мовою дотримуючись правил орфографії та граматики.

Методичні рекомендації складаються з тринадцяти тем, передбачених робочою навчальною програмою з дисципліни. Кожен розділ містить вправи на розвиток усіх видів мовленнєвої діяльності: аудіювання, читання, говоріння та писемного мовлення, виконання яких сприяє розвитку комунікативної компетенції студентів другого рівня вивчення іноземної мови.

**ЧАСТИНА 1.
ЗАГАЛЬНІ РЕКОМЕНДАЦІЇ ЩОДО ВИВЧЕННЯ ДИСЦИПЛІНИ**

**PART 1.
GENERAL STUDY GUIDE**

1. Опис дисципліни

Найменування показників	Характеристика дисципліни
Обов'язкова (для студентів спеціальності "назва спеціальності") / вибіркова дисципліна	Обов'язкова для студентів спеціальності 292 «Міжнародні економічні відносини»
Семестр (осінній / весняний)	осінній, весняний
Кількість кредитів	10
Загальна кількість годин	300
Кількість модулів	4
Лекції, годин	-
Практичні / семінарські, годин	144
Лабораторні, годин	-
Самостійна робота, годин	156
Тижневих годин для денної форми навчання:	
аудиторних	4
самостійної роботи студента	4,3
Вид контролю	3 семестр - залік, 4 семестр - екзамен

2. Програма дисципліни

Ціль – формування необхідної комунікативної спроможності у сферах професійного та ситуативного спілкування в усній і письмовій формах; вдосконалення вмінь та навичок читання, перекладу, реферування спеціальної літератури за фахом; вироблення навичок читання та реферування наукової інформації з фаху, ведення бесіди з професійної тематики, ділового листування та роботи з комерційною документацією.

Завдання: набуття навичок практичного володіння іноземною мовою в різних видах мовленнєвої діяльності в обсязі тематики, зумовленої професійними потребами; одержування новітньої фахової інформації через іноземні джерела;

користування усним монологічним та діалогічним мовленням у межах побутової, суспільно-політичної, загальноекономічної та фахової тематики;

переклад з іноземної мови на рідну текстів загальноекономічного характеру;

формування основних вмінь використання знань на практиці під час ведення ділової бесіди або спілкування по телефону в ділових цілях з урахуванням конкретних умов;

ознайомлення з найбільш відомими зразками мовленнєвої поведінки під час проведення ділових зборів, презентацій та переговорів;

навчання підготовці до участі у наукових конференціях, семінарах, дебатах, тощо;

ознайомлення з особливостями оформлення найбільш вживаних паперів.

Предмет: іноземна (англійська) мова.

Зміст дисципліни розкривається в темах:

Тема 19. Кар'єра.

Тема 20. Робота в компанії.

Тема 21. Професійна діяльність та вирішення поточних проблем.

Тема 22. Корпоративне дозвілля.

Тема 23. Підприємницька діяльність.

Тема 24. Планування.

Тема 25. Менеджмент.

Тема 26. Бізнес-комунікація.

Тема 27. Влаштування на роботу.

Тема 28. Бізнес кореспонденція.

Тема 29. Компанії.

Тема 30. Презентація продукції.

3. Структура дисципліни

Назви змістових модулів і тем	Кількість годин				
	усього	У тому числі			
		л	п/с	лаб	срс
1	2	3	4	5	6
Модуль 3					
Змістовий модуль 5: Поняття про побудову кар'єри у компанії та корпоративну етику					
Тема 19. Кар'єра	17		8		9
Тема 20. Робота в компанії	20		10		10
Тема 21. Професійна діяльність та вирішення поточних проблем	20		10		10
Тема 22. Корпоративне дозвілля	18		10		8
Разом за змістовим модулем 5	75		38		37
Змістовий модуль 6: Поняття про підприємницьку діяльність					
Тема 23. Підприємницька діяльність	28		14		14
Тема 24. Планування	24		12		12
Тема 25. Менеджмент	23		11		12
Разом за змістовим модулем 6	75		37		38
Модуль 4					
Змістовий модуль 7: Ділове спілкування					
Тема 26. Бізнес комунікація	22		8		14
Тема 27. Влаштування на роботу	32		14		18
Тема 28. Бізнес кореспонденція	36		16		20
Разом за змістовим модулем 7	90		38		52
Змістовий модуль 8: Поняття про облік і аналіз господарської діяльності					
Тема 29. Компанії	30		16		14
Тема 30. Презентація продукції	30		15		15
Разом за змістовим модулем 8	60		31		29
Усього годин	300		144		156

4. Теми семінарських/практичних/лабораторних занять

№ з/п	Вид та тема заняття	Кількість годин
56	Практичне заняття Види діяльності у різних сферах бізнесу.	2
57	Практичне заняття Ефективні шляхи для кар'єрного росту.	2
58	Практичне заняття Соціальні мережі та їх вплив на кар'єру. Present Tenses.	2
59	Практичне заняття Працевлаштування закордоном. Present Tenses.	2
60	Практичне заняття Види компаній. Present Tenses.	2
61	Практичне заняття Умови успішності компанії. Present Tenses.	4
62	Практичне заняття Презентація компанії.	4
63	Практичне заняття Ділова нарада.	2
64	Практичне заняття Внесення пропозицій та ідей. Past Tenses.	2
65	Практичне заняття Виступ на нараді. Past Tenses.	2
66	Практичне заняття Участь в обговоренні пропозицій та проблем. Past Tenses.	2
67	Практичне заняття Стресові ситуації на робочому місці та шляхи їх подолання.	2
68	Практичне заняття Види розваг для ділових партнерів. Past Tenses.	2
69	Практичне заняття Корпоративні заходи.	4
70	Практичне заняття Діловий обід.	2
71	Практичне заняття Похід в ресторан.	2
72	Практичне заняття Умови початку підприємницької діяльності. Future Tenses.	6
73	Практичне заняття Економічні терміни що використовуються в підприємницькій Діяльності.	4
74	Практичне заняття Робота з цифрами дробу десяткові дробу проценти валюти. Future Tenses.	4
75	Практичне заняття Методи планування. Future Tenses.	6
76	Практичне заняття Важливість планування. Future Tenses.	4
77	Практичне заняття Переривання виступу на нараді.	2

78	Практичне заняття Види діяльності керівника підприємства.	2
79	Практичне заняття Управління персоналом. Passive Voice.	2
80	Практичне заняття Якості гарного та поганого керівника. Passive Voice.	2
81	Практичне заняття Культура спілкування між працівниками підприємства.	2
82	Практичне заняття Подолання конфліктних ситуацій. Passive Voice.	3
83	Практичне заняття Знайомство. Passive Voice.	2
84	Практичне заняття Бронювання готелю та квитків.	2
85	Практичне заняття Особливості написання запрошень.	2
86	Практичне заняття Етикет спілкування по телефону. Непряма мова.	2
87	Практичне заняття Документація працевлаштування. Непряма мова.	2
88	Практичне заняття Типи резюме та CV. Непряма мова.	4
89	Практичне заняття Написання супроводжувального листа.	2
90	Практичне заняття Робота з рекламними об'явами.	2
91	Практичне заняття Співбесіда. Непряма мова.	4
92	Практичне заняття Переклад ділових контрактів.	2
93	Практичне заняття Типи ділової кореспонденції.	2
94	Практичне заняття Електронні повідомлення.	2
95	Практичне заняття Факси.	2
96	Практичне заняття Типи ділових листів.	2
97	Практичне заняття Формат складові переклад лексики та конструкцій ділового листа.	2
98	Практичне заняття Написання ділових листів.	4
99	Практичне заняття Історія компанії. Conditionals.	4
100	Практичне заняття Види власності. Conditionals.	4
101	Практичне заняття Структура компаній. Conditionals.	4
102	Практичне заняття Діяльність компаній. Conditionals.	4

103	Практичне заняття Типи презентацій.	2
104	Практичне заняття Структура та мова презентацій.	2
105	Практичне заняття Етапи підготовки та проведення презентації.	2
106	Практичне заняття Використання технічних засобів та наочностей.	2
107	Практичне заняття Методика оцінювання презентації.	4
108	Практичне заняття Проведення презентацій.	3
Всього		144

5. Індивідуальні завдання

1. Огляд періодичної та монографічної наукової літератури.
2. Підготовка рефератів, доповідей за обраною темою.
3. Проектна робота.
4. Підготовка тез доповідей з метою виступу на університетських, всеукраїнських та міжнародних семінарах та конференціях.

6. Обсяги, зміст та засоби діагностики самостійної роботи

Тема	Кількість годин самостійної роботи	Зміст самостійної роботи	Засоби діагностики
Модуль 3			
Змістовий модуль 5. Поняття про побудову кар'єри у компанії та корпоративну етику			
Кар'єра	9	1. Виконання завдань та вправ Unit 19. 2. Вивчення лексичних одиниць та граматичних правил, передбачених темою. 3. Робота зі словниками, граматичними довідниками, інтернет-ресурсами. 4. Читання та переклад текстів.	1. Фронтальне та індивідуальне опитування. 2. Виконання поточних тестових завдань. 3. Написання словникового диктанту.
Робота в компанії	10	1. Виконання завдань та вправ Unit 20. 2. Вивчення лексичних одиниць та граматичних правил, передбачених темою. 3. Робота зі словниками, граматичними довідниками, інтернет-ресурсами. 4. Читання та переклад текстів.	1. Фронтальне та індивідуальне опитування. 2. Виконання поточних тестових завдань. 3. Написання словникового диктанту.
Професійна діяльність та вирішення поточних	10	1. Виконання завдань та вправ Unit 21. 2. Вивчення лексичних одиниць та граматичних правил, передбачених темою.	1. Фронтальне та індивідуальне опитування. 2. Виконання поточних тестових завдань.

проблем		3. Робота зі словниками, граматичними довідниками, інтернет-ресурсами. 4. Читання та переклад текстів.	3. Написання словникового диктанту.
Корпоративне дозвілля	8	1. Виконання завдань та вправ Unit 22. 2. Вивчення лексичних одиниць та граматичних правил, передбачених темою. 3. Робота зі словниками, граматичними довідниками, інтернет-ресурсами. 4. Читання та переклад текстів. 5. Виконання індивідуального завдання.	1. Фронтальне та індивідуальне опитування. 2. Виконання поточних та модульних тестових завдань. 3. Написання словникового диктанту. 4. Захист проєктів.
Разом змістовий модуль 5	37		
Змістовий модуль 6. Поняття про підприємницьку діяльність			
Підприємницька діяльність	14	1. Виконання завдань та вправ Unit 23. 2. Вивчення лексичних одиниць та граматичних правил, передбачених темою. 3. Робота зі словниками, граматичними довідниками, інтернет-ресурсами. 4. Читання та переклад текстів.	1. Фронтальне та індивідуальне опитування. 2. Виконання поточних тестових завдань. 3. Написання словникового диктанту.
Планування	12	1. Виконання завдань та вправ Unit 24. 2. Вивчення лексичних одиниць та граматичних правил, передбачених темою. 3. Робота зі словниками, граматичними довідниками, інтернет-ресурсами. 4. Читання та переклад текстів.	1. Фронтальне та індивідуальне опитування. 2. Виконання поточних тестових завдань. 3. Написання словникового диктанту.
Менеджмент	12	1. Виконання завдань та вправ Unit 25. 2. Вивчення лексичних одиниць та граматичних правил, передбачених темою. 3. Робота зі словниками, граматичними довідниками, інтернет-ресурсами. 4. Читання та переклад текстів. 5. Виконання індивідуального завдання.	1. Фронтальне та індивідуальне опитування. 2. Виконання поточних та модульних тестових завдань. 3. Написання словникового диктанту. 4. Захист проєктів.
Разом змістовий модуль 6	38		
Модуль 4			
Змістовий модуль 7. Ділове спілкування			
Бізнес-комунікація	14	1. Виконання завдань та вправ Unit 26. 2. Вивчення лексичних одиниць та граматичних правил, передбачених темою. 3. Робота зі словниками, граматичними довідниками, інтернет-ресурсами. 4. Читання та переклад текстів.	1. Фронтальне та індивідуальне опитування. 2. Виконання поточних тестових завдань. 3. Написання словникового диктанту.

Влаштування на роботу	18	1. Виконання завдань та вправ Unit 27. 2. Вивчення лексичних одиниць та граматичних правил, передбачених темою. 3. Робота зі словниками, граматичними довідниками, інтернет-ресурсами. 4. Читання та переклад текстів. 5. Виконання індивідуального завдання.	1. Фронтальне та індивідуальне опитування. 2. Виконання поточних тестових завдань. 3. Написання словникового диктанту. 4. Захист проєктів.
Бізнес кореспонденція	20	1. Виконання завдань та вправ Unit 28. 2. Вивчення лексичних одиниць та граматичних правил, передбачених темою. 3. Робота зі словниками, граматичними довідниками, інтернет-ресурсами. 4. Читання та переклад текстів. 5. Виконання індивідуального завдання.	1. Фронтальне та індивідуальне опитування. 2. Виконання поточних та модульних тестових завдань. 3. Написання словникового диктанту. 4. Захист проєктів.
Разом змістовий модуль 7	52		
Змістовий модуль 8. Поняття про облік і аналіз господарської діяльності			
Компанії	14	1. Виконання завдань та вправ Unit 29. 2. Вивчення лексичних одиниць та граматичних правил, передбачених темою. 3. Робота зі словниками, граматичними довідниками, інтернет-ресурсами. 4. Читання та переклад текстів. 5. Виконання індивідуального завдання.	1. Фронтальне та індивідуальне опитування. 2. Виконання поточних тестових завдань. 3. Написання словникового диктанту. 4. Захист проєктів.
Презентація продукції	15	1. Виконання завдань та вправ Unit 30. 2. Вивчення лексичних одиниць та граматичних правил, передбачених темою. 3. Робота зі словниками, граматичними довідниками, інтернет-ресурсами. 4. Читання та переклад текстів. 5. Виконання індивідуального завдання.	1. Фронтальне та індивідуальне опитування. 2. Виконання поточних та модульних тестових завдань. 3. Написання словникового диктанту. 4. Захист проєктів.
Разом змістовий модуль 8	29		
Всього	156		

7. Матриця зв'язку між дисципліною/ змістовим модулем, результатами навчання та компетентностями

Результати навчання	Компетентності											
	Загальні						Предметно-спеціальні					
	1	2	3	4	5	6	1	2	3	4	5	6
1. Знання лексичних одиниць та граматичних конструкцій тем, передбачених програмою.		+		+								+

2. Вміння читати та перекладати тексти на задану тему.		+		+									
3. Володіння лексичним запасом, необхідним для висловлення власних думок та розуміння іншомовної мови в межах заданої теми.	+	+		+	+			+	+			+	
4. Володіння базовою термінологією економічної галузі англійською мовою.		+		+			+					+	
5. Вміння робити презентації англійською мовою.	+			+	+	+			+				
6. Вміння вести професійний діалог з колегами.		+	+		+		+					+	+
7. Знання найбільш відомих зразків мовленнєвої поведінки під час проведення ділових зборів, презентацій та переговорів.				+		+							
8. Вміння оформлювати найбільш вживані папери економічної галузі.		+	+				+						

8. Форми навчання

Практичні заняття, самостійна робота (підготовка презентацій, рефератів, самостійно опрацювання додаткових питань за наведеним переліком літератури).

9. Методи оцінювання

Залік, екзамен.

10. Розподіл балів, які отримують студенти

Відповідно до системи оцінювання знань студентів ДонНУЕТ рівень сформованості компетентностей студента оцінюється у випадку проведення екзамену: впродовж семестру (50 балів) та при проведенні підсумкового контролю - екзамену (50 балів).

У випадку заліку для виставлення підсумкової оцінки визначається сума балів, отриманих за результатами складання змістових модулів.

Оцінювання протягом семестру

№ теми практичного заняття	Вид роботи/бали					
	Тестові завдання	Комунікативні завдання	Виконання практичних завдань теми	Індивідуальне завдання	ПМК	Сума балів
Модуль 3						
Змістовий модуль 5						

Тема 56			1			1
Тема 57		1	1			2
Тема 58		1	1			2
Тема 59	4		1			5
Тема 60			1			1
Тема 61		1	2			3
Тема 62	4		2			6
Тема 63			1			1
Тема 64			1			1
Тема 65		1	1			2
Тема 66		1	1			2
Тема 67	4		1			5
Тема 68			1			1
Тема 69		1	2			3
Тема 70			1	5		6
Тема 71	4					4
Разом за змістовим модулем 5	16	6	18	5	10	55
Змістовий модуль 6						
Тема 72			3			3
Тема 73		1	1			2
Тема 74	4		2			6
Тема 75			3			3
Тема 76		1	1			2
Тема 77	4		1			5
Тема 78			1			1
Тема 79			1			1
Тема 80			1			1
Тема 81			1	5		6
Тема 82	4		1			5
Разом за змістовим модулем 6	12	2	16	5	10	45
Разом						100
Модуль 4						
Змістовий модуль 7						
Тема 83			0,5			0,5
Тема 84			0,5			0,5
Тема 85		0,5	0,5			1
Тема 86	2		0,5			2,5
Тема 87			0,5			0,5
Тема 88			1			1
Тема 89		0,5	0,5			1
Тема 90			0,5	3		3,5
Тема 91	2		1			3
Тема 92			0,5			0,5
Тема 93			0,5			0,5
Тема 94			0,5			0,5
Тема 95		0,5	0,5			1

Тема 96		0,5	0,5			1
Тема 97			0,5	2		2,5
Тема 98	2		0,5			2,5
Разом за змістовим модулем 7	6	2	9	5	5	27
Змістовий модуль 8						
Тема 99			1			1
Тема 100		0,5	0,5			1
Тема 101			1	3		4
Тема 102	2		1			3
Тема 103			0,5			0,5
Тема 104			0,5			0,5
Тема 105			0,5			0,5
Тема 106			0,5			0,5
Тема 107			0,5			0,5
Тема 108	2	0,5	1	3		7,5
Разом за змістовим модулем 8	4	1	7	6	5	23
Разом						50

Оцінювання студентів при проведенні екзамену з використанням комп'ютерної програми «MyTestXPro»

Оцінка на підсумковому контролі складається з оцінки за тестування (0-50 балів). Тест складається із 50 тестових питань. Оцінювання тестових завдань (50 тестових завдань по 1 балу) проводиться на основі інформації, яку надає комп'ютер за результатами тестування (кількість правильних відповідей). Правильна відповідь на одне тестове завдання оцінюється в один бал. Набрані бали за правильні відповіді сумуються.

Загальне оцінювання результатів вивчення дисципліни

Для виставлення підсумкової оцінки визначається сума балів, отриманих за результатами екзамену та за результатами складання змістових модулів. Оцінювання здійснюється за допомогою шкали оцінювання загальних результатів вивчення дисципліни (модулю).

Оцінка		
100-бальна шкала	Шкала ECTS	Національна шкала
90-100	A	5, «відмінно»
80-89	B	4, «добре»
75-79	C	
70-74	D	
60-69	E	3, «задовільно»
35-59	FX	2, «незадовільно»
0-34	F	

11. Методичне забезпечення

1. Методичні вказівки з вивчення дисципліни.
2. Тестові завдання для перевірки знань студентів.
3. Збірник граматичних вправ.
4. Індивідуальні завдання.
5. Навчальна та наукова література, нормативні документи.

12. Рекомендована література

Базова

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**ЧАСТИНА 2.
ЗМІСТ ПРАКТИЧНИХ ЗАНЯТЬ**

**PART 2.
PRACTICAL TRAINING SUBJECT MATTER**

Unit 19 Careers

*'Many people quit looking for work when they find a job'
Steven Wright, US comedian*

I. Topical Vocabulary

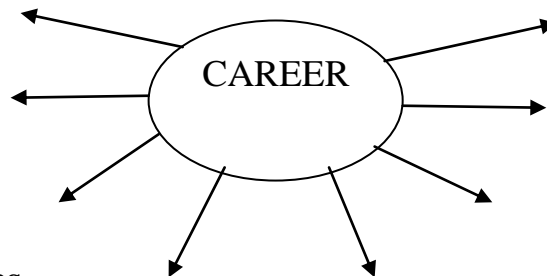
1	career	кар'єра
2	company	компанія
3	services	послуги
4	clients/ consumers/ customers	клієнти, споживачі, замовники, покупці
5	employee	службовець, працівник, робітник
6	employer	наймач, роботодавець
7	products/ things/ goods	товари, вироби, продукція
8	work for	працювати на
9	work for one company	працювати на одну компанію
10	work for several different companies	працювати на декілька різних компаній
11	work for yourself	працювати на себе
12	work on something	працювати над чимось (проектом, планом і т.д.)
13	Finance	фінанси; фінансовий відділ (компанії)
14	Human Resources (HR)	відділ кадрів; людські ресурси
15	production	виробництво
16	Customer Service	відділ клієнтського обслуговування
17	Research and Development (R&D)	науково-дослідницький відділ
18	Sales and Marketing	відділ продажу та маркетингу
19	to be in charge of	бути відповідальним за, бути головним
20	to run the company	керувати компанією
21	to manufacture/ to make things	виробляти товари
22	to sell products or services	продавати товари та послуги
23	to deal with	мати справу з
24	to work with figures	працювати з цифрами
25	to investigate	вивчати, досліджувати
26	superior	керівник, вищий за рангом
27	extra qualification	додаткова кваліфікація
28	career move	кар'єрний зріст
29	career break	перерва в кар'єрі
30	career plan	кар'єрний план
31	career opportunities	кар'єрні можливості
32	career path	кар'єрний шлях

33	career ladder	кар'єрна драбина
34	multinational	міжнародна корпорація
35	rapidly growing company	компанія, що швидко розвивається
36	unemployed	безробітний
37	unemployment rate	рівень безробіття
38	industry	промисловість; підприємство
39	to make a fortune	розбагатіти, нажити майно
40	to make progress	прогресувати
41	to make a living	заробляти на життя
42	to get a promotion	отримати підвищення
43	to get a bonus	отримати премію
44	to get fired/ get the sack	отримати звільнення
45	to earn commission	заробляти комісійні (проценти від продажу)
46	to earn money	заробляти гроші
47	to earn 40,000 per year	заробляти 40,000 на рік
48	to do part-time work	працювати неповний день
49	to do a nine-to-five job	працювати з 9 до 5 (повний день)
50	to do one's best	робити все, що в твоїх силах, все можливе
51	to take an opportunity	скористатися можливістю
52	to take time off	взяти відгул, відпустку
53	to take early retirement	піти на вислугу
54	to work flexitime	працювати по змінному графіку
55	to retire	іти у відставку, залишити посаду, вийти на пенсію
56	salary, wage	заробітна плата
57	social-networking sites	соціальні мережі
58	jobseekers/ job hunters/ employees	кандидат, претендент на вакансію (людина, яка шукає роботу)
59	survey	опитування
60	to reject a candidate	відмовити претенденту у роботі
61	to land one's dream job	отримати роботу своєї мрії
62	to complain about work	скаржитися на роботу
63	profile	профіль
64	staff	персонал
65	to warn/ to caution	попереджувати, застерігати
66	receptionist	секретар у приймальні, регістратор
67	Quality Control Inspector	інспектор контролю якості
68	Security Officer	начальник безпеки
69	Maintenance Engineer	інженер по технічному забезпеченню
70	to involve	включати в себе

71	to look after	відповідати за
72	recruitment	набір кадрів
73	to be responsible for	бути відповідальним за
74	monitoring	нагляд, контроль
75	to improve quality	покращувати якість
76	premises	володіння
77	equipment	обладнання
78	repairs	ремонт
79	current	поточний
80	previous job	попередня робота
81	basic skills	базові навички
82	ability	здібність, уміння
83	offer; to offer	пропозиція; пропонувати
84	request; to request	прохання; просити
85	appointment	зустріч
86	workspace	робоче місце, середовище
87	to give smb. a lift	підвозити когось
88	to speak English fluently	вільно говорити англійською
89	achievement	досягнення
90	to reorganise	змінювати, переорганізовувати
91	to use smb's own initiative	по власній ініціативі

II. Starting up

1. Suggest different stages in a typical career using expressions such as go to school, go to university, etc.



2. Discuss these questions.

- Do you have a career plan? Where do you want to be in 10 years' time?
- Which of the following would you prefer to do?
 - a) work for one company during your career
 - b) work for several different companies
 - c) work for yourself
- How ambitious are you?

3. Look at these activities (1-7). In pairs, match each activity to its corresponding area of work (a-g). Which of these areas do you work in or would you like to work in? Why?

- | | |
|--------------------------------|------------------------|
| 1. making/manufacturing things | a) Sales and Marketing |
| 2. being in charge of people | b) Finance |

- | | |
|--|-----------------------------------|
| and running the organization | c) Management |
| 3. selling products or services | d) Human Resources (HR) |
| 4. dealing with clients/consumers | e) Production |
| 5. working with figures | f) Research and Development (R&D) |
| 6. dealing with employees and training | g) Customer Service |
| 7. investigating and testing | |

4. What should you do to get ahead in your career? Choose the four most important tips from this list. Compare your ideas in a group and try to agree on a final choice.

- | | |
|---|--|
| 1. Change companies often. | 5. Be energetic and enthusiastic at all times. |
| 2. Use charm with your superiors. | 6. Be the last to leave work every day. |
| 3. Attend all meetings. | 7. Find an experienced person to give you help and advice. |
| 4. Go to your company's social functions. | 8. Study for extra qualifications in your free time. |

III. Vocabulary and Speech Exercises

1. These phrases (1-6) all include the word career. Match each of them to its correct meaning (a-f).

- | | |
|-------------------------|--|
| 1. career move | a) chances to start / improve your career |
| 2. career break | b) ideas you have for your future career |
| 3. career plan | c) an action you take to progress in your career |
| 4. career opportunities | d) a period of time away from your job to, for example, look after your children |
| 5. career path | e) a series of levels or steps in your working life |
| 6. career ladder | f) the direction your working life takes |

2. Complete the sentences below with the verbs in the box.

climb decide have make offer take

- Employees in large multinationals _____ excellent career opportunities if they are willing to travel.
- Some people _____ a career break to do something adventurous like sailing round the world or going trekking in India.
- One way to _____ a career move is to join a small but rapidly growing company.
- Certain companies _____ career opportunities to the long-term unemployed or to people without formal qualifications.
- Ambitious people often _____ on a career plan while they are still at university.
- In some industries, it can take a long time to _____ the career ladder.

3. Look at these groups of words. Cross out the noun or noun phrase in each group which doesn't go with the verb in italics.

1. make a fortune/ progress/ a living/ a training course
2. get progress/ a promotion/ a bonus/ fired (AmE)/ the sack (BrE)
3. earn commission/ a part-time job/ money/ 40,000 per year
4. do part-time work/ a mistake/ a nine-to-five job/ your best
5. take a pension/ an opportunity/ time off/ early retirement
6. work flexitime/ anti-social hours/ overtime/ an office job

4. Complete each of these sentences with the appropriate form of a word partnership from Exercise 3.

1. In banking, you can _____ with the big bonuses and retire at 35.
2. When you _____, you can arrange your own schedule, so this is very convenient _____ when _____ you _____ have _____ children.
3. People who work in sales often have the opportunity to _____ on top of a basic _____ salary.
4. Luke is ambitious and does not want to be a sales assistant all his life. In fact, he hopes to _____ and become Assistant Manager very soon.
5. Many students _____ when they are at university because it fits in with their _____ studies.
6. Goran is 59, but he does not want to _____. In fact, he is taking on more work!

5. Choose the best word (a, b or c) to complete each space in the advert.

Lambrois 303

Your careers guidance service

If you don't have a career _____ 1) in mind or if you are tired of your old nine-to-five _____ 2) and want to make a career _____ 3), you can just call us on the telephone number below to find out how we can help.

We will work with you to understand what is really important to you. For example, are you more interested in _____ 4) a lot of money or in having the opportunity to _____ 5) the career ladder?

Our experienced counsellors will also review your existing skills, experience and _____ 6) to help guide you into a role that will be right for you. They may also ask you to _____ 7) a psychometric test to help them to understand what areas of _____ 8) suit you best. Maybe you are thinking of a job in finance but are you really good with _____ 9)? Or a position in _____ 10) resources but do you really enjoy dealing with people and their needs?

Don't delay, call us today on: 02072489894

- | | | | |
|---|-----------|-------------|----------------|
| 1 | a) ladder | b) path | c) opportunity |
| 2 | a) work | b) job | c) employee |
| 3 | a) move | b) training | c) break |
| 4 | a) doing | b) earning | c) taking |

- | | | | |
|----|---------------|-------------|------------------|
| 5 | a) climb | b) follow | c) earn |
| 6 | a) diplomas | b) levels | c) qualification |
| 7 | a) give | b) make | c) do |
| 8 | a) employment | b) progress | c) job |
| 9 | a) figures | b) counts | c) maths |
| 10 | a) personnel | b) staff | c) human |

6. Complete each sentence with the correct form of an item from the box.

to involve to be in charge to deal to look to make sure
to be responsible

- Lev Migachov works in research and development. His job _____ developing new products and new ideas.
- Suzanna Lonza is the receptionist. She _____ after visitors and takes messages.
- Nadine Deschamps works for HR. She _____ with staff problems, as well as with recruitment and training.
- Linda Eriksen is our Quality Control Inspector. She _____ for monitoring our products and trying to improve their quality.
- Jose Manzano is our Security Officer. He _____ that our staff and premises are protected against crime.
- Hans Reiter is our new Maintenance Engineer. He checks all our equipment regularly and _____ of all repairs.

7. Complete the phrases with the words that come immediately after them and build sentences with these phrases.

- | | |
|--------------------------|----------------------------|
| 1. to be in charge _____ | 4. to make sure _____ |
| 2. to deal _____ | 5. to be responsible _____ |
| 3. to look _____ | |

8. Complete the sentences with words from the box.

commission bonus currency earn tax overtime
pension rent salary social security mortgage

- After I lost my job, I was living on _____ for three months. This was difficult, because the amount was much lower than the _____ I had before.
- I used to work as a salesperson, but I wasn't very successful, so I didn't _____ much _____.
- If the company makes 10 % more than last year, we'll all get a _____ at the end of the year.
- It'll take me at least 25 years to repay the _____ on my house.
- Many European countries now have the same _____, the euro.

6. My wages aren't very good, so I do a lot of _____.
7. Nearly 40 % of everything I earn goes to the government as _____.
8. The owner has just increased the _____ on our flat by 15 %.
9. When I retire, my _____ will be 60 % of my final salary.

IV. Reading Comprehension

Text 1

Be aware of your online image

1. Discuss these questions in pairs.

1. What social-networking sites do you a) know, and b) use?
2. Why do you use them?

2. Scan the article below quickly and answer these questions.

1. What percentage of employers research candidates online?
2. Which social-networking sites are mentioned?
3. Who do Peter Cullen and Farhan Vasin work for?

Jobseekers have been warned that their Facebook profile could damage their employment prospects, after a study found that seven in 10 employers now research candidates online.

According to new figures released by Microsoft, checks on Facebook and Twitter are now as important in the job-selection process as a CV or interview.

The survey, which questioned human-resource managers at the top 100 companies in the UK, the US, Germany and France, found that 70 per cent admitted to rejecting a candidate because of their online behaviour.

But HR bosses also said that a strong image online could actually help job hunters to land their dream job. Peter Cullen, of Microsoft, said: "Your online reputation is not something to be scared of, it's something to be proactively managed. These days, it's essential that web users cultivate the kind of online reputation that they would want an employer to see."

Facebook faux pas* include drunken photographs, bad language and messages complaining about work.

Farhan Yasin, of online recruitment network Careerbuilder.co.uk, said: "Social networking is a great way to make connections with job opportunities and promote your personal brand across the Internet. People really need to make sure they are using this resource to their advantage, by conveying a professional image."

But Mr Yasin cautioned job seekers to be aware of their online image even after landing the perfect job, after their own research found that 28 per cent of employers had fired staff for content found on their social-networking profile. He added: "A huge number of employers have taken action against staff for writing negative comments about the company or another employee on their social-networking page."

* Faux pas – a mistake

3. Read the article again and choose the best headline (a, b or c).

- a) Complaining about your job could lose you your job
- b) Facebook profile 'could damage job prospects'
- c) Ambition is key to a successful career

4. According to the article, how can social-networking sites make or break your career? In pairs, write a short list of things you should not do on your social networking pages. You can include your own ideas.

5. Should staff be allowed to use social-networking sites during the working day? Discuss.

Text 2

What does economics study? What are microeconomics and macroeconomics?

1. Before you read

Discuss the following with your partner.

Do you know much about economics?

Which of these statements you think are true?

- 1) Economics is only the study of money?
- 2) Economics is something governments take care of.
- 3) An economist basically decides how money is spent.

What do you think of when you hear the word economics? Money, certainly, and perhaps more complicated things like business, inflation and unemployment. The science of economics studies all of these, but many more things as well. Perhaps you think that economics is all about the decisions that government and business managers take. In fact, economists study the decisions we all take every day.

Very simply, economics studies the way people deal with a fact of life: resources are limited, but our demand for them certainly is not. Resources may be material things such as food, housing and heating. There are some resources, though, that we cannot touch. Time, space and convenience, for example, are also resources. Think of a day. There are only 24 hours in one and we have to choose the best way to spend them. Our everyday lives are full of decisions like these. Every decision we make is a trade-off. If you spend more time working, you make more money. However, you will have less time to relax. Economists study the trade-offs people make. They study the reasons for their decisions. They look at effects those decisions have on our lives and society.

Economists talk about microeconomics and macroeconomics. Microeconomics deals with people, like you and me, and private business. It looks at the economic decisions people make every day. It examines how families manage their household budget. Microeconomics also deals with companies – small or large – and how they run their business. Macroeconomics, on the other hand, looks at the economy of a country – and of the whole world. Any economist will tell you, though, that

microeconomics and macroeconomics are closely related. All of our daily microeconomics decisions have an effect on the wider world around us.

Another way to look at the science of economics is to ask ‘what’s it good for?’ Economists don’t all agree on the answer to this question. Some practice positive economics. They study economic data and try to explain the behavior of the economy. They also try to guess economic changes before they happen. Others practise normative economics. They suggest how to improve the economy. Positive economists say, ‘this is how it is’. Normative economists say, ‘we should...’.

So what do economists do? Mainly, they do three things: collect data, create economic models and formulate theories. Data collection can include facts and figures about almost anything, from birth rates to coffee production. Economic models show relationships between the money people earn and unemployment. From this information, economists try to make theories which explain why the economy works the way it does.

2. Match the words with the definitions.

- | | |
|------------------|--|
| 1. budget | a) the people who control a country and make laws |
| 2. business | b) information |
| 3. convenience | c) company that sells goods or services |
| 4. data | d) easiness |
| 5. demand | e) the amount of money you have for something |
| 6. government | f) how much people want something |
| 7. inflation | g) the number of people without work |
| 8. resources | h) something such as money, workers or minerals |
| 9. trade-off | i) rising prices |
| 10. unemployment | j) giving away something in exchange for something |

V. Listening Comprehension

1. Listen to three people talking about their careers. Which person is at the beginning, in the middle and at the end of their career?

2. Listen again. Which of the phrases with the word “career” does each person use? Which of the experiences do you think are common?

3. Listening “Changing jobs”

A) Listen to part one and match the two parts of these expressions. Then put the expression into these groups.

- a) TV programmes b) jobs c) types of company

- | | |
|---------------|-------------|
| 1. finance | a) channels |
| 2. television | b) channels |
| 3. music | c) business |
| 4. children's | d) business |

5. movie
6. chocolate pudding
- e) channels
f) director

B) Melissa Foux is the Finance Director of CSC Media Limited, a television company. Listen to the first part of the interview and answer these questions.

- 1) How does she describe her current company?
- 2) What was her previous job?
- 3) Why is it easy to move from sector to sector in the finance world?

C) Listen to the second part and complete this extract.

When I was a student, although I was studying _____ 1), I thought I would like to do something _____ 2) afterwards, and I actually did a summer _____ 3) with one of the big _____ 4) firms, which was an excellent way to get an _____ 5) of what the job would be like. I started off as an auditor, and it was through that _____ 6) that I got my first job.

D) Listen to parts one and two and replace the verbs in italic with infinitive forms of verbs that Melissa Foux actually uses. (One of the verbs she uses is a multiword verb.)

1. transfer from sector to sector
2. do a subject at university
3. perform an internship
4. gain an understanding of something
5. begin as an auditor
6. obtain a job

E) Melissa is asked if she has had any good advice during her career. Listen to the third part and number these points in the order in which she mentions them.

- a) maintain clarity
- b) be able to see the key point and the key decision you have to make
- c) do not overcomplicate things

F) Listen to parts three and four. Choose the correct alternative to replace the expression in *italics* so as to keep the closest meaning.

1. I think the thing that stands out is, really, not to overcomplicate things.
 - a) make things easier
 - b) make things too difficult
 - c) keep things the same
2. Especially in the finance world, people can get bogged down in a lot of detail.
 - a) up to their ankles in
 - b) tiring out by
 - c) overloaded with
3. And it's important to try and maintain clarity and always be able to see above all the numbers.
 - a) keep things clear
 - b) keep things interesting
 - c) keep things difficult
4. What I found, in coming across people who have applied for positions in the companies I've worked in.

a) meeting b) interviewing c) employing

5. The key difference is people who've done a lot of research on the companies that they've applied to.

a) asked for more information about b) asked to join c) asked to leave

6. So I say, research is the key.

a) the least important thing b) one of the most important things c) the most important thing

G) In groups, discuss these questions.

1. What do you hope to do in the future in your career?

2. Do you think there is an ideal career for you? What is it? Why?

3. What is the best advice you have been given during your career or your studies?

VI. Skills "Telephoning: making contact"

1. What kinds of phone calls do you make in English? What useful telephone expressions do you know?

2. Listen to three phone calls and answer these questions.

1. What is the purpose of each call?

2. Do the callers know each other?

3. Listen to the first call again. Complete the expressions on the right so they have the same meaning as the ones on the left.

1. Can I talk to _____?

I'd _____ to _____.

2. Just a moment _____

Thank you. _____.

3. I'll connect you.

I'll _____.

4. Am I speaking to Carina Molenaar?

Hello. _____ Corina Molenaar?

5. Yes, it's me.

_____.

6. The reason I'm calling is _____

Yes, I'm _____ your advert _____

7. Can I have your name and address?

_____ your name and address, please?

4. Listen to the second call again and complete this extract.

A: Hello. _____ to Giovanna, please?

B: _____ she's not here at the moment. Can I _____ a _____?

A: Yes, please. _____ Johan from Intec. _____ you _____ her

I won't be able to _____ the training course on Saturday? She can

_____ me _____ if there's a problem. I'm _____ 0191 498 0051.

5. Listen to the third call again. Choose the phrases the speakers use.

Matt: Hello, Matt speaking.

Karl: Hi, Matt. Karl here.

Matt: Oh, hello, Karl. How are things / you?

Karl: Fine, thanks. Listen, just a quick word / question.

Matt: Yeah, go ahead.

Karl: Do you think you could give me / let me have the other number for Workplace Solutions? I can't get through to them. Their phone's always busy / engaged.

Matt: I've got it here / right in front of me. It's 020 9756 4237.

Karl: Sorry, I didn't hear / catch the last part. Did you say 4227?

Matt: No, it's 4237.

Karl: OK. Thanks. Bye.

Matt: No problem / Don't mention it. Bye.

6. Study the Useful language box below. Then role-play the phone calls.

Role play 1

Student A: You work at Lochlin plc. You receive a call for your colleague, Jamie Vincent. Jamie is not in the office at the moment. Take the caller's details and say that Jamie will call them back.

Student B: You are Jamie Vincent. Telephone the person who called about the job advertisement. Offer to send an application form. The closing date for applications is in two weeks' time.

Role play 2

Student A: You want to attend the computer training course which you saw in the advertisement below. Call and ask for Alex Frantzen.

Student B: Some time later, Alex Frantzen calls you back. You want to know more about the course and when the next one starts. Also ask about when you need to register for the course.

Useful language

MAKING CALLS

Could I speak to Carmela Cantani, please?

Yes, this is Erika Mueller from KMV.

Is this the sales/finance/marketing department?

I'm calling about ...

Could you transfer me to the IT department, please?

Could you tell him/her that I called?

Could you ask him/her to call me back?

Can I leave a message, please?

RECEIVING CALLS

Who's calling, please?

Could you tell me what it's about?

I'll put you through.

Can you hold?

He seems to be with someone right now. Can I get him to call you?

I'm afraid there's no answer. Can I take a message?

I'm sorry, there's no answer. I can transfer you to his/her voice mail.

VII. Self-directed work

Reading 1

Read this article from the Financial Times by Rhymer Rigby and answer the questions

Before you read

Is it part of your career plan to work abroad one day? If you have worked abroad, was it good for your career? Why? / Why not?

Working abroad
By Rhymer Rigby

A period overseas is seen by many as an important addition to your CV. But how do you make sure that it really works to your advantage?

1 _____

"Think carefully about the job," says executive coach, Nicola Bunting. "Does it fit in with your career goals or are you being attracted by the lifestyle? Also before you go, you need to have a re-entry plan." Kevan Hall, chief executive of the international people management group, Global Integration, says you shouldn't underestimate the culture shock. "Go out there beforehand. See what you're getting into."

2 _____

Nigel Parslow, UK managing director of Harvey Nash executive search, says staying where you are may not be possible if you work for an organisation that has overseas operations. He adds that the experience you gain is also very attractive.

3 _____

The biggest is family. This can be particularly hard for people in the middle of their careers who may have children at school. Ms Bunting says: "There's your partner's career too. Some people's spouses try and commute back and I'd really advise against this as it makes an already stressful situation even more difficult."

4 _____

Mr Hall says: "There's been a power shift to Asia, and that, coupled with low growth in America and Europe, means that particularly if you're ambitious you might want to spend some time there."

5 _____

Many people say two to three years. But this will vary according to the country and organisation. Mr Parslow thinks so that if you spend too long abroad, you can end up with a not entirely positive expat* label attached to you.

* An expat is someone who lives and works abroad often for a long period.

Exercises

1. Find the correct place in the article for each of these questions.

- a) Is there an ideal length of time?
- b) What about the destination?
- c) What are the advantages and disadvantages?
- d) What are the personal considerations?
- e) What should I consider before I go?

2. Look through the whole article and match each person with their organisation and their opinions/advice. (Each person has more than one opinion / piece of advice.)

Persons	Organisations	Opinion / Advice
1. Nicola Bunting	a) Global Integration	a) Don't stay abroad too long.
2. Kevan Hall	b) Harvey Nash	b) Make sure the overseas job suits your career goals.

3. Nigel Parslow	c) not mentioned	c) Think about your partner's career.
		d) Don't underestimate the culture shock.
		e) You may have no choice about going abroad or not.
		f) Think about what you will do when you get back.
		g) Go to work in Asia.
		h) Go to the place beforehand to check it out.

3. Read paragraph 2 and decide if these statements about expressions are true or false.

If you ...

- a) consider if a job fits in with your career goals, you think about the long-term consequences of taking the job.
- b) go to work abroad and have a re-entry plan, you have an idea about what you are going to do when you get back.
- c) underestimate something, you give it more importance that it really has.
- d) suffer from culture shock, you find it easy to get used to another culture.
- e) get into a situation, you get involved in it.

4. Find the answers to these questions in paragraphs 4, 5 and 6. Start your answers with Because ...

When considering a job abroad ...

- a) why is it especially hard for people in the middle of their careers?
- b) why should married people consider the issues carefully?
- c) why is it a bad idea for the husband or wife to commute back to the home country?
- d) why is Asia a good place to go and work for a while?
- e) why is it a good idea not to stay there too long?

Over to you 1

Imagine that a colleague of yours is going to work or study abroad for two years. What advice would you give them?

Over to you 2

Some say that the business world is becoming more or less the same everywhere and that people should have less and less trouble adjusting to work in a new country. Do you agree or disagree? Give your reasons

Reading 2

Read this article from the Financial Times by Lucy Kellaway and answer the questions.

Before you read

In a performance review or performance appraisal, your boss tells you how well you are doing your job, and things that you must improve. Are these reviews useful? Why? / Why not?

If you're a student, what forms of appraisal are there for your work?

It's time to sack job appraisals

By Lucy Kellaway

Last week an e-mail went round the office asking for suggestions on ways to improve our performance appraisal system. My suggestion is dead easy and dirt cheap: get rid of the whole thing and replace it with nothing at all.

Over the past 30 years, I have been appraised 30 times - as banker, journalist and nonexecutive director. I've lived through the fashion for long, complicated forms. I've also survived the fashion in which appraisals are called "career chats". I've done appraisals across a table, on a sofa, even over a meal.

But I have never learnt anything about myself as a result. I have never set any target that I later hit. Instead I always feel as if I am playing a particularly bad party game that isn't fun and that doesn't answer the most basic question: am I doing a good job? The resulting form is then put on file even though you know from experience how much attention will be paid to it later: none at all.

At least I've only had to suffer one side of the process. I have never - thank goodness - had to appraise anyone else. This must be even worse, as you have to perform the same operation with each employee in turn. You have to let people believe they are doing more or less okay, because it's too tiring to tell them that they aren't doing okay at all.

Exercises

1. Read through the whole article. Is the writer for or against job appraisals?

2. Complete the table with words from paragraphs 1, 2 and 3.

Verb	Noun
suggest	
	improvement
appraise	
	replacement
	survival
target	
	answer
file	
experience	

3. Now match the nouns in Exercise 2 to their definitions.

- what you give when someone asks a question
- when something gets better

- c) something that takes the place of another
- d) the act of giving an opinion about someone or something
- e) something that you aim at or for
- f) advice about what to do
- g) sheets of paper with information, kept together
- h) knowledge of what has happened in the past
- i) continuing to exist, despite difficult conditions

4. Choose the correct alternative to complete these statements about the expressions in *italic* from paragraphs 2 and 3.

1. If something is *dead easy*, it is...
 - a) not so easy.
 - b) very easy.
 - c) quite easy.
2. If something is *dirt cheap*, it is ...
 - a) very cheap.
 - b) quite cheap.
 - c) not at all cheap.
3. If you get rid of something, you ...
 - a) keep it.
 - b) throw it away.
 - c) prevent it.
4. If you live through something, you...
 - a) experience it.
 - b) ignore it.
 - c) realise it.
5. If something is *complicated*, it is...
 - a) easy.
 - b) nice.
 - c) difficult.
6. A *chat* is a type of ...
 - a) speech.
 - b) interview.
 - c) conversation.

5. Match the verbs from paragraph 3 with the things that they go with.

- | | |
|-----------|-----------------------------|
| 1) learn | a) a party game |
| 2) set | b) something on file |
| 3) play | c) a basic question |
| 4) answer | d) a target |
| 5) put | e) attention to something |
| 6) pay | f) something about yourself |

6. Read paragraphs 3 and 4 and decide if these statements are true or false.

The writer of the article...

- a) found out things about herself thanks to job appraisals.
- b) set targets for herself, but didn't hit them.
- c) compares job appraisals with party games.
- d) has found out if she has done a good job during job appraisals.
- e) has done job appraisals of people working for her.
- f) thinks that it's easy to tell people that they are not performing well.

Over to you 1

After reading the article, do you think that performance appraisals are a) less useful, or b) more useful than you did before you read it? Give your reasons.

Over to you 2

Give suggestions on how to tell an employee in a performance appraisal that their work is not good enough.

Reading 3

Before you read

You are going to read an article about how to get a job abroad. Before you read match a word on the left with a word on the right to make a collocation.

- | | | | |
|---------------|--------------|------------|-------------------|
| 1 career | a) process | 5 degree | e) letter |
| 2 work | b) language | 6 cover | f) an application |
| 3 foreign | c) placement | 7 short | g) subject |
| 4 application | d) ladder | 8 withdraw | h) list |

Cultural Chameleons

In today's competitive job market, not spending time abroad can seriously damage your chances of climbing the career ladder. It is no surprise then that more and more graduates and professionals are looking for opportunities to live and work in a foreign country.

With record numbers of workers hoping to relocate, it is no longer enough to have done a work placement abroad or to speak a foreign language. "This is no longer something that makes you different," says Nannette Ripmeester, director of Expertise in Labour Mobility. "It is something employers expect."

But even if you are a strong candidate, the application process for foreign jobs is far from straightforward. The EU has introduced the Euro CV to standardise application procedures throughout Europe, but Ripmeester believes that a culturally adapted CV is better. "What do I mean by that? For example, in the UK, it is customary to add hobbies and interests at the bottom of the page. In Italy however, that information is not necessary."

When you write your CV it is also a good idea to check whether a photo is necessary and whether an English-language CV should be written in American or British English. Another point to think about is whether or not employers will recognise your degree subject, especially when you have studied a subject, such as

Wireless Network Systems, which doesn't necessarily translate into another language and culture.

You also need to consider the cover letter, the first thing that an employer will read. Approaches differ from country to country: get the CV right but the cover letter wrong and you destroy your chances of getting short-listed for interview because the cover letter is the first thing that an employer will read. The British usually write long letters to draw attention to relevant sections on the CV, the Italians want one or two sentences and the French expect candidates to handwrite detailed letters which may be analysed by handwriting experts.

When it comes to interviews, make sure you know about the work culture and understand the importance different countries place on language and speech. For example, the French use short sentences and hate silence, while Scandinavians have a deep respect for pauses. You may think these points are not important but by not paying attention, you are showing that you do not respect the culture of the country you wish to work in.

Making a mistake at the interview is something Sarah Hall knows all about. She is from Liverpool in the UK and has worked in Germany, Sweden and Spain. "My advice is be aware of 'culture clash.' In Britain there is usually a maximum of two interviews. In southern Europe they will call you back for a third or fourth interview. I lost a very good job in Spain when I thought they weren't serious. I withdrew my application because they asked me to go for a fourth interview. Looking back, I now realise they were doing as they always do. I behaved wrongly."

"It's important to show that you understand the working culture. Adapting a similar style of dress to your co-workers, eating the kind of food they eat, enjoying similar activities - these things help to win trust and respect."

"Think of yourself as a cultural chameleon, mirror the kind of messages you get about communication and appearance. People like people who remind them of themselves, and nobody likes what they don't understand."

Exercises

1. Read the article and mark the sentences T (true) or F (false). Change any false sentences to make them true.

1. To have a successful career these days you need to have experience of working abroad.
2. A work placement abroad will help your application attract attention.
3. Nannette Ripmeester thinks that the Euro CV is the best kind of CV to use when looking for a job.
4. You need to check that your employers will recognise your degree subject.
5. CVs are more important than cover letters.
6. A cover letter in France may be studied by a specialist.
7. Sarah Hall withdrew her application for a job in Spain because she didn't like the questions in her interview.
8. When working abroad you should behave in a similar way to those around you.

2. In small groups discuss the questions.

1. Which countries would you like and not like to go and work in?
2. What problems do you think people who work abroad have?
3. Do you think working abroad is essential for a successful career? Why / Why not?

3. Read the extracts from an article on living abroad. Find the correct heading for each extract. Use the words in the boxes to fill in the space

Health

Opening a bank account

Mobile phones

Accommodation

bills	notice	contract	deposit
-------	--------	----------	---------

1. Perhaps the most difficult thing to organize is where you are going to live. Your employer might help you find an (1)_____ or it might even be provided for you. The best advice is to start looking before you go. Use the Internet to look for places to rent and post your own advert on bulletin boards. It is important to view anywhere though before you sign a (2)_____ and give a large (3)_____ to a landlord. You also need to check whether or not the utility (4)_____ are included and how much (5)_____ you need to give when you want to move out. Many people choose to live with a local family as a way to learn about the culture of the country they are in.

credit cards	salary	overdraft
--------------	--------	-----------

2. To open a bank account in another country you will need to show your passport, proof of earnings, proof of your address and residency. It is also likely that you will be expected to show proof that your monthly (6)_____ will be paid into this account. Remember that rules regarding banks are not the same in every country. You have to pay for an (7)_____ on your account in France, and the rules on (8)_____ can differ greatly, make sure you check before you sign up!

check-up	insurance scheme	national health service
----------	------------------	-------------------------

3. In most countries you have to pay for medical treatment. For trips of up to three months in Europe, the European Health Insurance Card may allow you to be treated for free by the (9) _____ of the country you are in. Your employer may have an (10)_____ that you can join or you might want to take out your own insurance policy. This will help you if you need to see a doctor while you are abroad. You may need to register with a doctor and you may also need to have a (11)_____.

top-ups	landline	contract	number
---------	----------	----------	--------

4. In many countries, the process of buying a mobile phone is straightforward: you choose the phone and the provider you want, you are then given a (12)_____. Italy is one exception, where you will need your national ID card and your tax code. When you don't know how long you are planning to live in the country, many people choose prepaid packages that allow (13)_____. This means you can cut off the service when you want without worrying about being

tied into a (14)_____. These days many providers also offer wireless Internet access meaning you won't need to have a (15)_____ put into your flat or apartment.

4. Look at the eight pieces of advice for people who are going to live abroad. For each set of four match the beginning with the correct ending.

1. You might have to pay two month's rent	a) for free with most banks.
2. When you move out of a flat	b) your landlord will check the inventory.
3. You can have an overdraft	c) to withdraw money from a cash point.
4. You can use your bank card from home	d) as a deposit before you move into a flat.
5. You need to be registered with a doctor	e) broadband access in the area where you live.
6. Most employers include medical insurance	f) means you don't need to sign a contract for your mobile phone.
7. Using top-ups	g) to get medical treatment.
8. You need to check that there is	h) as part of their employment package.

Which pieces of advice are true for your country? Which are different? What other advice and information could you give? Compare your answers with a partner.

Unit 20 Companies

'Corporations are not things. They are the people who run them'
Charles Handy, Irish management guru

I. Topical Vocabulary

1	head office	головний офіс, управління (компанії, корпорації)
2	market share	доля ринка (питома вага на ринку даного товару (продукції компанії))
3	net profit	чистий прибуток
4	parent company	материнська компанія, компанія-засновник
5	subsidiary	дочірня компанія
6	share	акція
7	share price	курс акцій, біржовий курс
8	turnover	обіг
9	workforce	робоча сила, трудові ресурси
10	costs	витрати
11	tax	податок
12	financial performance	фінансовий результат, фінансовий стан (характеристика ефективності діяльності підприємства)
13	all-time high	незвично високий рівень; постійно високий (про ціни і т.п.)
14	strong demand	високий попит
15	cash flow	грошовий потік
16	CEO (Chief Executive Officer)	генеральний директор (компанії); керівник підприємства;
17	shareholder	акціонер
18	board of directors	рада директорів; правління; адміністрація
19	chairperson / chairman	голова (зборів тощо)
20	policy decision	стратегічне рішення
21	a family-owned company	родинна компанія
22	a multinational company	міжнародна компанія
23	to be self-employed	працювати на себе
24	enterprise	підприємство
25	corporation	корпорація
26	profitable	прибутковий, вигідний, дохідний
27	failing	збитковий
28	bankrupt	банкрут
29	pharmaceuticals	фармацевтичний
30	sustainability	стійкий розвиток, стійкість

31	chart	діаграма, графік, схема, таблиця
32	company officer	посадова особа компанії
33	lay off	звільнити з роботи (тимчасово)

II. Starting up

1. Say which adjectives and verbs could come in front of the word company. Use the initial letters of the words on the left as clues.

F...

M...

S...

M...

P...

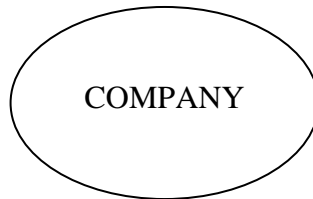
F...

B...

W...

S...

Ch...



2. Which of these companies do you or would you like to work for?

- 1) a family-owned company
- 2) a multinational company
- 3) your own company (be self-employed)

Think about such points as: work environment, pay, promotion possibilities, and job security. Then compare your answers with the information below.

Work environment: May be more friendly in a small family business. But some family-owned businesses are multinationals with thousands of employees, and the environment may not be that different to working in an ordinary multinational. Self-employed people working on their own sometimes complain about feeling isolated. You may feel more in control running your own company, but there again, if you have employees to look after, this can be a big responsibility.

Pay: Small family companies may or may not pay good wages and salaries. One issue here is that when multinationals come to an area with low unemployment, they may make it more expensive for firms in the area to employ people in office or factory jobs. On the other hand, some multinationals are well known for paying very low wages to people in places such as fast food outlets. The pay of self-employed people, of course, varies enormously.

Promotion possibilities: There will be fewer opportunities for promotion in family companies, especially if family members are in key positions. Multinationals will probably offer more scope - the fast-food worker may become a branch manager and possibly go even further, but examples of top managers who have risen all the way from shop-floor level are rare.

Job security (= probability that you will keep the job): Family companies may hesitate longer before laying people off out of a feeling of responsibility towards their employees. Multinationals have had different attitudes towards laying people off, but companies in general are probably quicker to lay people off than before.

3. Can you name a company in each of these business sectors? Is there one that you would like to work for?

Telecommunications/Media	Banking and finance	Food and drink
Engineering	Transport	Retailing
Pharmaceuticals/Chemicals	Manufacturing	Another service industry
Construction	IT/Electronics	Tourism

III. Vocabulary and Speech Exercises

1. Complete the chart with the information in the box below. Then write sentences about the companies.

Example: Cisco Systems is an American company which supplies Internet equipment.

American Express	container-ship operator	fashion/retail	Finnish
Japanese	Korean	Nokia	oil and gas
		pharmaceuticals	Toyota

Company	Main activity	nationality
Cisco Systems	Internet-equipment supplier	American
	Car manufacturer	
Inditex		Spanish
	Travel and financial services provider	American
Roche		Swiss
Samsung	Electronic-goods maker	
	Telecommunications	
Hapag-Lloyd		German
Petrobras		Brazilian

2. Complete the sentences below with the words and phrases in the box.

head office	market share	net profit	parent company
share price	subsidiary	turnover	workforce

- The amount of money a company receives from sales in a particular period is called its ...
- The money a company makes after taking away its costs and tax is its...
- A company which owns another company is called a...

- 4 The employees in a particular country or business are called the ...
 5 The percentage of sales a company has in a particular market is its ...
 6 The main building or location of a large organisation is its...
 7 The cost of a company's shares is its ...
 8 A company which is more than 50% owned by another company is called a ...

3. Complete this extract from a company report with appropriate words or phrases from the box in Exercise 2.

Financial performance

I am pleased to say the 1) _____ has continued its excellent performance. We are changing, growing and doing well at a difficult time for the industry. 2) _____ was €57.2 million, an increase of 15% on last year, and 3) _____ rose by 5% to €6.4 million.

We are a highly competitive business. We have increased our 4) _____ to 20%. Consequently, our 5) _____ has risen and is now at an all-time high of €9.6.

Increased production and strong demand have had a positive effect on our cashflow, so we are able to finance a number of new projects. We have successfully moved to our new 6) _____ in central London. We are now planning to start full production at the recently opened Spanish 7) _____ in October.

Finally, thanks once again to our loyal and dedicated 8) _____. Our employees will always be our most valuable asset.

4. Use the prepositions at, by, for, in, of, to and on to complete the extract from a company report.

PINELCOM

Financial performance

Pinelcom is committed 1) _____ creating and delivering value – value to its customers, value to its employees and value to the region. Our success in moving towards this goal is most evident in the financial results for this year. Turnover 2) _____ the close of the year was €83,5 million, that is an increase 3) _____ 12 per cent over the previous year, and profits rose 4) _____ 6 per cent 5) _____ €7,3 million. In spite of fierce competition, we have increased our market share to almost 25 per cent. As a result, our share price has risen and is now 6) _____ an all-time high 7) _____ €11,6.

A huge increase 8) _____ production and rising demand have had a positive effect 9) _____ our cash flow. We are planning to start full production 10) _____ our recently opened Polish subsidiary 11) _____ May.

Finally, I would like to congratulate our staff on their outstanding performance. Thank you all once again 12) _____ your continuing support of the company.

5. Match the companies to the industry sector they belong to.

1. Lenovo, Apple, Dell, Microsoft	a) Electrical / Electronics
-----------------------------------	-----------------------------

2. Bayer, Johnson & Johnson, Novartis	b) Engineering
3. BMW, General Motors, Nissan, Toyota	c) Banking and finance
4. HSBC, ING	d) Pharmaceuticals / Chemicals
5. LG, Nokia, Samsung, Siemens	e) IT (Information Technology)
6. AP Moller-Maersk, Qatar Airways, Ryanair	f) Retail
7. Ikea, Tesco, Wal-Mart, Zara	g) Transport

6. Read the sentences and write the missing words.

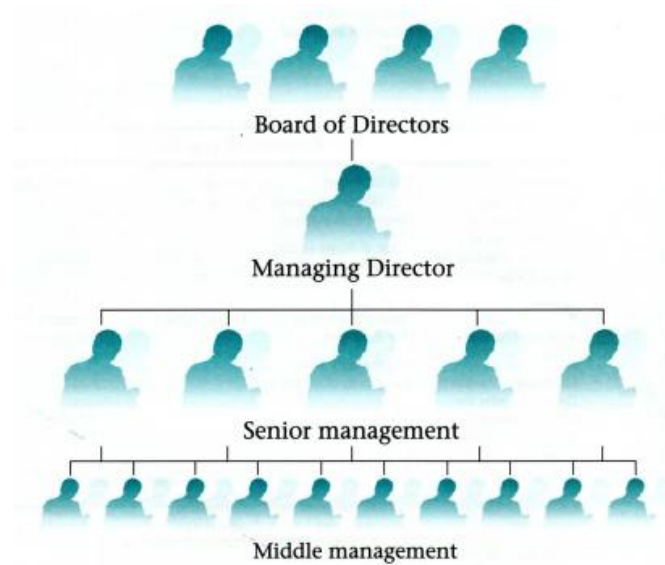
- Human r _ _ _ _ _ c _ _ s deals with employees, keeps their records and helps with any problems they might have.
- If someone is _ _ _ f-e _ _ _ _ oy _ _ , it means that they don't work for only one company.
- Cisco Systems is a famous American IT company which _ _ pp_ _ _ _ Internet equipment.
- A company which owns another company is called a _ _ r _ _ _ company.
- A _ _ bs _ _ _ _ _ _ is a company which is more than 50 per cent owned by another company.
- The main building or location of a company or organisation is its _ _ _ d o _ _ _ _ e .
- Banking and tourism belong to the _ _ _ v _ _ _ industry.
- All the people who work in a particular country, industry, or factory are called the _ _ _ kf _ _ _ _ .

IV. Reading Comprehension

Text 1

Company structures

Most companies are made up of three groups of people: the shareholders (who provide the capital), the management and the workforce. The management structure of a typical company is shown in this organisation chart.



At the top of the company hierarchy is the Board of Directors, headed by the Chairperson or President. The Board is responsible for policy decisions and strategy. It will usually appoint a Managing Director or Chief Executive Officer, who has overall responsibility for the running of the business. Senior managers or company officers head the various departments or functions within the company, which may include the following:

- a) Marketing
- b) Public Relations
- c) Information Technology or IT
- d) Personnel or Human Resources
- e) Finance
- f) Production
- g) Research and Development or R & D

Text 2

Two different organisations

1. Discuss the statement 'Companies should be owned by their employees.'

2. Work in pairs. As you read, make a note of the key points about your company in the chart below.

Student A: Read Article 1.

Student B: Read Article 2.

Tata	John Lewis
India's biggest company	Owned by its employees

Article 1

India: Tata's search for a new CEO

by Joe Leahy in Mumbai

Mr Tata, Chairman of India's biggest company, is expected to retire – yet again – in two years. But this time things look different. The group appears ready to move on, formally announcing last month that it has set up a special committee to look for a new CEO.

Instead of simply choosing the most obvious successor, the group has said it will consider all candidates for India's biggest corporate job. In a country where companies are often controlled by influential families, the idea of an outsider,

particularly a foreigner, controlling a group of Tata's size and reputation is revolutionary.

At risk is more than the future of the Tata Group, though this is very important to the national economy. With its 100 subsidiaries – including India's biggest private-sector steel company, its biggest information technology outsourcing company and its biggest automotive producer - it is also the country's first true multinational, with 65 per cent of its \$71 bn in revenue generated overseas.

Analysts question whether Tata can create an example for corporate India of orderly transition from family leadership to professional management. "There's a feeling if an outsider, especially a foreigner, took over a group as complex as Tata, it would be disastrous," says a banker who knows the company.

However, some critics argue that introducing professionals would help to break down a reputation for weak management in large, family-run companies.

Article 2

Is John Lewis the best company in Britain to work for?

by Jon Henley

It is owned by its employees – or partners - who have a say in how it is run and receive a share of the profits. Surely this is the way every organization should be run?

It's just before opening time on bonus day at John Lewis and, boy, are we excited. Up and down the country, the 69,000 people who work for the nation's favourite retailer are gathered, impatient. A specially chosen staff member opens an envelope and reads out a number. Fifteen per cent. It's the percentage of their salary that each John Lewis employee takes home as that year's bonus.

If a product is on sale in a John Lewis store, you know you can trust it. Plus you can be sure you'll be served by someone who really knows what they're talking about and, most unusually of all, is eager to help.

Unlike other high-street names, John Lewis is owned by its employees, each of whom has a say in its running and a share in its profits. This is Britain's largest example of worker co-ownership. Its purpose is "the happiness of all its members, through their worthwhile and satisfying employment in a successful business".

"It's a good company to work for", says Pedro, a Waitrose* chef. "I didn't realise how good until I joined." Employer-employee relations at John Lewis, says Nicola McRoberts, "are completely different. They want you to be happy."

A veteran of five years, Kirsty Reilly, in womenswear, speaks of the "passion and commitment" that come from "being engaged, because you have a shared interest in making sure it works, for you and for the people you work with."

* A supermarket chain, part of the John Lewis group.

3. Compare and contrast the two companies.

Example: Tata is an Indian company, but John Lewis is a British company.

4. Discuss these questions:

- What are the good and bad points of bringing in someone from outside to run a family owned business?
- Do you know of any company like John Lewis in your country? If so, how successful is it?

V. Listening Comprehension

A successful company

1. Listen to the first part of an interview with Susan Barratt, the Chief Executive Officer of Nature's Way Foods, and correct the six mistakes in this paragraph.

Nature's Way Foods is a drinks-manufacturing company based on the east coast of Ireland. They put chilled product, the majority of which is milk and cheese, into various types of packaging for the major retailers and various food-service companies in Ireland.

2. Listen to part one and find the following.

1. an adjective meaning cold or cooled
2. a four-word expression meaning most of which
3. a word that means different
4. a word for what food is wrapped in
5. a two-word expression used for the chains in item 6 below
6. the names of three supermarket chains that sell food to consumers
7. a three-word expression that includes the chain in item 8 below
8. the name of a fast-food restaurant chain

3. Listen to the second part, where Susan talks about the reasons for the company's success, and complete these notes with one word in each gap.

First reason for success: the 1) _____.

- Health – desire to eat healthy 2) _____.
- Convenience – 3) _____-poor.
- Sustainability – low level of food 4) _____.
- Indulgence – diet Monday to Friday, but have several pieces of cake on Friday night.

Second reason for success: the way they 5) _____ the business.

- High- 6) _____ business.
- Produce hundreds of 7) _____ of units.
- Need to be very 8) _____ in the way they produce them.
- Invested heavily in 9) _____ and processes.

4. Listen to part two and complete the table with words that Susan Barratt uses.

noun	adjective
	healthy
	convenient
	sustainable

	indulgent
efficiency	

5. Match the adjectives in Exercise 4 to their meanings in this context.

- easy to prepare, use, etc.
- using the least possible amount of time, effort, money, etc.
- allowing someone to eat something that tastes good but may be unhealthy
- able to continue into the future
- good for your body

6. Listen to the third part and answer these questions.

- What two things has Susan enjoyed the most when running a company?
- What does she not enjoy about running a company?

7. Listen to part three. Which of these things does Susan Barratt mention?

Someone who runs a company . . .

- should set strategy
- should set clear goals
- should be an expert in accountancy and finance
- should get people to work together as a team
- should socialise with their team at weekends
- might suffer from the fact that they are continuously responsible for different things
- might get lonely
- must make some decisions on their own

8. Listen to the final part and complete this extract.

I've learned a lot of lessons from the companies I've worked for. I think the key thing is that you have to make sure your 1) _____ in the organisation are engaged with the organisation and have a clear 2) _____ of what that organisation is trying to 3) _____.

If you can get that clarity of 4) _____ and 5) _____ from the people within the organisation, then that will help move the business forward in itself.

VI. Skills "Presenting your company"

1. What sort of presentations have you given? How did you feel?

2. Listen to the beginning of a presentation by Robert Pullin, Director of Human Resources at DCV Fashions, and answer these questions.

- What is the main aim of the presenter?
- What kind of audience is he probably addressing?

3. Listen again and complete this paragraph.

- 1) _____ I'll give you some basic information about DCV Fashions.
 2) _____, I'll explain why we've been so successful in the fashion industry
 3) _____, I'll tell you about our mission statement. This describes what we're all about, why we're in business. And 4) _____, I'll explain how we communicate with people through our advertising and promotion.

4. In pairs, practise giving an introduction to your own company or one which you know well.

5. Listen to the rest of the presentation. Work in pairs and complete the information.

DCV Fashions

Head office 1) _____

Products 2) _____

Turnover (last year) 3) _____

Profits (last year) 4) _____

Reasons for success 5) _____

Advertising and promotion 6) _____

6. Number these phrases which introduce different sections of the presentation in the order in which they appear.

- a) Moving on now to our mission ...
- b) Finally, a word about ...
- c) Thanks very much for listening ...
- d) OK, some basic facts ...
- e) What's the key to our success?

7. Choose one of these topics. Work in pairs. Make your presentation and answer your partner's questions. Your audience is a group of young people from a fashion college.

- Think about your company or a company you know. Study the Useful language box below, and use the headings in the chart in Exercise 5 to help you prepare a presentation about it.

Useful language

<p>INTRODUCING YOURSELF</p> <p>Hello everyone, my name's Robert Pullin. I'm Director of Human Resources at DCV Fashions.</p> <p>Good morning, I'm Robert Pullin, Director of Human Resources, DCV Fashions.</p> <p>STATING YOUR AIM</p> <p>My purpose today is to talk to you about our company.</p> <p>Today, I'd like to talk about our new projects.</p>	<p>OUTLINING THE PRESENTATION</p> <p>First, I'll give you some basic information.</p> <p>Next, I'll talk about our products.</p> <p>Then, I'll discuss the reasons for our success.</p> <p>Finally, I'll tell you about our advertising and marketing.</p> <p>INTRODUCING NEW INFORMATION</p> <p>Here are some basic facts.</p> <p>Here are some key facts about our company.</p>	<p>CHANGING TO A NEW SECTION OF THE TALK</p> <p>Moving on now to our mission.</p> <p>OK/Right. What about our distribution system?</p> <p>ENDING THE PRESENTATION</p> <p>Thanks very much for listening to my presentation.</p> <p>Thanks for coming to my talk. Are there any questions?</p>
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Use the facts provided in the table to make a presentation about Moda International Fashion Group (MIFG).

MIFG Data	
Head office	Milan, Italy; founded in 1978
Turnover (last year)	€286 million (increase of 10.4% compared with previous year)
Products	Makes and sells clothing, designer shoes, handbags, giftware Target consumer: 20-35-year-olds
Number of stores	28 in Italy, 35 internationally
Workforce	1,800 employees
Reasons for success	Strong brand image; competitive prices; excellent TV advertisements; endorsement by a famous, young Italian model
Mission	To create an exciting lifestyle for its customers
Advertising and promotion	Focuses on TV advertising and on full-page advertisements in fashion magazines

8. Match each of the headings (1-6) to one of the expressions (a-f).

1 Introducing yourself	a) Here are some key figures on our amazing growth over the last five years.
2 Stating your aim	b) That's it for today. Thank you very much.
3 Outlining the presentation	c) My name's Katie Woo and I'm Head of Marketing here at Fragrant Perfumes.
4 Introducing new information	d) My talk is divided into four parts

5 Changing to a new section of the talk	e) I'm here to tell you about our exciting new products to be launched next year.
6 Ending the presentation	f) That's all I have time for on lipstick. I'll move on now to shampoo.

9. Work in groups of three. The directors of three new Internet start-ups make presentations about their companies to possible investors. You are one of the directors. Use the notes to make a presentation about your company.

	Linkalot	Vidcall	Source-it
Based	Hoxton, London	Stockholm, Sweden	Riga, Latvia
Nature of site	Social networking	Video calls using the Internet	Putting suppliers and buyers in touch with each other
Users	Young professionals aged 25–40	Businesses and individual consumers	Businesses in cars, electronics and construction
Current source of investment	Friends and family	Loan from a Swedish bank	Grant from (=money given by) the European Union
Amount already invested	€200,000	€550,000	€1.1 million
Purpose of new investment	Employ 10 new programmers	Develop new video technologies	Move into a bigger building with the most up-to-date equipment
Amount required	€1 million	€1.5 million	€1.9 million

VII. Self-directed work

Reading 1

Read this article from the Financial Times by Stefan Stern and answer the questions.

Before you read

What's the best way to keep a company's employees happy and motivated?

The real value of managing information and people

By Stefan Stern

SAS has been a pioneer in the business of "analytics". This involves not just gathering information, but also processing it and getting the value from it. Its chief executive, Jim Goodnight, says: "When the economic downturn started I told everyone there would be no job losses, that we might have lower profits but that was fine with me," he says. "If didn't care because I prefer keeping everybody's jobs. I think everybody actually worked harder to save money, to cut expenses, to try to bring in more revenue, and we actually ended up growing last year by 2.2 per cent. I always say if you treat people like they make a difference they will make a difference."

SAS has just been named by Fortune magazine as the best company to work for in the US. The on-site perks and benefits at SAS headquarters are remarkable. Medical care, childcare, sports centres, massage, food, hairdressers and a 35-hour week: these all form part of the employee package.

There is a downside. SAS does not pay the highest wages in its sector. But it is a successful business with low staff turnover. Most employees seem happy with the deal, which is designed to make working life easier. It is these software programmers who in turn keep SAS's clients happy.

Exercises

1. Look through the whole article. Which organisation is it about?

2. Complete these statements with words from paragraph 1, as they are used in the article.

- a) A _____ is a person or organization that does something that has not been done before. (7 letters)
- b) If you collect information, you _____ it. (6 letters)
- c) If you _____ information, you try to make it easier to use, understand, etc. (7 letters)
- d) An economic _____ is a time when business activity goes down. (8 letters)
- e) You say that something _____ happened when you want to talk about what really happened, not what might have happened. (8 letters)
- f) _____ is another word for 'costs'. (8 letters)
- g) _____ is money from sales. (7 letters)
- h) If you _____ people in a particular way, you manage them in that way. (5 letters)

3. Read paragraph 1 and choose the best summary.

SAS got through the economic downturn...

- a) but profits increased and some employees lost their jobs.
- b) but it made a loss; however, everyone kept their jobs.
- c) and the company even grew during that time.

4. Now answer these questions about paragraph 1.

- a) What does SAS do?
- b) During the downturn, why didn't Jim Goodnight worry about having lower profits?
- c) How did his employees manage to get the company to grow?
- d) What is his 'philosophy' in relation to employees?

5. Read paragraph 2. Imagine that SAS employees make the comments below. Which perk or benefit is each employee referring to?

- a) 'I like being able to leave work at 5.30!'
- b) 'If I get ill, I can always go and see the company doctor.'
- c) 'I can leave my kids in the crèche and pick them up when I leave work.'

- d) 'It's great to be able to play tennis at lunchtimes.'
- e) 'I can always get my hair cut without going into town.'
- f) 'The hamburgers are delicious.'

6. Choose the alternative with the closest meaning to the expression in *italic*.

- 1) There is a downside.
 - a) disadvantage
 - b) disagreement
 - c) disappointment
- 2) SAS does not pay the highest wages ...
 - a) earning
 - b) salaries
 - c) payments
- 3) ... in its sector.
 - a) segment
 - b) industry
 - c) area
- 4) But it is a successful business with low staff turnover.
 - a) few employees who leave
 - b) low sales per employee
 - c) few employees who sell
- 5) Most employees seem happy with the deal, ...
 - a) location and salary
 - b) healthcare and sports centres
 - c) pay and benefits

Over to you 1

Think about your own organisation or one you would like to work for. What perks and benefits would you most like to have?

Over to you 2

SAS is based on a 'campus' outside Raleigh, Virginia. (A campus is a kind of park, often on the edge of a city, where a company has its offices.) Would you prefer to work on a campus like this, or in a city centre office? Give your reasons.

Reading 2

Read this article from the Financial Times by Rachel Sanderson and answer the questions.

Before you read

What products do you think of when you think of Italian companies?

Value of being 'Made in Italy'
By Rachel Sanderson

In Palazzo Strozzi, a Renaissance palace overlooking Florence's Arno River, Ferruccio Ferragamo, owner of luxury shoe brand Salvatore Ferragamo, is explaining why his shoes are "Made in Italy". Mr Ferragamo's father, Salvatore, put handmade shoes on the feet of Marilyn Monroe and Sophia Loren, Lauren Bacall and Judy Garland. But many people might think that his son is living in different times, with rising Chinese and Indian manufacturing companies putting Italian companies out of business.

A decade ago, many economists, in Italy and outside, were convinced that the small and medium-sized businesses that make up a large part of the country's economy were in decline. The Italians could not compete with rival manufacturing countries in Asia. Their productivity was too low and too costly. But the country's exports are estimated to have grown 12, 5 per cent this year, with forecasts of 8 per cent for next year's growth.

The surge has been caused by the attraction of "Made in Italy" goods to the middle classes of rapidly growing economies, including Brazil and China. And whether it is sending furniture to Russia, textiles to Egypt, rubber and plastic products to Turkey or winemaking equipment to Chile, emerging markets are proving increasingly important for Italy's entrepreneurs.

The place where a product is made is very important for Chinese consumers. By some estimates, China is now the world's biggest luxury market. This has allowed the industry to raise prices by 10 per cent in the past 12 months. As Mr Ferragamo says, "We cannot make enough to keep up with the demand from the Chinese. They want their shoes not just made in Italy, but often made in Florence."

Exercises

1. Look through the first paragraph to find the names of:

- a) a luxury Italian shoe company.
- b) its current owner.
- c) the name of his father.
- d) the names of four actresses who have worn its shoes.

2. Choose the alternative with the closest meaning to the expression in *italic*.

- 1) A decade ago, ...
 - a) five years
 - b) ten years
 - c) twenty years
- 2) ... many economists, in Italy and outside, were convinced that the small and medium sized businesses ...
 - a) unsure
 - b) secure
 - c) sure
- 3) ... that make up a large part of the country's economy were in decline.
 - a) getting smaller and less important
 - b) getting bigger

- c) staying the same
- 4) The Italians could not compete with rival manufacturing countries in Asia.
 - a) similar
 - b) competing
 - c) helpful
- 5) Their productivity was too low and too costly.
 - a) sales
 - b) profits
 - c) output per person
- 6) But the country's exports are estimated to have grown 12, 5 per cent this year, ...
 - a) known
 - b) calculated
 - c) guessed
- 7) ... with forecasts of 8 per cent for next year's growth.
 - a) predictions
 - b) promises
 - c) plans

3. Read paragraphs 3 and 4 and decide if these statements about expressions are true or false.

- a) A surge is an increase.
- b) If something has an attraction, people like it.
- c) Emerging markets have existed as markets for a long time.
- d) Entrepreneurs are people who start new businesses and have new ideas for existing businesses.
- e) Demand for something is the amount of it that is available to buy.

4. List all the products mentioned in paragraph 3.

5. Choose the best summary of the whole article.

Italian manufacturing companies...

- a) have been successful because they have higher productivity than Chinese or Indian companies.
- b) were expected to do badly, but have been successful because of demand from emerging markets.
- c) do well because customers in emerging markets want their shoes made in Florence.

Over to you 1

Why is the place where luxury goods are made so important?

Over to you 2

Describe areas in your country that specialise in making particular goods. How are they doing now in relation to the past?

Reading 3

Philips is a major multinational company which has almost 30,000 trademarks registered worldwide. Study the organisation chart below



1. Match these products to the sectors below which they come from.

faxes mobile computing products X-ray equipment hairdryers lamps

Sectors

<p>Philips Business Electronics</p> <p>Products include:</p> <ul style="list-style-type: none"> ■ digital video-communications systems ■ 1 _____ ■ speech processing 	<p>Philips Components</p> <p>Products include:</p> <ul style="list-style-type: none"> ■ display components ■ general systems components 	<p>Philips Consumer Electronics</p> <p>Products include:</p> <ul style="list-style-type: none"> ■ video: TV, VCR ■ digital video DVD, internet, digital TV, digital cameras ■ mobile phones ■ 3 <u>mobile computing products</u> 	<p>Philips Domestic Appliances and Personal Care</p> <p>Products include:</p> <ul style="list-style-type: none"> ■ personal care: shavers, 2 _____, suncare ■ domestic appliances: vacuum cleaners, food processors, blenders, coffee makers
<p>Philips Lighting</p> <p>Products include:</p> <ul style="list-style-type: none"> ■ 4 _____ ■ lighting electronics and gear 	<p>Philips Medical Systems</p> <p>Products include:</p> <ul style="list-style-type: none"> ■ 5 _____ ■ ultrasound 	<p>Philips Semiconductors</p> <p>Products include:</p> <ul style="list-style-type: none"> ■ telecom terminals ■ emerging business e.g. Trimedia 	

Before you read

2. Decide whether you think these statements about Philips are true or false.

- 1) It is the world's second biggest electronics company.
- 2) It has produced over 100 million TV sets.
- 3) Its headquarters are in Amsterdam.
- 4) It was the first company to produce compact discs.
- 5) It is active in a small number of specialised businesses.
- 6) It provides the lights for famous landmarks such as London's Tower Bridge.

The Philips Story

The foundations of the world's biggest electronics company were laid in 1891 when Gerard Philips established a company in Eindhoven, the Netherlands, to manufacture light bulbs and other electrical products. In the beginning, it concentrated on making carbon-filament lamps and by the turn of the century was one of the largest producers in Europe. Developments in new lighting technologies fuelled a steady programme of expansion and, in 1914, it established a research laboratory to stimulate product innovation.

In the 1920s, Philips decided to protect its innovation in X-ray radiation and radio reception with patents. This marked the beginning of the diversification of its product range. Since then, Philips has continued to develop new and exciting product ideas like the compact disc, which is launched in 1983. Other interesting landmarks include the production of Philips' 100-millionth TV set in 1984 and 250-millionth Philips electric shaver in 1989.

Philips' headquarters are still in Eindhoven. It employs 256,400 people all over the world and has sales and service outlets in 150 countries. Research laboratories are located in six countries, staffed by some 3,000 scientists. It also has an impressive global network of some 400 designers spread over twenty-five locations. Its shares are listed on sixteen stock exchanges in nine countries and it is active in about 100 businesses, including lighting, monitors, shavers and colour picture tubes; each day its factories turn out a total of 50 million integrated circuits.

Royal Philips Electronics is managed by the Board of Management, which looks after the general direction and long-term strategy of the Philips group as a whole. The Supervisory Board monitors the general course of business of the Philips group as well as advising the Board of Management and supervising its policies. These policies are implemented by the Group Management Committee, which consists of the members of the Board of Management, chairmen of most of the product divisions and some other key officers. The Group Management Committee also serves to ensure that business issues and practices are shared across the various activities in the group.

The company creed is 'Let's make things better'. It is committed to making better products and systems and contributing to so improving the quality of people's work and life. One recent example of this is its 'Genie' mobile phone. To dial a number you just have to say it aloud. Its Web TV Internet terminal brings the excitement of cyberspace into the living room. And on travels around the world, whether passing the Eiffel Tower in Paris, walking across London's Tower Bridge, or witnessing the beauty of the ancient pyramids of Giza, you don't have to wonder any more who lit these world famous landmarks, it was Philips.

Exercises

3. Read 'The Philips Story' again. Why are these dates important?

a) 1891 b) 1914 c) the 1920s d) 1983 e) 1984

4. Find the figures that correspond to the following pieces of information.

Example: The approximate number of designers working for Philips: 400

- 1) The number of people working for Philips worldwide.
- 2) The number of countries with sales and service outlets.
- 3) The number of countries where Philips has research facilities.
- 4) The approximate number of scientists working in Philips' research laboratories.
- 5) The number of integrated circuits produced every day.

5. Match the words from the text with their corresponding definitions.

- | | |
|--------------------|---|
| 1) an innovation | a) a planned series of actions |
| 2) a patent | b) main offices |
| 3) diversification | c) a place or address |
| 4) a range | d) the introduction of a new idea |
| 5) headquarters | e) a selection or series |
| 6) a location | f) making different types of products |
| 7) a strategy | g) an agreed course of action |
| 8) a policy | h) the right to make or sell an invention |

6. Replace the words in italics with the words used in the text.

- 1) Gerard Philips set up (_____) a company in Eindhoven.
- 2) The company initially specialised in (_____) making carbon-filament lamps.
- 3) Developments in new lighting technologies fuelled a steady plan for growth (_____).
- 4) In 1983 it introduced (_____) the compact disc onto the market.
- 5) Each day its factories produce (_____) a total of 50 million integrated circuits.
- 6) Royal Philips Electronics is run (_____) by the Board of Management.
- 7) The Supervisory Board carefully watches (_____) the general course of business.
- 8) Policies are put into practice (_____) by the Group Management Committee.
- 9) The Group Management Committee consists of members of the Board of Management and chairmen of most of the product sectors (_____).
- 10) The Group Management Committee serves to ensure that important matters (_____) and ways of doing business (_____) are shared across the company.

Unit 21 Part I Great ideas

'All the great ideas are controversial, or have been at one time'
George Seldes, US investigative journalist

I. Topical Vocabulary

1	to agree with	погоджуватись з
2	to disagree with	не погоджуватись з
3	to discover	відкривати; довідуватися, виявляти
4	by accident	випадково
5	to have an idea	мати ідею
6	to suggest an idea	запропонувати ідею
7	to think of an idea	обмірковувати ідею
8	to develop an idea	розвивати, розробляти ідею
9	to encourage an idea	підтримувати ідею
10	to take advantage of an opportunity	скористатися можливістю
11	to raise somebody's status	підвищити статус
12	to enter a market	представити товар на новому ринку
13	to extend a product range	розширити асортимент товарів
14	to meet a need	відповідати вимогам клієнтів, продавати те, що їм потрібно
15	to make a breakthrough	зробити відкриття, прорив
16	in response to	у відповідь на
17	upmarket	високоякісний
18	to reduce waste	скоротити зайві витрати
19	to protect the environment	захищати навколишнє середовище
20	to fill a gap	заповнити нішу (ринкову)
21	to win an award	отримати винагороду
22	eventually	кінець кінцем, зрештою
23	to attempt	намагатися
24	dummy	лялька, манекен, опудало
25	rechargeable battery	батарея, яку можна перезарядити
26	gold plated	позолочений
27	bulletproof	куленепробивний
28	vending machine	торгівельний автомат
29	bullion	зливки золота або срібла
30	overheads	накладні витрати
31	resistance	опір, протидія
32	corporate venturing	корпоративне венчурне фінансування
33	entrepreneurship	підприємництво
34	intrapreneurship	внутрішнє підприємництво (підприємницька діяльність)

		всередині корпорації)
35	skunk works	маленький дослідницький відділ підприємства
36	innovation	інновація, нововведення
37	improvement	удосконалення
38	market response	реакція ринку у відповідь на дії фірм
39	prototype	прототип
40	beta version	бета-версія продукту
41	beta-tested	бета-тестування
42	niche	ніша
43	trial	випробування; дослід, проба
44	boom	бум, пожвавлення (в торгівлі і т.ін.)
45	cutting edge	передовий, прогресивний, заснований на останніх досягненнях
46	leading edge	найбільш розвинена частина дослідження, лідируючий
47	state-of-the-art	найновіший
48	hi-tech	високотехнологічний
49	low-tech	низько технологічний (на основі старих технологій)
50	obsolete	застарілий, старомодний
51	proprietary	власницький; складовий чиєсь власності; приватний; патентований
52	licence (BrE); license (AmE) to license (BrE & AmE)	ліцензія, дозвіл на діяльність; дозволяти, ліцензувати діяльність
53	under licence	за ліцензією
54	royalties	авторський гонорар
55	copyright	авторське право
56	copyright infringement	порушення авторських прав
57	intellectual property	інтелектуальна власність
58	research centre (BrE) research center (AmE)	дослідницький центр
59	technology	технологія
60	patent	патент

II. Starting-up

1. Which of these statements do you agree with? Which do you disagree with? Why?

1 There are no new ideas.

- 2 Most of the best ideas are discovered by accident.
- 3 Research and development is the key to great business ideas.
- 4 There is nothing wrong with copying and improving the ideas of others.
- 5 The best way to kill an idea is to take it to a meeting.

2. Discuss these questions.

- 1 What do you think are some of the best ideas in the last 20 years?
- 2 What is the best idea you have ever had?
- 3 Which creative person do you most admire? Why?
- 4 What should companies do to encourage new ideas?

3. Think of examples of good ideas from the past that were controversial* at first.

A few ideas:

- Early critics of railways believed the human body couldn't withstand the speed of train travel.
- The proposal that the planets orbit the sun was initially rejected.
- Many believed that home video would destroy the cinema business.

*controversial (= causing a lot of disagreement because people have different opinions).

III. Vocabulary and Speech Exercises

1. Match the word partnerships (1-6) to their definitions (a-f).

1 to take advantage of an opportunity	a) to offer a larger variety of goods
2 to raise somebody's status	b) to do or provide something that is necessary
3 to enter a market	c) to do something when you get the chance to do it
4 to extend a product range	d) to make an important discovery or change
5 to meet a need	e) to start selling goods or services in a new area
6 to make a breakthrough	f) to make somebody look or feel more important

2. Read this extract from a talk by the head of a research and development department. Then complete the gaps (1-6) with the correct form of a word partnership from Exercise 1.

Great ideas are generated in different ways. Sometimes an idea may simply be when a company 1) _____. 2) _____, to offer more choice to existing customers. Or a great idea could allow a company to 3) _____ which was closed to it before.

Companies which are prepared to spend a lot on R&D may 4) _____ by having an original idea for a product which others later copy, for example Sony and the Walkman.

On the other hand, some products are developed in response to customer research. They come from customer ideas. These products are made to 5) _____, to satisfy consumer demand. Or the product does something similar to another product, but faster, so it saves time. Some people will buy new products because the product 6) _____ - gives them a new, more upmarket image.

3. Listen carefully to the last part of the talk and complete the gaps to form word partnerships with the words in italics.

Other people will buy any 'green' product which 1) _____ waste or 2) _____ the environment, even if it is more expensive. If an idea is really good and the product 3) _____ a gap in the market, it may even 4) _____ an award for innovation.

4. Work in pairs. Exercise 2 refers to the Sony Walkman. Can you think of any other examples of products which:

1 were completely original and later copied?

2 are green?

3 won an award?

4 were developed from customer ideas?

Compare your ideas in small groups.

5. Match a verb from box A with a noun from box B to complete the sentences below. Use a suitable form of the verb-noun combination.

A	B
to develop	the environment
to extend	advantage of (something)
to make	a (product) range
to meet	a business idea
to protect	a breakthrough
to take	a need
to win	an award

1) Brainstorming is an effective way of _____.

2) A couple of years ago, scientists _____ in the treatment of cancer.

3) 'Eco-consumers' choose companies which do not produce a lot of toxic waste and have a clear policy of _____.

4) Sometimes an idea may simply be when a company _____ an opportunity to offer more choice to its customers.

5) If one of your products _____ for innovation, prospective customers may see you as a dynamic, high-quality company and decide to choose you over your competitors.

- 6) Our company would like to attract a wider variety of customers, that's why we are planning to _____ of cosmetics and toiletries.
- 7) A good business idea is one that generates profits and at the same time _____.

6. Complete each set of sentences with the same word.

- 1) The marketing department wants to _____ a meeting next week.
We are planning to _____ our next sales conference in Mumbai.
Do you know which animals _____ the record for the longest migration?
- 2) During lectures, it's a good idea if you _____ notes as you listen.
The main goal of any business is to _____ money.
She wants to _____ some suggestions about improving our database.
- 3) Industrialised countries should try to _____ waste instead of exporting it.
The best way to _____ competition is to buy out your main competitors.
Pollution is a big problem in our city and we are trying all sorts of ideas to _____ it.
- 4) We plan to offer free ice cream to all consumers one day a year to _____ awareness of the company.
Our cars come in two colours. If you want extra colours, I'm afraid we have to _____ the price by 5 percent.
Some people buy luxury products because such products _____ their status and give them a new, more upmarket image.
- 5) I can't find a solution to all problems, of course, but I _____ my best.
A lot of people want to _____ part-time work when they retire.
We _____ a lot of business with Chinese telecommunications companies.
- 6) If you continue to be late for work, you will _____ the sack.
All members of staff _____ an end-of-year bonus.
I'll talk to the manager during the break if I _____ the chance.

IV. Reading Comprehension

Text 1 New ideas

Resistance to new ideas is well known. In organisations, the best way of killing an idea may well be to take it to a meeting. The very things that make companies successful in one area may prevent them from developing success in new activities. Early work on personal computers at Xerox was dismissed by its senior managers because they considered that the company's business was copying, not computing. Company leaders talk about corporate venturing and intrapreneurship, where employees are encouraged to develop entrepreneurial activities within the organisation. Companies may try to set up structures in such a way that they do not stifle new ideas. They may put groups of talented people together in skunk works to work on innovations - development of the PC at IBM is the most famous example. Skunk works are outside the usual company structures and are less likely to be hampered by bureaucracy, in-fighting, and so on.

When innovators go to large companies with new designs for their products, they face similar problems. The inventor of the small-wheeled Moulton bicycle could not persuade Raleigh to produce it, so he set up his own company. But a single innovative breakthrough is not enough. There has to be continuous improvement and market response. The current winners in bicycle innovation are producers of mountain bikes, who have taken the original bicycle design and eliminated its irritations, revolutionising an old concept by providing relative comfort, easy gear changes, a 'fun' ride, and so on.

The initial idea for a car will be turned into a series of prototypes and tested. In software development, the final 'prototype' is the beta version, which is beta-tested. Pharmaceuticals go through a series of trials. Even the most brilliant entrepreneurs will not have the resources to go it alone in industries like these, as the investment and experience required are enormous. Cars, software and pharmaceuticals are examples of industries dominated by giants. The 'rules of the game' are well established, and newcomers are rare, unless they can find a small niche unexploited by the giants. There may be more opportunity for innovation where the rules of the game are not yet established. This may involve selling and delivering existing products in new ways: think, for example, of selling books and airline tickets on the Internet.

One thing is certain: business will continue to benefit from the creativity of individuals and organisations who can develop great ideas and bring them to market.

Text 2

Three great ideas

Before you read

What makes a business idea a really great idea? Brainstorm as many points as you can.

Example: It results in an increase in sales and profit.

Article 1

Who needs translators?

Google is developing software for the first phone capable of translating foreign languages almost instantly. By building on existing technologies in voice recognition and automatic translation, Google hopes to have a basic system ready within a couple of years. If it works, it could eventually transform communication among speakers of the world's 6,000-plus languages.

The company has already created an automatic system for translating text on computers, which is being honed by scanning millions of multilingual websites and documents. So far, it covers 52 languages. Google also has a voice-recognition system that enables phone users to conduct web searches by speaking commands into their phones rather than typing them in.

Now it is working on combining the two technologies to produce software capable of understanding a caller's voice and translating it into a synthetic equivalent in a foreign language. Like a professional human interpreter, the phone would

analyse "packages" of speech, listening to the speaker until it understands the full meaning of words and phrases, before attempting translation.

Article 2

Safer cycling

Swedish designers have created a cycling "collar" that is worn around the neck with an airbag hidden inside. When sensors in the device determine a crash has happened, an airbag instantly inflates around the cyclist's head to form a helmet.

The invention was presented today in Stockholm. It will go on sale in Sweden early next year for about £50. The designers have spent six years developing it. Terese Alstin, one of the inventors, said. "The protection should include keeping the sense of freedom and not ruining your hairstyle."

The device has been improved by recreating hundreds of accidents using crash-test dummies and real riders. "We have developed a unique, patented, mathematical method to distinguish these movement patterns," say the inventors. A small helium gas cylinder inflates the airbag in 0,1 seconds and is designed to let cyclists see at all times.

The airbag stays inflated for several seconds. It is powered by a rechargeable battery. Co-inventor Anna Haupt said: "The shell of the collar is removable and available in many different styles and fabrics, and will be launched in new fashion collections."

Article 3

Going for gold

Apart from being gold-plated - and the fact that they are bulletproof - they seem much like any other vending machine. But instead of chocolate bars, a network of "gold-to-go" machines dispenses 24-carat bullion in a smart presentation box.

Originally designed as a marketing device for an online gold-trading business, the machines have become such a success that their inventor plans to build a global network, installing them everywhere from fitness centres to cruise ships.

Thomas Geissler, the German businessman behind the machines, said their unexpected success was the result of a recent interest in gold. "Our customers are those who are catching on to the idea that gold is a safe investment at a time of financial instability," he said.

Since the first machine was installed in May, in the lobby of Abu Dhabi's Emirates Palace hotel, 20 gold-to-go machines have appeared across Europe. Germany already has eight. Next month, the first machines will open in the United States - in Las Vegas and Florida.

The company claims its gold is cheaper than that available from the banks, largely because its overheads are lower, and that unlike at a bank, the machine gold is available immediately.

Exercises

1. Work in groups of three. Make quick notes in answer to the questions below about your article.

	Questions	Article 1	Article 2	Article 3
1	What is the great / unusual idea?			
2	What problem does this idea solve?			
3	Which markets are mentioned in relation to this idea?			
4	In terms of time, at what stage of development is the idea?			

2. Discuss these questions in pairs.

- 1 Which of the ideas do you find the most interesting? Why?
- 2 Which idea do you think will be the most profitable?
- 3 Which idea will reach the most markets?
- 4 Can you think of any problems any of the ideas might have?

V. Listening Comprehension

Great business ideas

1. Dr Kate Pitts is a researcher at the e-Research Centre, University of Oxford. She was asked the question: In your opinion, what were the best business ideas of the last 15 years? Predict what she will say. Think of products and services.

2. Listen to the first part of the interview. What products and services does Kate mention? Why does she think they were excellent ideas?

3. Listen to part one. Are these statements true or false?

- 1 eBay is useful for large companies.
- 2 eBay provides a way to reach markets that is new.
- 3 Auctions are new.
- 4 Kate Pitts talks about USB sticks in relation to data and pictures.
- 5 She also mentions plug-and-play devices.
- 6 USB sticks have had no effect on other devices.
- 7 Digital cameras were certainly invented in the last 15 years.

4. Listen to part one again and complete the table with words that Kate Pitts uses.

Verb (infinitive)	Noun
boom	
turn over	
auction	
	transfer

demand	
	transport
benefit	
	satisfaction
invent	
	revolution

5. Listen to the second part and answer these questions.

- 1 What types of company spend a lot of time and money on research and development?
- 2 Which company spends nearly 25% of the cost of sale on research and development?

6. Listen to part two. In which order do you hear these adverbs?

- a) actually
- b) differently
- c) nearly
- d) slightly
- e) strongly

Now match the adverbs above to their meanings.

- 1 almost
- 2 really
- 3 a bit
- 4 firmly
- 5 in another way

7. Listen to the second part again and complete the gaps in the audio script.

I strongly believe that most companies can benefit from using 1) _____ and 2) _____ within their own company to actually develop new 3) _____ and services. My definition of 4) _____ is to look at what everybody else sees, and see something 5) _____.

So that might mean looking at what you already do, and looking at where you can do it slightly differently to 6) _____ your product range, or 7) _____ your products into new markets. This can save 8) _____ and money.

8. Discuss these questions.

- 1 What will be the best business idea in the next 15 years?
- 2 What would you like someone to invent?

VI. Skills “Successful meetings”

1. Which of these statements do you agree with? Why?

- 1 The best number for a meeting is six people or fewer.
- 2 Never have food or drink during a meeting.

- 3 Always start and finish a meeting on time.
- 4 You should sit round a table when you have a meeting.
- 5 A meeting must always have a leader.
- 6 At a formal meeting, each person should speak in turn.

2. DC Dynamics is an electronics company based in Boston, USA. The marketing department held a meeting to discuss their new smartphone. Listen to the meeting, then answer these questions.

- 1 What were the main aims of the meeting?
- 2 Which month did they choose for the launch?

3. Listen again and tick the expressions which the chairperson uses.

- 1 OK, everyone, let's begin, shall we?
- 2 Our main purpose is to decide the date of the launch.
- 3 Mei, what do you think?
- 4 Cheng, can you give us your opinion about this?
- 5 Any thoughts on that?
- 6 Let's get back to the point.
- 7 Now, I'd like to move on to sales outlets.

4. Listen to the meeting again and complete these extracts.

Mei: Personally, I'm in 1) _____ of June. Let's get into the market early and surprise our 2) _____.

Wan: Yeah, June's too early. I think September's the best time. We can promote the smartphone strongly then, with a multimedia 3) _____.

Lincoln: What about the recommended retail price for the phone? Any thoughts on that?

Mei: 4) _____ a minute. I thought we were talking about the 5) _____ date, not the price.

Lincoln: OK, Mei, maybe we are moving a little too fast. Let's get back to the 6) _____.

Lincoln: Good. We need to be sharp on pricing. Now, what sales outlets do you think we should 7) _____, Wan?

Wan: No problem there. We could start with the specialist mobile-phone stores and big 8) _____ stores. After that, we could look at other distribution 9) _____.

5. Work in groups of four. GLP of Buenos Aires has developed a new wallet, code-named 'The Hipster'. It will be launched in the US. The marketing department holds a meeting to discuss a strategy for selling it.

Student A:

Student A**Chairperson**

You will lead the meeting. Ask for the participants' opinions, encourage discussion and help them reach agreement. You must decide these points concerning the marketing of The Hipster.

- 1 its selling price
- 2 its target consumer
- 3 special offers for first purchase
- 4 advertising

Student B:

Student B**Participant**

You have the following opinions concerning The Hipster:

Selling price:

Target consumer:

Special offer for first

Advertising/promotion:

concerning (En-Ru)
касательно, относительно...>>

concern
отношение, касательство; касаться (в рассказе); описывать, говорить (о чём-л.)...>>

over 20

es aimed at young people

Student C:

Student C**Participant**

You have the following opinions concerning The Hipster:

Selling price:

\$25 approximately

Target consumer:

Professional people aged 20–40

Special offer for first purchase:

Discount of 20% for orders over 100

Advertising/promotion:

Advertisements in upmarket magazines and TV commercials

Student D:

Student D**Participant**

You have the following opinions concerning The Hipster:

Selling price:

\$15 approximately

Target consumer:

All age groups from 20 years old upwards

Special offer for first purchase:

5% discount for orders over 50

Advertising and promotion:

Advertisements in national and regional newspapers/magazines

Read your role card, and then hold the meeting. Use the useful language box.

Useful language

CHAIRPERSON/LEAD		PARTICIPANTS	
Beginning the meeting	Changing the subject	Giving opinions	Disagreeing
Can we start, please?	Let's move on now to ...	I think we should ...	I don't know about that.
Right, let's begin.	The next thing to discuss is ...	I'm in favour of ...	(I'm afraid) I don't agree.
Stating the aim	Clarifying	Making suggestions	Interrupting
The main aim/purpose of this meeting is to ...	What do you mean by ...?	Perhaps we should ...	Hold on (a moment).
Asking for comments	Summarising	Agreeing	
What do you think?	Sorry, I don't quite understand.	We could ...	Can I just say something?
How do you feel about this?	OK, let's summarise.	I think you're right.	
	Right, let's recap.	I (totally) agree.	

VII. Self-directed work

Reading 1

Read this article from the *Financial Times* by Jonathan Birchall and answer the questions.

Before you read

Where do companies usually get their ideas from?

Innovation brings growth

By Jonathan Birchall

Procter & Gamble, the world's largest consumer goods company, is a global industry leader in new consumer product innovation. According to data from IRI, the market research firm, it produced five of the top 10 US non-food product launches last year. Its goal is to add another 1bn customers to the estimated 4bn it already reaches, Bob McDonald, its chief executive, says that the road to more innovation should increasingly include other people's good ideas.

"We need bigger innovations that create more value," Mr McDonald told this year's annual gathering and awards event for companies and research institutions that work with P&G. "We want you to come to us with your big ideas first."

External co-operation has delivered a stream of successful "big idea" products. Last year's IRI list included Tide Total Care, a premium version of its Tide detergent, which was number two by sales on IRI's top 10 non-food products launch list. It was developed with external research from Sweden's University of Lund and from two small chemical companies.

P&G's list of partners includes other large corporations, such as food groups ConAgra and General Mills, and rivals, including Clorox. P&G is developing a joint venture with Clorox to produce Glad brand plastic bags. Its most unexpected government research partner may be the Los Alamos National Lab, the US defence technology research centre. Los Alamos initially helped P&G to regulate the production of the absorbent gel used in nappies, using theoretical data analysis systems developed for weapons technology.

One of the programme's early success stories, the creation of its Olay Regenerist anti-ageing creams, which was built around a chemical process developed by Sederma, a French company. "As a small company, we had little chance of getting

in there until P&G switched its policy,” says Karl Lintner, who headed Sederma at the time.

Exercises

1. Look through the whole article to find the names of:

- a) a consumer goods company.
- b) its CEO.
- c) a market research organisation.
- d) a Scandinavian university.
- e) two big food companies.
- f) a competitor of the company in item a) above.
- g) a military research laboratory.
- h) a French company.

2. Now look through the whole article again to find the products developed in partnership with the organisations in items d), f), g) and h) in Exercise 1 above.

3. Find expressions in paragraph 1 with the number of words shown in brackets that mean the following.

- a) the biggest organisation anywhere in the world that makes products for the general public (6)
- b) the biggest and best company of its kind anywhere in the world (3)
- c) developing new products for the general public (3)
- d) an occasion every year where prizes are given (3)

4. Read paragraphs 3 and 4 and decide if these statements about expressions are true or false.

- a) External co-operation is when a company develops a new product by itself.
- b) The word stream is used here to refer to water.
- c) A premium version of a product is less good and costs less than the ordinary version.
- d) The word chemical is used as an adjective and as a noun.
- e) A corporation is usually a small business.
- f) A joint venture is when two companies work together on a particular project.
- g) The word data refers to information, especially information analysed on computers.

5. Choose the best summary for the whole article.

Procter and Gamble ...

- a) has always welcomed co-operation with other companies to develop new products.
- b) only works with American companies to develop new products.
- c) has realised the importance of working with other organisations, not only companies, on new products.

Over to you 1

What are the risks of working on new products with competitors in joint ventures?

Over to you 2

Is there co-operation in your country between businesses and universities to develop new products and services? If there is, give some examples. If not, try to explain why.

Reading 2

Read this article from the Financial Times by Stefan Stern and answer the questions.

Before you read

The expression 'Not invented here' is used by someone to say that an idea or new product did not start in their department or company. Why is it difficult for organisations to accept ideas that are 'Not invented here'?

Open your mind to the idea of innovation

By Stefan Stern

The three most dangerous words in management? "Not invented here". As Henry Chesbrough, executive director of the Center for Open Innovation at the University of California, Berkeley, has pointed out, senior management teams can fail to spot important innovations because the new ways of doing business do not easily fit in with the way they are doing things now.

Researching the performance of Xerox, the copier and printer company, Professor Chesbrough found that, out of 35 projects that had been rejected as part of a review

process, 10 had gone on to become highly successful businesses. Indeed, the combined value of these 10 new projects was twice that of Xerox itself. He calls these rejections "false negatives": the innovations had looked bad, but that was because senior managers did not recognise their benefits.

Professor Chesbrough was one of the speakers at last week's Financial Times innovation conference in London. The conference also heard from Brian Dunn, chief executive of Best Buy, the electrical goods retailer. He told a story of how his company had in the past 20 years brought in new ways of doing things again and again.

Whether it was ending commissions for sales staff, starting to sell on the Internet, or renewing the company's approach to customers, or expanding abroad: each time, Best Buy's leadership did not make the decisions easily. Each time, there were smart people at the top who resisted change, he said. Necessary innovations are hard to introduce so when, as in Best Buy's case, the business seems to be doing fine.

Exercises

1. Put the paragraph headings in the correct order.

a) Best Buy's difficult innovation decisions

- b) Company managers can fail to see new ideas
- c) The innovation process at Xerox
- d) Regular innovations at Best Buy

2. Read paragraphs 1 and 2 and decide if these statements about expressions and related expressions are true or false.

- a) An innovation is a new idea, product, etc.
- b) If you point something out, you don't talk about it.
- c) If you spot something, you don't see it.
- d) If something fits in with something else, it's acceptable.
- e) If something is rejected, it is accepted.
- f) In a review process things, ideas, etc. are judged.

3. Find expressions in paragraphs 3 and 4 with the number of letters shown in brackets that mean the following.

- a) boss (5, 9)
- b) introduced (7, 2)
- c) repeatedly (5, 3, 5)
- d) payments in addition to salary (11)
- e) senior managers considered as a group (10)
- f) fought (8)
- g) needed (9)

4. Read paragraphs 2, 3 and 4 and choose the correct answer.

- 1) How many of the new business projects rejected in Xerox's review process went on to become successful businesses?
 - a) most of them
 - b) more than half of them
 - c) nearly a third of them
- 2) How much were the businesses worth in relation to the value of Xerox?
 - a) twice as much
 - b) the same
 - c) half as much
- 3) Why had Xerox managers rejected the new business ideas?
 - a) Because the ideas were not explained properly.
 - b) Because the managers couldn't see their value.
 - c) Because the managers didn't understand the ideas.
- 4) What does Best Buy do?
 - a) It's a wholesaler of electrical goods.
 - b) It's a retailer of electrical goods.
 - c) It makes electrical goods.
- 5) Why is Best Buy mentioned?
 - a) Because it is similar to Xerox in its approach to innovation.
 - b) Because it did not innovate at all.

- c) Because it does accept new ideas, but only after a lot of disagreement and discussion.
- 6) Why was it particularly difficult to introduce new ways of doing things at Best Buy?
- Because it was already a successful company.
 - Because most of its senior managers resisted them.
 - Because it did not need them.

5. Choose the best summary for the whole article.

Companies ...

- do not find it easy to accept new ideas.
- do not accept new ideas because many managers are stupid.
- accept and develop new ideas easily.

Over to you 1

What does your own school or organisation do to keep itself open to new ideas?

Over to you 2

What do you do to keep yourself open to new ideas?

Reading 3

Research and technology

Hi, I'm Ray and I'm head of product development at Lightning Technologies. Lightning makes semiconductors, the components at the heart of every computer. I'm in charge of research and development (R&D) at our research centre just outside Boston. Our laboratories are some of the most innovative in the computer industry, and we have made many new discoveries and breakthroughs.

I love technology, using scientific knowledge for practical purposes. The technology of semiconductors is fascinating. We are at the cutting edge or leading edge of semiconductor technology: none of our competitors has better products than us. Everything we do is state-of-the-art, using the most advanced techniques available.

Of course, the hi-tech products of today become the low-tech products of tomorrow. Products that are no longer up-to-date because they use old technology are obsolete. It's my job to make sure that Lightning's products never get into that situation.

Patents and intellectual property

Information or knowledge that belongs to an individual or company is proprietary. A product developed using such information may be protected in law by patents so that others cannot copy its design.

Other companies may pay to use the design under licence in their own products. These payments are royalties. In publishing, if a text, picture, etc. is copyright, it cannot be used by others without permission. Payments to the author

from the publisher are royalties. The area of law relating to patents and copyright is intellectual property.

Exercises

1. Complete this presentation using words from the text. Put the words in brackets into their correct form.

Hi, I'm Raj 1) _____ I'm head 2) _____ product (3 develop) _____ at 4) _____ Indian Rice Research Centre. I'm in charge of research 5) _____ development 6) _____ our (7 researching) _____ centre in Delhi. Our (8 laboratory) _____ are (9) _____ of the most (10 innovation) _____ (11) _____ agriculture. We have recently (12) _____ some big (13 breakthrough) _____ in increasing rice production.

I love (14 technological) _____, using scientific knowledge (15) _____ improve people's lives. (16) _____ technology (17) _____ rice development (18) _____ a good example (19) _____ this.

We are at the (20) _____ edge of rice-growing techniques. Everything we do (21) _____ state-of-the-art, using the most advanced biological (22 know) _____ available.

2. Match the expressions (1-6) with their meanings (a-f).

1 copyright infringement	a) a payment to the owner of a design, or to an author
2 intellectual property	b) an arrangement between the owner of a design and someone else, allowing them to use the design for money
3 patent application	c) when someone uses another's text, pictures, etc. without permission
4 proprietary information	d) when an inventor asks the authorities to officially recognize an invention as his/her property
5 royalty payment	e) designs, ideas, etc. that belong to someone
6 licensing agreement	f) the law relating to designs, ideas, etc. that belong to someone

Over to you

For you, which is the most important invention of the last 100 years? Which one do you wish had not been invented?

Unit 21 Part II Stress

*'Rest is a good thing, but boredom is its brother'
Voltaire, French philosopher*

I. Topical Vocabulary

1	lifestyle	стиль життя
2	workaholic	трудівник, самовідданий працівник
3	workload	робоче навантаження
4	deadline	крайній строк виконання (роботи)
5	to meet a deadline	вкластися в строк
6	flexitime	змінний графік роботи
7	work-life balance	рівновага роботи і життя
8	quality of life	якість життя
9	working environment	робоче середовище
10	stressful	стресовий
11	to make a presentation	робити презентацію
12	senior	старший за званням
13	to lead a formal meeting	очолювати офіційні збори
14	tight deadline	стислі строки
15	pay rise	підвищення платні
16	complaint	скарга
17	to cover for a colleague	заміщувати колегу
18	to reduce stress	зменшувати рівень стресу
19	consultancy	консультаційні послуги
20	resilience to stress	стресостійкість
21	mainland	материк
22	scales	ваги
23	GDP (gross domestic product)	ВВП; валовий внутрішній продукт
24	to pretend	прикидатися
25	sickness	хвороба
26	absenteeism	прогул, невихід на роботу без поважних причин
27	subscription	передплата
28	to ban	забороняти
29	day off	вихідний
30	to stuck in traffic jam	застрягнути у дорожній пробці
31	counselling service	консультаційне бюро
32	counselor	консультант
33	rewarding	вартий, корисний
34	satisfaction	задоволення
35	to stretch	напружувати
36	to stimulate	спонукати; заохочувати
37	challenging	стимулюючий, збуджуючий

38	achievement	досягнення
39	pressure	тиск, вплив
40	overwhelmed	завалений (роботою)
41	overwork	перевантаження
42	rat race	жорстока конкуренція
43	treadmill	одноманітна праця
44	downshifting	змінювати роботу з високою заробітною платнею та високим навантаженням на більш спокійну, але з низькою платнею
45	rebalancing	відновлення рівноваги
46	safety issues	проблеми з технікою безпеки
47	passing smoking	пасивне куріння
48	injury	пошкодження
49	dangerous machinery	небезпечні механізми
50	hazardous substances	небезпечні речовини
51	fire hazard	ризик загорання
52	first aid	перша медична допомога
53	fire precautions	заходи пожежної безпеки
54	bullying	залякування
55	bully	задирака, причепа; хвалько
56	sexual harassment	сексуальне домагання
57	harass	роздратування
58	glass ceiling	«скляна стеля» (бар'єри, які не дозволяють просуватися по кар'єрі)
59	sex discrimination	статева дискримінація
60	affirmative action	компенсаційна дискримінація (прийом на роботу людей, які зазвичай страждають від дискримінації)

II. Starting-up

1. How do you understand the meaning of these expressions?

a stressed person

a stress-free job

a stressful experience

2. Add the verbs from the box to the phrases below to create some common stressful situations.

being	finding	going	having	making	moving
shopping	travelling	taking	waiting		

1. _____ to the dentist
2. _____ in a long queue
3. _____ stuck in a traffic jam
4. _____ a parking space
5. _____ with your partner/family
6. _____ house
7. _____ an interview
8. _____ a speech
9. _____ by air
10. _____ an exam or test

Which of the above situations is the most stressful for you? Can you add any others to the list?

3. What do you do to relax? Which of these activities are the most effective for you, and why? In what other ways do you relax?

- playing a sport
- having a bath
- massage
- watching TV
- blogging
- reading
- walking
- shopping
- meditating
- using Facebook/YouTube
- eating/drinking
- gardening
- listening to music
- browsing online

4. Rank these situations from 1 (most stressful) to 10 (least stressful). Then discuss your choices.

- making a presentation to senior executives
- meeting important visitors from abroad for the first time
- leading a formal meeting
- telephoning in English
- asking your boss for a pay rise
- writing a report with a tight deadline
- dealing with a customer who has a major complaint
- negotiating a very valuable contract
- covering for a colleague who is away
- taking part in a conference call

III. Vocabulary and Speech Exercises

1. Match the word partnerships (1-8) to their definitions (a-h).

1 lifestyle	a) a system where employees choose the time they start and finish work each day
2 workaholic	b) a time or date by which you have to do something
3 workload	c) how personally satisfied you are with the way you live and work

4 deadline	d) someone who cannot stop working and has no time for anything else
5 flexitime	e) the ability to give a good amount of time to your work and to outside interests, e.g. family
6 work-life balance	f) the amount of work a person is expected to do
7 quality of life	g) the people, things and atmosphere around you at work
8 working environment	h) the way people choose to organise their lives

2. Complete each sentence with an appropriate word or phrase from Exercise A.

- I worked until 11 o'clock at night to meet the _____ for presenting the report.
- I work six days a week and never have a holiday. My girlfriend says I'm a _____.
- Karl has a heavy _____ at the moment because several colleagues are off sick.
- She gave up a highly paid job to join a meditation group in India. She's completely changed her _____.
- A _____ system can help to reduce stress levels of employees by giving them more control over their working hours.
- If you have children, working from home may help improve your _____.
- Many people argue that technology has greatly improved our _____ and the way we feel about work. Others disagree, arguing it actually increases stress.
- A clean, quiet, comfortable and friendly _____ can actively reduce levels of stress.

3. Make sentences using some of the vocabulary items from Exercise 1 to describe your own situation.

4. Discuss where to put the jobs in the box in the stress league on the next page. Rating is from 10 to 0: the higher the rating, the greater the pressure.

Advertising executive	Architect	Banker	Diplomat
Hairdresser	Firefighter	Sales assistant	

Your place in the stress league

Miner	8.3	Film producer	6.5	Psychologist	5.2	Optician	4.0
Police officer	7.7	6.3	4.8	Postman	4.0
Construction worker	7.5	Musician	6.3	Farmer	4.8	3.7
Journalist	7.5	Teacher	6.2	Vet	4.5	Minister/Vicar	3.5
Airline pilot	7.5	Social worker	6.0	Accountant	4.3	Nursery nurse	3.3
.....	7.3	5.7	4.3	Librarian	2.0
Actor	7.2	Stockbroker	5.5	Lawyer/Solicitor	4.3	Source: University of Manchester Institute of Science and Technology (UK)	
Doctor	6.8	Bus driver	5.4	4.0		

5. Choose three jobs from the stress league in Exercise 4. What do you think makes these particular jobs stressful? Compare your ideas.

6. Is your own job (or one you intend to do) included in the stress league? Do you think it is in the right place? What about the other jobs in the league? If your job is not included, where would you place it?

7. Discuss these questions.

1 Do you like working under pressure? Why? / Why not?

2 What deadlines do you have to meet in your daily life? Which are the most difficult to meet?

3 Why do people become workaholics?

4 How important is the working environment in reducing stress?

8. Choose the best word (a, b or c) to complete each space.

The dictionary defines stress as ‘a continuous feeling of worry that prevents you from relaxing.’ At work there are a lot of potentially stressful situations. For example, having to 1) _____ a formal meeting or 2) _____ a presentation to senior executives can cause stress, especially the first time. In fact, all kinds of situations are more stressful when you have never found yourself in them before. However, experience does not always solve the problem. Indeed, many people say that they always feel under stress when 3) _____ a valuable contract or meeting important visitors from abroad or even just when working to 4) _____ deadlines. Other situations that employees generally find difficult to cope with include dealing with a customer who has a 5) _____ and asking the boss for a pay 6) _____.

All the situations mentioned above are examples of short-term stress. Experts agree that this kind of stress is less damaging to health than long-term stress, which happens when employees constantly work 7) _____ pressure or have to cope with an ever-increasing 8) _____. In such cases, a complete change of 9) _____ can, of course, be a solution but companies should try to reduce stress levels before their employees are severely 10) _____ otherwise absenteeism may increase and some staff may even decide to 11) _____.

- | | | | |
|----|---------------|----------------|----------------------|
| 1 | a) direct | b) go | c) lead |
| 2 | a) make | b) speak | c) show |
| 3 | a) dealing | b) negotiating | c) transferring |
| 4 | a) sharp | b) tight | c) narrow |
| 5 | a) complaint | b) complaining | c) complain |
| 6 | a) rising | b) bargain | c) rise |
| 7 | a) on | b) in | c) under |
| 8 | a) workload | b) workforce | c) workaholic |
| 9 | a) life cycle | b) lifestyle | c) work-life balance |
| 10 | a) worked out | b) overworked | c) worked over |
| 11 | a) recruit | b) resign | c) participate |

9. Complete the sentences with the correct prepositions.

1. Being stuck _____ a traffic jam on your way _____ work can be quite stressful, especially if you have an important appointment.
2. In Ireland, _____ example, the economy is shrinking and business owners are worried how they will keep their business alive.
3. Gentaro is part _____ a multinational company based _____ Milan.
4. I wish I could relax a bit more instead _____ having to work _____ strict deadlines all the time.
5. Lisa worked until 11 o'clock _____ night to meet the deadline _____ presenting the report.
6. Mike says going _____ a stress counsellor is out _____ the question.

IV. Reading Comprehension

Text 1

Business owners feeling stressed

More than half the leaders of privately held businesses globally feel their stress levels have increased over the last year. The research from the Grant Thornton International Business Report (IBR) 2010 covers the opinions of over 7,400 business owners across 36 economies. Mainland China tops the league for the most stressed leaders, with 76% of business owners saying their stress levels have increased over the last year.

Other economics that were high in the stress league table were Mexico (74%), Turkey (72%), Vietnam (72%) and Greece (68%). At the opposite end of the scale, business owners in Sweden (23%), Denmark (25%), Finland (33%) and Australia (35%) have the lowest stress levels in the world.

There appears to be a link between stress levels and GDP. Business owners in mainland China, Vietnam, Mexico, India and Turkey are all high on the stress league table and are working in environments where high growth is expected. But it's not just in countries expecting high growth that stress levels are high - at the opposite end of the growth scale, Ireland, Spain and Greece are all high on the league table. Said Alex MacBeath, Global Leader - Markets at Grant Thornton International, "We have businesses at both ends of the GDP growth scale experiencing high stress for very different reason. In mainland China, the pressure is on to keep up with the speed of expansion, while in Ireland, for example, the economy is shrinking, and business owners are worried about how they will keep their business alive."

Business owners were asked about the major causes of workplace stress. Not surprisingly, the most common cause during 2009 was the economic climate, with 38% of respondents so globally saying this was one of their major causes of stress. This was followed by pressure on cashflow (26%), competitor activities (21 %) and heavy workload (19%). Alex MacBeath comments, "The causes of workplace stress can be put into three distinct group - economic, business and personal. An employee may place more importance on personal elements such as their work-life balance. The business owner has additional pressures to consider."

The survey also found a link between stress levels and the number of days taken off by an individual in a year. Countries at the top of the stress league are those where business owners, on average, take fewer holidays each year.

1. In pairs, rank these countries according to those where you think business leaders feel the most stress (1 = most stress, 9 = least stress).

- Australia • China • Denmark • Finland • Greece
- Mexico • Sweden • Turkey • Vietnam

2. Read the whole article and answer these questions.

1 What is the difference between these groups of countries in terms of reasons for high-level stress?

- a) China, Vietnam, Mexico, India and Turkey
- b) Ireland, Spain and Greece

2 According to Alex MacBeath, how do business leaders experience stress differently in China and Ireland?

3 What are the four major causes of workplace stress?

4 According to Alex MacBeath, what three types of pressure are there?

3. Look at this list of countries.

Vietnam Sweden Denmark Mexico China Finland

In which countries do business owners take:

- 1 fewer holidays?
- 2 more holidays?

4. In pairs, discuss these questions.

1 What are the additional pressures that business owners might have?

2 Should companies do more to reduce stress at work? What could they do?

3 How many days' holiday per year do you think people should get?

Text 2

Stress and satisfaction

People like work that is rewarding and gives them satisfaction. For this, a reasonable amount of pressure may be necessary: many employees want work that stretches them, to have the feeling that it can sometimes be difficult, but that it is also stimulating and challenging. This is necessary if one is to have pleasant feelings of achievement.

But when pressure builds up, it's easy to feel overwhelmed by work, and this can produce feelings of stress. It is possible to become stressed out through overwork or other problems. People can burn out, become so stressed and tired that they may never be able to work again. The general consensus is that most jobs have become more demanding, with longer hours and greater pressures.

More and more people want to get away from what they call the rat race or the treadmill, the feeling that work is too competitive, and are looking for lifestyles that

are less stressful or completely unstressful. They are looking for more relaxed ways of living and working, perhaps in the country. Some people choose to work from home so as to be nearer their families. People are looking for a better quality of life, a healthier work-life balance. Perhaps they are looking for more quality time with their partners and children. Choosing to work in less stressful ways is known as downshifting or rebalancing.

A whole stress industry has grown up, with its stress counsellors and stress therapists giving advice on how to avoid stress and on how to lessen its effects. However, other experts say that stress levels today are lower than they used to be. They point to the difficult working conditions and long hours of our great-grandparents. Perhaps the answer is that the material advantages of modern times give us the illusion that we should have more control over our lives. Like lottery winners who quickly become accustomed to the idea of being rich, we become 'spoilt' by material comforts and start to worry when we think we are losing even a little control over events.

Whatever the truth, people love to talk about the stress of their work. In the language classroom there should be no shortage of students willing to talk at length about the stress they are under. This stress might even be part of their job satisfaction.

V. Listening comprehension

Dealing with stress

1. What are the main causes of stress at work?

2. Jessica Colling is Director of Marketing at Vielife, a consultancy that advises businesses on health at work. Listen to the first part of the interview and answer these questions.

1 What three examples are given of things that make people feel under pressure at work?

2 What is resilience to stress?

3. Listen to part one and complete the transcript.

There are lots of things that can make people feel 1) _____ pressure
2) _____ work- for example, having too much to do, not feeling
3) _____ control, and also not having good relationships 4) _____ the
people that they work 5) _____. All of these things can build 6) _____,
and when pressure gets too much, it spills 7) _____ 8) _____ feelings of
stress.

4. Listen to the second part. What can happen if you have to manage stress for a long time without a break?

5. Listen to part two. Are these statements true or false?

1 The interviewer asks about levels of stress that can be considered normal.

- 2 Jessica Colling says that it's easy to say what a normal level of stress is.
 3 What one person finds motivating, another person might find stressful.
 4 Pressure and stress are the same thing.
 5 Not everyone can manage high levels of stress over long periods.
 6 If you manage stress well over a long period, you may start to suffer from it, but not badly.

6. Listen again and complete this extract.

It's difficult to say really what's a 1) _____ level of stress for somebody to feel at work. The problem with that is that what one person finds really 2) _____ and it excites them to be able to do their job well, somebody else might find really, really 3) _____. What we do see is that actually a high level of continued 4) _____ can actually sometimes spill over into feelings of stress.

7. Listen to the third part. What two examples are given of companies being flexible in how they expect staff to work?

8. Listen to part three. Choose the correct alternative to replace the expression in *italics* so as to keep the closest meaning.

- 1 How can companies help their staff to achieve a work-life balance?
 a) lose b) search c) find
- 2 Work-life balance is an interesting question, because ... everybody has a different sense of what works for them.
 a) idea b) feel c) sensation
- 3 However, companies can really help by being flexible in how they expect staff to work.
 a) directors b) office workers c) employees
- 4 If somebody doesn't like travelling in rush hour, you know, perhaps they could come in a little bit early ...
 a) enter work b) get to work c) return to work
- 5 And other examples might be, just making sure that people don't feel that they have to stay late, just because their boss is working late.
 a) assuring b) ensuring c) saving

9. Listen to the final part. What two reasons are given for why women report higher levels of stress than men?

10. Complete these statements with appropriate forms of expressions from part four.

If you ...

- 1 d _____ a problem, you think about it and try to solve it.
 2 t _____ to do something, you often do it.
 3 e _____ a feeling, you have it.

4 m _____ an activity, you are in charge of it.

5 l _____ children, you care for them.

6 r _____ a problem, you talk about it.

11. Discuss these questions.

1 What is a good work-life balance for you? Is it easier for men than women to be a manager?

2 Is it important to have a certain level of stress in the workplace?

VI. Skills: "Participating in discussions"

1. You are going to hear three members of the human resources department of a transportation company discussing ways of improving the staff's health and fitness. What ways do you think they will mention? Listen to the conversation and check your answers.

2. The speakers use several expressions to make suggestions. Listen to the conversation again and complete the gaps in these sentences.

1 Well, I think _____ carry out a survey, find out why the staff are so stressed ...

2 I have another idea _____ we encourage staff to keep fit? _____ paying their subscription to a gym?

3 We _____ more staff for them, give them an assistant.

4 Well, it might be a _____ to set up a counselling service ...

5 _____ meet tomorrow, same time, and try to come up with a plan ...

3. At the next meeting, the team discusses plans for staff to attend a local sports centre. Listen and tick the expressions they use in their conversation. Then write 'A' if the expression shows agreement or 'D' if it shows disagreement.

1 Mm, I don't know.

2 It would be popular, but it could be expensive.

3 I think I agree with you.

4 OK, but we can solve it. The sports centre has great facilities...

5 Exactly. It would really help staff to be more healthy...

6 I'm not in agreement, Danielle. It isn't a great idea.

7 I still think it's a good idea. It's well worth trying.

4. Work in pairs. You work in the human resources department of a large company. Discuss how you would deal with these problems. Use expressions from the Useful language box below to help you.

1 More and more staff are taking medicine, e.g. anti-depressants, because they feel highly stressed at work. They are often sick, or pretend they are sick, and take days off work.

2 Many employees feel uncertain about their jobs and careers in the company. They worry about the future. They are constantly anxious and don't sleep well.

3 Some staff are stressed because they feel they have no control over their work and they don't participate in decisions. They say they feel 'worthless' and are not valued by management.

Useful language

MAKING SUGGESTIONS	GIVING OPINIONS	AGREEING	DISAGREEING
I think we should carry out a survey.	We've got to do something about it.	I suppose we could do that.	Mmm, I don't know.
Why don't we encourage staff to keep fit?	I think we should definitely pay staff's subscriptions.	I think I agree with you.	I can't agree with you there.
How about paying for their subscription to a gym?	It would be popular, but it could be expensive.	Yeah, you're right.	I'm not sure it's a good idea.
It might be a good idea to set up a counselling service.	It'd cost a lot, and attendance would be difficult to monitor.	Exactly.	I still think it's a good idea.
		Good. / Excellent idea. / Great.	I'm afraid that's out of the question because ...
		I completely agree.	

VI. Self-directed work

Reading 1

Read this article from the Financial Times by Rhymer Rigby and answer the questions.

Before you read

What do you do when you feel stressed?

Beating stress

By Rhymer Rigby

Cary Cooper, professor of organisational psychology and health at Lancaster University, says you need to learn to differentiate between stress and pressure, which can be thought of as "good stress". "Pressure is motivating and it makes you more productive," he says. "But when the pressure becomes greater than your ability to cope, then you're in the bad stress area."

Jessica Colling, product director at corporate well-being consultancy Vielife, says, "Learn to recognise your early warning signs - for instance, being irritable, suffering from headaches or a sudden lack of confidence." As many people are poor judges of themselves, she suggests asking a friend or family member to help you spot signs of stress.

"There have been so many job cuts that workloads have increased massively," says Professor Cooper. "People feel guilty about leaving work on time."

Create time to organise your thoughts, plan your tasks and understand what is going on around you. If you are constantly working long hours, then create good reasons to leave work on time. "Think of this as a kind of emotional exercise," says

Professor Cooper. "Even if you enjoy working from eight until eight, in the long term it's not good for you."

Exercises

1. Read through the whole article and match each question (a-d) to the paragraph (1-4) that answers it.

- a) What should I look out for?
- b) What are some of the causes?
- c) Is all stress bad?
- d) How do I manage it?

2. Complete the table with words from paragraph 1.

Noun	Adjective or -ing form
organisation	
	psychological
	healthy
	stressed, stressful
motivation	
production	
	able

3. Now match the adjectives in Exercise 2 to their meanings.

This adjective is used to describe someone who...

- a) is doing a lot and getting results.
- b) feels worried and tired because they have too much work.
- c) is in a good physical and mental condition.
- d) can do something.

This adjective is used to describe ...

- e) a situation where someone feels out of control.
- f) companies, departments, etc.
- g) work that is interesting and that makes you want to do it.
- h) the mind.

4. Find expressions in paragraphs 2 and 3 with the number of letters shown in brackets that mean the following.

- a) the state of feeling good (4-5)
- b) things that show you that something is going wrong (7, 5)
- c) describes someone who easily gets angry or annoyed (9)
- d) the state of not having something (4)
- e) the feeling of being able to do something (10)
- f) If you see that something is happening, you _____ it. (4)
- g) amounts of work that people have to do (9)
- h) If something increases a lot, it increases _____ (9)
- i) If you feel responsible for something bad, you feel _____ (6)

5. Choose the alternative with the closest meaning to the expression in italic.

- 1) Create time ...
 - a) make
 - b) do
 - c) get
- 2) ... to organise your thoughts, plan your tasks and understand what is going on around you.
 - a) what you did
 - b) what you have to do
 - c) what you want
- 3) If you are constantly working long hours, then create good reasons to leave work on time.
 - a) always
 - b) often
 - c) sometimes
- 4) "Think of this as a kind of emotional exercise" says Professor Cooper.
 - a) activity
 - b) plan
 - c) project
- 5) "Even if you enjoy working from eight until eight, in the long term it's not good for you."
 - a) long time
 - b) long period
 - c) long run

Over to you 1

Is work more stressful, on average, than it was 15 years ago? Give reasons for your opinions.

Over to you 2

One of Professor Cooper's tips for avoiding stress is to create good reasons to leave work on time. Is this always possible in your job or one that you would like to have? Why? / Why not?

Reading 2

Read this article from the Financial Times by Brian Groom and answer the questions.

Before you read

Are jobs in the public sector (schools, hospitals, social work etc.) more or less stressful than those elsewhere? Why? / Why not?

Stress-related absence rises
By Brian Groom

Staff absence levels remain higher in the public sector than in the private sector, with stress levels likely to grow as the government's spending cuts take effect, according to a report by the Chartered Institute of Personnel and Development (CIPD). Its survey of 573 organisations with 1,5m employees found that the recession has had an effect on the whole economy, with a third of all employers reporting an increase in stress-related absence.

More than a third of employers noted an increase in mental health problems such as anxiety and depression – a big rise on last year's survey, when one-fifth reported an increase. But only one-fifth of organisations had increased their focus on employee well-being and health promotion, suggesting that more could be done.

The survey found that average absence was three days higher in the public sector than in private sector services, at 9,6 days per employee per year compared with 6,6 days. Stress was the main cause of high levels of long term public sector absence, with three-quarters of public sector organisations putting stress among the top five causes of absence. More than half of public sector employers rated organizational change and restructuring as one of the leading causes of work-related stress, compared with fewer than 40 per cent in other sectors.

Jill Miller of the CIPD said: "The survey shows why closing the gap between public and private sector absence has proved so difficult for all governments over the years. Compared to the private sector, more public sector employees are in challenging jobs so such as social work, policing, teaching and nursing, where they often have to deal with people in emotionally difficult situations."

Exercises

1. Look through the whole article and match the figures to the things that they refer to.

1) 573 2) 1,5m 3) 9,6 4) 6,6 5) three-quarters 6) more than half 7) fewer than 40 per cent

- a) the average number of days of absence of public sector workers per year
- b) the number of public sector organisations who think stress is an important cause of absence
- c) the average number of days of absence of private sector workers per year
- d) the number of companies in the CIPD survey
- e) the number of public sector employers who think change in their organisation is an important cause of stress
- f) the number of workers in the private sector who think change in their organisation is an important cause of stress
- g) the number of employees covered in the CIPD survey

2. Match the two parts to make expressions from paragraph 1.

- | | |
|-----------------|------------------|
| 1 Staff absence | a) spending cuts |
| 2 public | b) levels |
| 3 private | c) levels |
| 4 stress | d) sector |

- 5 government's
6 stress-related
- e) sector
f) absences

3. Read paragraphs 2 and 3 and decide if these statements are true or false.

- a) Anxiety and depression are mental health problems.
b) About 20 per cent of employers say that mental health problems have increased in the past year.
c) About 20 per cent of employers said last year that mental health problems had increased in relation to the previous year.
d) About 80 per cent of employers have started thinking more about the well-being of their staff in the past year.
e) Private sector workers take more days of absence than public sector ones.
f) More than 60 per cent of public sector employers think that changes in their organisation cause stress.
g) Fewer than four in ten employees in the private sector think that changes in their organisation cause stress.

4. Complete these statements with expressions from paragraph 4.

- a) If you want to make the difference between two things smaller, you try to _____ between them. (3 words)
b) A _____ job is a difficult one, but it might be difficult in an interesting way. (1 word)
c) If you work to solve problems, you try to _____ them. (2 words)
d) Situations where people's feelings are very strong are _____ ones. (2 words)

5. Stress is increasing in all UK organisations and it is...

- a) higher in the private sector than the public sector.
b) higher in the public sector than the private sector.
c) the same in both sectors.

Over to you 1

Go back to the answer you gave in 'Before you read'. Would it be the same now that you have read the article? Why? / Why not?

Over to you 2

What can companies do to focus on employees' wellbeing and health?

Reading 3

Problems at work
Health and safety

Here are some health and safety issues for people at work:

- a) temperature;
b) passive smoking;
c) repetitive strain injury or RSI;
d) dangerous machinery;

- e) hazardous substances;
- f) fire hazards.

All these things contribute to a bad working environment. The government sends officials called health and safety inspectors to make sure that factories and offices are safe places to work. They check what companies are doing about things like: heating and air-conditioning, first aid and fire precautions.

Bullying and harassment

If someone such as a manager bullies an employee, they use their position of power to hurt or threaten them, for example verbally. Someone who does this is a bully.

Sexual harassment is when an employee behaves sexually towards another in a way that they find unwelcome and unacceptable. The related verb is harass.

Discrimination

If people are treated differently from others in an unfair way, they are discriminated against. If a woman is unfairly treated just because she is a woman, she is a victim of sex discrimination. In many organizations, women complain about the glass ceiling that allows them to get to a particular level but no further.

If someone is treated unfairly because of their race, they are a victim of racial discrimination or racism. Offensive remarks about someone's race are racist and the person making them is a racist.

In the US, affirmative action is when help is given in education and employment to groups who were previously discriminated against. In Britain, affirmative action is known as equal opportunities.

Some companies have a dignity at work policy covering all the issues described.

Exercises

1. Match the employees' complaints (1-6) to the health and safety issues (a-f).

- 1 My doctor says there's something wrong with my lungs, but I've never smoked.
- 2 I do a lot of data entry, and I've started getting really bad pains in my wrists.
- 3 It's either too cold and we freeze or too hot and we all fall asleep.
- 4 There's all this waste paper but there are no fire extinguishers in the building
- 5 The containers are leaking – one day someone is going to get acid burns.
- 6 There are no safety guards on the machines; you could easily get your hand caught.

2. Complete these headlines and articles with the correct form of words from the text.

1) OFFICE MANAGER ACCUSED OF _____

A court heard today how an office worker was almost driven to suicide by a bullying office manager. James Bleinkishop, 27, told how boss Nigel Kemp victimized him by shouting at him, criticizing his work in front of others, tearing up his work and telling him to do it again.

2) NATIONAL RESTAURANT CHAIN FACES _____ CLAIMS

Four waitresses claim they were repeatedly _____ by male bosses in a branch of a well-known national restaurant chain. All four waitresses said they were subject to sexist remarks at the restaurant.

3) JAPANESE WOMEN BREAK TROUGHT _____

Naomi Tanaka, 23, last year started working on the Tokyo Stock Exchange as a trader. She complained about _____ and said she did not want to be a 'counter lady' answering phones and serving tea at a Japanese bank. Instead she got a job as a trader at Paribas, a French firm.

4) SHOP MANAGERESS IN _____ CASE

A clothing shop's half-Burmese manageress, 24-year-old Marion Brown, claims her boss continually made _____ remarks, and sacked her from her £ 110-a-week job when she objected. She claims that the company that owns the shop has racially _____ against her

5) _____ ABOLISHED AT TEXAS LAW SCHOOL

A court made affirmative action at the University of Texas law school illegal last year, and supporters of _____ say it has been 'a disaster'. Last year the law school admitted a class that was 5,9 per cent black and 6,3 per cent Hispanic. This year the black percentage stands at 0,7 and the Hispanic at 2,3.

Over to you

What are the main health and safety issues in your job, or a job that you would like to do?

Unit 22 Entertaining

*'Food is our common ground, a universal experience'
James Beard, American chef and food writer*

I. Topical Vocabulary

1	to do a deal	укласти угоду
2	to establish relationship	установлювати взаємини, стосунки
3	business partner	діловий партнер
4	etiquette	етикет, професійна етика
5	relationship build on trust	взаємини, засновані на довірі
6	corporate hospitality	корпоративна гостинність
7	entertaining	розважальний
8	cultural awareness	культурна обізнаність
9	cross-cultural	міжкультурний
10	social interaction	соціальна взаємодія
11	socialising	спілкування, усупільнення
12	gaffe	помилка, неправильний вчинок
13	convenient	зручний
14	cosy	затишний, приємний
15	efficient	результативний, ефективний
16	exciting	захоплюючий
17	reasonable	недорогий, прийнятний (про ціну); помірний
18	lamb	м'ясо молодого баранчика
19	pork	свинина
20	prawns / shrimps	креветки
21	salmon	лосось, сьомга
22	tuna	тунець
23	veal	телятина
24	venison	оленина
25	poultry	м'ясо птиці
26	starter (BrE) / appetizer (AmE)	закуска
27	aperitif	спиртний напій, який вживають для підняття апетиту
28	alcohol-free	безалкогольний
29	draught (wine, beer)	на розлив, в бочках (вино, пиво)
30	sparkling wine	ігристе вино
31	vintage wine	вино врожаю певного року, марочне вино
32	tap water	водопровідна вода
33	bill (BrE) / check (AmE)	рахунок
34	to book a table (BrE) / to make a reservation (AmE)	забронювати столик (в кафе, ресторані)

35	to leave a tip	залишати чайові
36	main course	основна страва
37	dessert	десерт
38	catering	громадське харчування
39	bribery	хабарництво
40	client's aspirations	бажання клієнтів
41	premier	головний
42	genuinely	щиро
43	memorable	незабутній
44	limitless	необмежений, безмежний; безкрайній
45	venue	місце збору (зустрічі)
46	brewery	пивоварний завод, броварня
47	to boast	вихвалитися
48	generate goodwill	бути доброзичливим , проявляти турботу
Multiword verbs		
49	look after	піклуватися про когось, доглядати за кимось, відповідати за щось
50	look around	оглядатися
51	look forward to	з нетерпінням чекати чогось
52	look for	шукати
53	put off	відкладати, переносити
54	put through	1) виконати, закінчити (роботу); 2) з'єднувати (по телефону)
55	set back	чинити перешкоди, протидіяти
56	set up	засновувати підприємство
57	take out	запросити, повести (до театру)
58	take part in	приймати участь в чомусь
59	take up	приймати (пропозицію тощо)
60	turn down	відхиляти (пропозицію тощо)
61	turn up	опинятися (приходити, приїжджати)
62	carry out	1) доводити до кінця; 2) виконувати; проводити (бесіду, заняття)
63	come up with	знаходити, впоратись з чимось
64	give up	відмовлятися від, залишати
65	hold on	1) триматися (за щось); 2) продовжувати (робити щось); 3) чекати

II. Starting-up

1. Suggest different forms of entertainment in general, rather than in a corporate context.

2. Imagine you have to entertain a group of foreign business people. Which of these activities would you choose? What would you add?

- historic site (s) • an opera / a concert • motor racing • tennis
- a bar / a nightclub • wine tasting • a game of golf • a restaurant
- the theatre • horse racing • a football match • an art gallery

3. Many companies are spending less on corporate entertaining. Do you think this is a good idea? Why? / Why not?

III. Vocabulary and Speech Exercises

1. Work with a partner. Which adjectives in the box form partnerships with the words below (1-6)?

convenient cosy efficient exciting local/regional reasonable

- 1 atmosphere 2 food 3 location
4 prices 5 service 6 entertainment

You plan to take a foreign visitor out for dinner. How important are the above factors for you when entertaining guests? Discuss your ideas in pairs.

2. Match the words in the box to the correct food categories below (1-4)

beef broccoli cabbage chicken crab cucumber duck lamb
lobster mushroom onion pork prawns/shrimp salmon
spinach tuna turkey veal venison

- 1 meat
2 poultry
3 fish / seafood
4 vegetables / salad

3. Combine the words in the box with the headings below (1-3) to create word partnerships related to drinks.

alcohol-free bottled draught dry house medium mineral red rose
sparkling still sweet tap vintage white

- 1 wine
2 beer
3 water

4. Think of a typical or unusual dish from your country. How would you describe it to a foreign visitor? Use these phrases to help you.

It's a meat / fish / rice / vegetarian dish.

It's a kind of seafood / vegetable / dessert, etc.

It's quite spicy / rich / hot / sweet / salty / bitter / sour.

It's called _____ and tastes a bit like chicken / cabbage, etc.

It comes with / We usually eat it with _____.

People often have a glass of _____ with it.

It's got an unusual taste.

It's served with rice / pasta / a salad / a side dish, etc.

It's quite healthy / fattening / unusual, etc.

5. Put these stages into a logical order for entertaining in a restaurant.

- a) Look at the menu. _____
- b) Ask for the bill (BrE) / check (AmE). _____
- c) Book a table (BrE). / Make a reservation (AmE). _____
- d) Leave a tip. _____
- e) Have the main course. _____
- f) Have a dessert. _____
- g) Order a starter (BrE) / appetizer (AmE). _____
- h) Have an aperitif. _____

6. Listen to the dialogues and check your answer to Exercise 5.

7. Imagine a small group of foreign visitors is coming to your city.

1. Decide where you would take them for dinner. Choose a menu and a location to give them a 'taste' of your city / region / country.
2. Explain your choices to a partner.
3. Join up with another pair and compare your ideas.

8. Complete the story with the words from the box.

aperitif bill book cash cosy course delicious dessert dishes
 efficient entertain guest marketing menu negotiate order
 recommended relax starter variety

As I had to 1) _____ an important visitor from abroad. I asked different colleagues if they knew a good restaurant in town. They all 2) _____ 'Mirella's Garden'. 'Very 3) _____ atmosphere.' they said, 'the food is absolutely 4) _____ and the service is very 5) _____.'

It was quite busy when we arrived. Fortunately, I had asked my assistant to 6) _____ a table in advance. From where we were seated, we had a stunning view across the lake. My 7) _____, Mr Yared, seemed quite pleased, so I began to 8) _____. I suggested having an 9) _____ but he said he hardly ever

drank alcohol, and certainly never on working days. I hoped I hadn't made a gaffe! We looked at the lunch 10) _____, which had a wide 11) _____ of typical 12) _____ from our region.

When the waiter came to take our 13) _____, Mr Yared surprised me once more. He had chosen stuffed mushrooms as a 14) _____ but he wanted to have them served after the main 15) _____. 'This is not a funny custom from my country,' he said with a smile, 'just a personal preference.'

The food was indeed superb. Mr Yared spoke about his family and his hobbies and asked about mine. We talked only briefly about the contract we had to 16) _____ that afternoon.

As it was getting late, we didn't have a 17) _____, just coffee, and then I asked for the 18) _____. But when I reached for my wallet, I realised to my horror that I didn't have it on me. Of course - it was at home, in my other jacket. No 19) _____ or credit card - how embarrassing! The only solution I could think of was to ask the manager to call MCI, my company. 'MCI? Is that Micro Computers International?' the manager asked. Indeed it was. 'No need to phone, sir; we'll put this on your account,' the manager continued. 'MCI has had an account with us for three years. My wife is MCI's 20) _____ Director.' Mr Yared and I looked at each other and we both burst out laughing. The day was saved.

9. Choose the best word (a, b or c) to complete each sentence.

1 Many people have only two _____ a day: breakfast and dinner.

- a) meals b) dishes c) courses

2 Jane invited me round for dinner last night. Her husband is a wonderful _____.

- a) cooker b) dish c) cook

3 Tom worked in Bangkok for a year and now he is very keen on Thai _____.

- a) kitchen b) dish c) cuisine

4 They are vegetarians so we should not buy any _____.

- a) meal b) meat c) food

5 This chocolate mousse is delicious. Could I have the _____?

- a) recipe b) cookbook c) receipt

10. Cross out the odd-one-out in each set. Explain your choice.

1 cabbage / venison / cucumber / broccoli / spinach

2 roast / baked / boiled / grilled / fried / bottled

3 medium-rare / well-done / excellent / rare

4 draught / healthy / spicy / salty / rich / fattening

11. Match the multiword verbs in bold (1-8) with their definitions (a-h).

1 Who's going to look after our guests tonight?	a) see the sights
2 We have two hours to look around the city.	b) arrive / appear / come

3 We're really looking forward to the Tokyo trip.	c) get involved in
4 Let's take the clients out to a Chinese restaurant.	d) give attention to / protect / take care of
5 Seventy staff took part in our fundraising events.	e) accept (an offer)
6 The CEO would like to take up your kind offer.	f) await with pleasure
7 We were delighted that so many sponsors turned up at the event.	g) entertain
8 As we had another engagement, we had to turn down their invitation.	h) refuse/decline

12. Choose the correct options to complete this e-mail extract.

Just a quick e-mail to say thank you for organising the Monaco Grand Prix hospitality event. Everyone who took 1) care of / part in / up the event thoroughly enjoyed looking 2) around / forward to / after the city and the Grand Prix itself. Our clients were looked 3) around / forward to / after very well by your events team. I am afraid I am going to have to 4) take care of / turn down / turn up your kind offer of free tickets for the film premiere as I have another engagement that night. However, we would like to 5) take up / turn up / turn down your offer of organising our corporate events next year. We are all really looking 6) forward to / around / after discussing your proposals.

13. In pairs, take turns to ask and answer these questions.

- 1 What are you looking forward to most this month?
- 2 Have you ever turned down an important invitation?
- 3 What is the best team event you have taken part in?
- 4 Which famous person would you most like to look after for a day?

14. Match the sentence halves.

1 Last week, I had to look	a) come over and see them in Antalya.
2 First, I showed them around	b) the Old Town.
3 I certainly look forward	c) after five clients from Turkey.
4 I hope I can take	d) on really well.
5 One of them did not turn	e) to a very good restaurant.
6 The food was delicious and we all got	f) to seeing them all again.
7 Then, I took them out	g) up their invitation next summer.
8 They said I should	h) up, unfortunately.

15. Put the sentences from Exercise 14 in the correct order to make a story.

16. Use the explanation in brackets to choose the correct multiword verb from the box. Then use the correct form of the verb to complete the sentences.

carry out come up with give up hold on look for put off
 put through set up turn down

- 1 We _____ a new sales manager with at least three years' experience. (tried to find)
- 2 The government is encouraging people to _____ new businesses. (start)
- 3 Rick thought March was too early for our seminar so he _____ it until May. (arranged to have it at a later date)
- 4 Unfortunately, we had to _____ their invitation because we had another engagement. (refuse)
- 5 Carol _____ a well-paid job to train as a social worker. (stopped doing)
- 6 We are _____ a survey to find out what kind of restaurants are most popular with businesspeople. (doing)
- 7 Can you _____? I'm trying to _____ you. (wait / connect)
- 8 It was a very productive meeting. We all _____ new ideas for our next advertising campaign. (thought of)

IV. Reading Comprehension

Text 1

Entertaining

It has been said that when two American or European businesspeople meet, they are there to do a deal, but in Asia they are there to establish a relationship. Entertaining in Asia is often used to 'size up' a potential business partner - partner in the sense of future supplier or joint venture associate. Asians will want to know more about their guest, their background and their contacts before going ahead and doing business. This is an essential part of the business process, not just polite etiquette.

Relationship building takes different forms in different places - invitations to karaoke evenings in Japan or the yacht on the French Riviera are not to be refused. The demand for corporate hospitality in the UK has been criticised for making events such as Grand Prix racing or Wimbledon more expensive for ordinary people. But corporate sponsorship of sport and culture brings in large amounts of money, and many such events benefit from this overall.

Entertaining in the form of invitations to your host's home exists in some cultures but not others, where work and private life are kept entirely separate.

Cultural awareness of norms in these and other areas can lead to better communication and avoidance of misunderstandings. Companies are spending more time and money these days on cross-cultural training, often but not always in tandem with language training, in order to facilitate better social interaction.

Socialising in another language is not easy. There is more focus on the language itself than in business discussions. Students, rightly, demand formulaic expressions for particular situations. This is often called small talk. But to refer to it as 'small' undervalues its importance. Language learners see it as a minefield of potential problems and, inevitably, gaffes. People have their favourite stories about

such mistakes, perhaps ones they made themselves. Telling these stories can be a useful form of ice-breaking activity in the classroom when working on this much demanded social English.

Text 2

Corporate entertainment

1. Discuss these questions.

1. How important is corporate entertaining in your a) country? b) company / organisation?
2. What corporate-hospitality event would you like to be invited to?

2. The corporate-hospitality club asked three entertainment experts some questions. In pairs, read the article and put four of these questions in the appropriate places.

- a) What is the most effective way of measuring corporate hospitality?
- b) What are the key elements required to produce successful corporate hospitality?
- c) If you had an unlimited budget, what would be included in your dream corporate-hospitality package?
- d) What is the best corporate-hospitality programme you have witnessed that wasn't your own?
- e) What are the biggest challenges in creating corporate hospitality?
- f) How have corporate-hospitality offerings changed in the past decade?

1 QUESTION _____.

Kate Kassir (Director, Beyond Events)

Listen to the client's aspirations and needs. Success then depends on the creation of a dynamic event, which matches and reflects the company culture and the tastes of guests.

Andrew Hodgkins (Premier Service Director, Keith Prowse)

What makes corporate hospitality so successful is being able to offer tickets or packages for events that are sold out or extremely popular.

Alex Hewitt (Managing Director, AOK Events)

Invite your guests to something they genuinely want to attend and ensure you get the right clients attending. Make sure the event is memorable. This way the event lives forever and makes your marketing budget go further.

2 QUESTION _____.

Kate

Creating an event with universal appeal to a potentially highly diverse audience. Finding the balance between limitless client aspirations and the boundaries of logistics and cost.

Andrew

The biggest challenge is to make corporate hospitality accessible to everyone - no matter what their budget is.

Alex

Getting the pricing right and making it easy for people to attend. Few of us want to be entertained on a Sunday night at a venue with poor transport links.

3 QUESTION _____.

Kate

Six Nations rugby hospitality in a brewery next to Murrayfield Stadium. It captured the spirit of the rugby audience. Whereas other facilities offered the usual fine dining, this one boasted draught beer, wooden benches, wintery food, rugby celebrities mingling and a party spirit, all on a lower budget.

Andrew

The packages at the Emirates, Arsenal's home ground, are spectacular, and we wish we could have been involved in the Ryder Cup Europe packages.

Alex

A few years ago, my sister invited me to a private sponsor's concert in a tiny London venue in the middle of the Wimbledon fortnight, which featured John McEnroe and Pat Cash on guitar, Nick Mason on drums and Chrissie Hynde on vocals. Fantastic food and an unlimited bar made it the perfect event.

4 QUESTION _____.

Kate

A one-off interactive experience that money can't buy. An event that gives its audience a real feel of the host brand, combining the adrenaline of sport with the feel-good factor of entertainment and the glamour of the Monaco FI Grand Prix.

Andrew

If we had an unlimited budget, we'd love to offer sporting packages with a twist. For example, offering high-profile former sportsmen and women to give clients a coaching session in their chosen sport before the event.

Alex

Morning golf at Wentworth with Tiger Woods and Sean Connery, followed by a helicopter ride to Le Manoir, where Raymond Blanc would oversee a spectacular lunch.

3. Work in pairs. Overall, who do you think gave the most interesting answers, and why?

4. In pairs, answer this question.

If you had an unlimited budget, what would be included in your dream corporate-hospitality package?

V. Listening Comprehension

Corporate events

1. Dr Chris Bruton is Chief Executive of the Cavendish Consultancy, a corporate entertainment company. Listen to the first part of the interview and answer these questions.

1. Which sports are popular?
2. Which sport is not popular? Why?

3. What was the most popular musical at the time of the interview?

2. Listen to part one and replace the eight mistakes in the transcript below with what Chris Bruton actually says.

The most popular events are still the major sports and the major events in those sports. Within sports it does vary. For example, those sports where the rules are fairly simple and obvious are more popular. Thus cricket, which is a personal, urn, love of mine, is not actually one of the most popular, because the rules are fairly complex. Horse racing is a favourite, football - soccer as it's called in many countries around the world, but football in England - is very popular. Car racing works well and then, moving onto the entertainment side, theatre, pop concerts, musicals - particularly, for many years, Phantom of the Opera has been very popular in New York and in London and in many other places around the world where it has showed.

3. Listen to the second part. What is surprising about how the financial sector has reacted to the latest recession?

4. Complete these statements about what Chris Bruton says with appropriate forms of expressions from part two.

1 Corporate entertainment is very different from what it was 30 years ago: it has c _____ e _____.

2 Its quality is much, much better- it's v _____ s _____.

3 The recent recession has had consequences for the financial sector - it has a _____ the financial sector.

4 Financial firms have cut their budgets - they have r _____ them.

5 Financial firms have not g _____ f _____ cheaper events - they have just taken fewer people to the expensive ones.

6 The more expensive events have been less badly affected by the recession - they are h _____ u _____ better.

5. Listen to the third part. What makes a corporate event successful? Complete these notes.

1. Identify your _____

2. Planning: having _____, e.g. umbrellas.

3. Catering: high standard of _____ and _____.

4. Staff: _____, _____ and briefing.

5. Always _____ up afterwards.

6. Listen to part three. In what order does Chris Bruton mention these points?

- a) catering
- b) umbrellas
- c) aim
- d) follow-up
- e) planning

7. Listen to the final part and answer these questions.

1. Which two events were offered together on the same day?
2. How did people travel from London to the first event?
3. How did people travel from London to the second event?

8. Listen to part four. Are these statements true or false?

- 1 Silverstone is 100 miles north-east of London.
- 2 Lewis Hamilton won the race.
- 3 Chris Bruton uses helicopter as a verb.
- 4 Heathrow is west of London.
- 5 Guests flew by small executive jet to Paris.
- 6 The plane that guests took did not fly faster than sound.
- 7 They stayed overnight in Paris.

9. In groups, discuss these questions.

1. What event would you most like to be invited to? Why?
2. How does entertaining affect a company's image?
3. When can corporate entertainment become bribery?

VI. Skills: “Socialising: greetings and small talk”

1. What do you say to a business contact when you:

1. introduce yourself?
2. introduce another person?
3. are introduced to another person?

2. Listen to five conversations at a conference. Match the speakers in each one, then decide whether they know each other or not.

Speaker 1	Speaker 2	Do they know each other?
Liz	Linda Eriksson	
James	Jurgen	
Julia	Lisa	
John	Jane	
Carla	Sam Clarke	

3. Try to complete the gaps in Conversations 2 and 4. Then listen again and check your answers.

Conversation 2

A: James _____ you _____ Sam Clarke?

B: No. Hello, Sam _____ to meet _____ I think we both _____ Mike Upton. We _____ together in Turkey.

C: Oh, yes _____ Mike. He's in China now.

B: Really? I didn't know that _____ him my _____ next time you see him.

C: Yes, I will.

Conversation 4

A: Hi, I'm John.

B: Hello, John _____ to meet you. I'm Lisa, from the Amsterdam office.

A: Oh, Amsterdam. I've never been, but I _____ it's a _____ city, very lively.

B: Yes, it is. It's great. You should come. The conference is going to be there next year.

A: I'd _____ to. I'll look _____ to it.

4. Read these expressions (1-10). Decide whether each one is said by the host (H) or the guest (G).

1. Can I get you a drink? _____
2. Yes, it's just down there on the left. _____
3. It all looks good. What do you recommend? _____
4. Would you like me to show you round? _____
5. Help yourself to some food. _____
6. Yes, please. I'll have a white wine. _____
7. Can I give you a lift to the airport? _____
8. Yes, I'd love to see some of the sights. _____
9. Could you tell me where the toilet is, please? _____
10. Thanks, but my taxi's coming. _____

5. Put the sentences from Exercise 4 in logical pairs.

Example: Can I get you a drink? Yes, please. I'll have a white wine.

6. Work in pairs. Role-play the conversation.

Student A:

Student A

You are at a conference. You recognise someone you met at a conference two years ago. Introduce yourself and make small talk. Use this information to prepare for the conversation.

- You met Student B two years ago at a conference on Customer Care in Frankfurt.
- You own a small firm which sells office technology.
- It's your first day at the conference - you arrived late last night.

- You haven't seen the city yet.
 - You are staying at the Metropol Hotel in the city centre (a good choice: lovely views; the restaurant and the facilities are also excellent).
 - You are leaving in three days' time.
 - You think the conference will be very interesting.
- Add one other piece of information which you think is important.

Student B:

Student B

You are at a conference. You recognise someone you met at a conference two years ago. Introduce yourself and make small talk. Use this information to prepare for the conversation.

- You met Student A two years ago at a conference on Customer Care in Frankfurt.
- You are the Sales Manager for a mobile-phone company.
- You have been at the conference for three days.
- You have visited the city (beautiful old castle, interesting museum, excellent restaurants, but very expensive).
- You are staying at a small hotel outside the city (a bad choice: room is small and noisy, and too far from the centre of the city).
- You are leaving tomorrow.
- The conference is boring– the speakers talk too much and use too many PowerPoint slides.

Add one other piece of information which you think is important.

Useful language

<p>INTRODUCING PEOPLE Jurgen, this is Lisa. Anita, do you know Ian? Have you met Mauro?</p> <p>ACCEPTING Yes, I'd love to. Thank you. That would be very nice.</p> <p>RESPONDING Pleased/Nice to meet you. Good to see you again.</p>	<p>MAKING SMALL TALK How's business? We're having a great year. Have you heard about ...? How are things?</p> <p>REQUESTS Could I use your printer, please? Do you mind if I take a map?</p> <p>CLARIFYING Sorry, I didn't catch your name. I'm afraid I missed the name of your company.</p>	<p>OFFERS Would you like to have dinner with us tomorrow night? How about coming to the Cabaret Club with us?</p> <p>REFUSING POLITELY I'm really sorry, but I'm meeting a client then. Thank you very much for asking, but I'm afraid I can't make it tomorrow.</p> <p>THANKING Thank you for the meal. It was really good. Thank you for a lovely evening. I had a great time.</p>
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VI. Self-directed work

Reading 1

Read this article from the Financial Times by Samantha Pearson and answer the questions.

Before you read

If you were invited to an evening of cutting up raw meat, would you go? Why? / Why not?

Bankers turn to corporate butchery
 By Samantha Pearson

Nine men dressed in expensive suits and white coats covered with blood gather round a table. Among the group are bankers, a property developer and some of England's richest men. This is corporate entertainment in the post-banking crisis era and they are learning the art of butchery at an evening class in central London.

The class at the Ginger Pig butcher's shop in Marylebone has become a popular way for City institutions to entertain their clients in the recession, as many cut back

on expensive parties. Tim Wilson, the Yorkshire farmer who owns the shop and four others in the capital, says that one of his butchers started offering one-off classes three years ago after requests from customers. Now there are three sessions a week and half of the places are taken up by corporate bookings.

Borut, a Slovenian butcher who jointly runs the class, starts off by teaching the group how to tell rump from ribeye steak. After completing a three-year degree in butchery in Ljubljana, Borut came to London to follow the profession that has been in his family for generations. During the past six months, he says, the class has become particularly popular with companies wanting to entertain clients. "You could take them to an expensive restaurant, but they want to do something different. We've even had some vegetarians come."

Later on in the evening, the men are challenged to hold up a 45kg side of beef in the air for 20 seconds as their colleagues and friends count down, cheer and take pictures with their BlackBerrys. The prize is a ribeye steak to take home. Equipped with saws and knives, they then go about trying to prepare the final cut of beef.

Exercises

1. Choose the alternative with the closest meaning to the expression in italic.

- 1) Nine men dressed in expensive suits and white coats covered with blood gather round a table.
 - a) carrying
 - b) wearing
 - c) clothing
- 2) This is corporate entertainment in the post-banking crisis era ...
 - a) period following the banking crisis
 - b) term after the banking crisis
 - c) stage next to the banking crisis
- 3) ... and they are learning the art of butchery at an evening class in central London.
 - a) selling meat
 - b) eating meat
 - c) cutting up meat
- 4) The class at the Ginger Pig butcher's shop in Marylebone has become a popular way for City institutions ...
 - a) banks and other organisations in London as a whole
 - b) banks and other organisations in cities around the world
 - c) banks and other organisations in the City of London
- 5) ... to entertain their clients in the recession as many cut back on expensive parties.
 - a) increase the number of
 - b) reduce the number of
 - c) reduce the size of
- 6) Tim Wilson, the Yorkshire farmer who owns the shop and four others in the capital, says that one of his butchers started offering one-off classes three years ago after requests from customers.
 - a) courses

- b) single classes, not part of a course
 - c) one-to-one teaching
- 7) Now there are three sessions a week and half of the places are taken up by corporate bookings.
- a) company reservations
 - b) reserves for companies
 - c) company books

2. Answer these questions about paragraph 3.

- a) Where does Borut come from?
- b) Is he the only teacher in the class?
- c) What are rump and ribeye?
- d) What is Borut's qualification?
- e) What is his background?
- f) Why have butchery classes become popular?
- g) Do vegetarians ever come to the classes?

3. Correct these expressions used in paragraph 3 by crossing out the unnecessary word in each expression.

If you ...

- a) run in a class, you teach it.
- b) can tell one thing from of another, you know what the difference is between them.
- c) complete off a course, you finish it successfully.
- d) come to on a place, you arrive there.
- e) follow up a profession, you have a job in that profession.
- f) entertain out clients, you take them to restaurants, special events, etc.

4. Complete these statements with words or expressions from paragraph 4.

- a) If you are asked to do something difficult, you are c_____ to do it.
- b) If you keep something in the air with your hands, you h_____ it u_____.
- c) The people that you work with are your c_____.
- d) If you say, 'five, four, three, two, one', you c_____ d_____ from five to one.
- e) If you have tools to do a job, you are e_____ with these tools.
- f) If you start to do something, you g_____ a_____ doing it.

5. Choose the best summary of the whole article.

Butchery classes are ...

- a) a new form of corporate entertainment, following the banking crisis.
- b) an ideal form of corporate entertainment for rich meat-eaters.
- c) only popular as corporate entertainment because is not a good time for expensive parties.

Over to you 1

Go back to the answer that you gave in 'Before you read'. Have you changed your mind now that you have read the article? Give your reasons.

Over to you 2

Think of some other unusual forms of corporate entertainment that would be suitable for clients in an industry that you are interested in.

Reading 2

Read this article from the Financial Times by Bob Sherwood and answer the questions.

Before you read

Bribery is when someone offers money or a gift to someone, for example in order to obtain a contract. Could some corporate hospitality for clients be a form of bribery?

Bribery law threat to business hospitality

By Bob Sherwood

Businesses are reviewing their corporate hospitality plans as they are worried that some forms of hospitality could be illegal under new UK bribery laws.

Lawyers say they have been asked by companies who fear that they may have to cancel bigger hospitality events after the Bribery Act comes into force. Many City institutions consider luxury entertaining, which can include international flights and free tickets to sporting events, as a normal part of business.

Stephen Morrall, corporate partner at Dawsons Solicitors, said: "We have talked to a lot of people about this. They are very worried and they should be worried. People are asking whether they should be holding corporate entertainment events."

Two UK banks said they were looking at how entertaining would be affected by the legislation. Some lawyers are advising that breaking the law could depend on the type of hospitality. So, for example, offering lunch at a Twickenham rugby match may be fine, but flying clients to Australia to watch cricket could be risky. "Until clear guidelines are published, people should be very careful about any lavish form of entertainment, because there's clearly a risk that an offence could be committed," added Mr Morrall.

Gary Miller, fraud specialist at lawyers Mishcon de Reya, believed many companies were unnecessarily worried and executives needed only to take a "commonsense" approach to hospitality. If they had always offered hospitality as routine then it was unlikely to attract so attention, he suggested, but entertaining clients at a sensitive time, such as when a contract was due for renewal, would be riskier.

Exercises

1. Look through the whole article and decide what the word hospitality refers to.

a) hospital management

- b) hotel management
- c) entertaining clients

2. Complete the table with words from paragraph 1, in the form they are used in the article.

Verb	Noun
	review
bribe	
	fear
	cancellation
entertain	
fly	

3. Now match the nouns in Exercise 2 to their meanings.

- a) an illegal gift
- b) the crime of giving illegal gifts
- c) the state of feeling afraid
- d) trips by plane
- e) when something that was going to happen does not take place
- f) when you look again at a situation and examine it
- g) inviting clients to a special event

4. Read paragraphs 1 and 2 and decide if these statements are true or false.

The new UK laws on bribery ...

- a) are causing businesses to check their policies on hospitality.
- b) mean that some hospitality events may be cancelled.
- c) may affect giving free international flights to clients.
- d) are not causing a lot of worry among businesses.

5. Complete these statements with appropriate forms of expressions from paragraph 3.

- a) A law or set of laws are referred to as l_____. (11 letters)
- b) If someone doesn't obey a law, they b_____ it. (5 letters)
- c) If there's a chance of something bad happening, the situation is r_____ (5 letters)
- d) Advice may be given in the form of g_____. (10 letters)
- e) Entertainment that is expensive and luxurious is l_____ (6 letters)
- f) A formal expression meaning 'to break a law' is 'to c_____ a_____ o_____'. (6, 2, 7 letters)

6. Answer these questions about the expressions in paragraph 4 with yes or no.

- a) If you are unnecessarily worried about something, do you really need to be worried?

- b) If you take a commonsense approach to something, do you need a lot of technical knowledge to understand it and make a decision about it?
- c) If something is unlikely to attract attention, will people probably not notice it?
- d) If something happens at a sensitive time, do people involved need to be careful how they behave?
- e) Does a contract that is due for renewal still have a long time to run?

Over to you 1

Describe the forms of corporate hospitality that are acceptable for clients in your country.

Over to you 2

...entertaining clients at a sensitive time, such as when a contract was due for renewal, would be riskier. How long before or after a contract's renewal would it be acceptable for the clients to be offered lavish hospitality? Give your reasons.

Reading 3

Before you read

When does joking or teasing become bullying? Think of as many sources of conflict at work as you can.

Intervening quickly in cases of conflict

Managers should be sensitive to when teasing starts to become hurtful. They should be prepared to step in and have a quiet word with the team members involved. The manager should inform those involved that, while plenty of communication is encouraged, it's important that there is respect for other people and that certain standards of behaviour are expected at work. The manager should have noted examples of the types of behaviour or language that have been used that are inappropriate at work, so that those involved will understand what is unacceptable.

It's much easier to have this conversation as soon as a manager starts to have concerns about behaviour or early signs of conflict - to prevent habits from being formed and to ensure that the manager is taken seriously. It's much more difficult to be respected if a manager appears to accept certain behaviour by letting a situation continue for weeks or months.

Dealing with conflict directly

Taking action to manage conflict can appear quite worrying to some managers, but it's an essential part of their role and responsibilities. If managers ignore unacceptable behaviour, problems will get worse until the disciplinary process has to be used or a formal complaint is made, by which time it will be much harder to achieve a successful resolution.

Some potential sources of conflict at work are obvious, such as:

- too much personal use of the Internet or e-mail;
- poor attendance and time-keeping;
- any form of bullying behaviour;

- any form of discrimination (e.g. sexism);
- unacceptable language;
- theft;
- drink or drug problems.

However, frequently it is the less obvious behaviour that over time, if so not confronted, will lead to workplace disputes. Examples of less obvious types of dispute include:

- taking credit for other people's work or ideas;
- interrupting people in meetings;
- not inviting team members to social evenings or events;
- not covering for people when they are sick;
- not taking messages for people;
- using someone else's contacts without permission;
- not including people in group e-mails;
- ignoring people or being impolite;
- poor personal hygiene.

Managers should not ignore problems that are developing in their teams. It's vital that line managers have regular, in formal, one-to-one conversations with the people they manage, so that these kinds of issues can be discussed naturally where possible.

However, managers must also be prepared to begin informal discussions if they think a problem is starting to develop. Conflict at work can lead to absences, so return-to-work interviews so are also a good opportunity for managers to ask questions about any conflict issues that might be worrying employees.

Exercises

1. Read the article again and answer these questions.

- 1 What should managers do when teasing starts to become hurtful?
- 2 Why should managers note examples of inappropriate behaviour or language?
- 3 Why should managers get involved as soon as conflict develops?
- 4 What happens if managers ignore conflict and poor behaviour?
- 5 What are the advantages of return-to-work interviews?

2. Find words in the article that mean the opposite of these words.

- 1 appropriate
- 2 acceptable
- 3 polite
- 4 formal

3. Discuss these questions.

- 1 Have you ever been involved in any of the examples of conflict listed in the article? How did/would you feel?
- 2 What behaviour at work do/would you find inappropriate or unacceptable?
- 3 How would you deal with these problems?

Unit 23 New business

'Three components make an entrepreneur: the person, the idea and the resources to make it happen'

Anita Roddick, British founder of the Body Shop

I. Topical Vocabulary

1	balance of trade	торгівельний баланс
2	exchange rate	курс валют
3	foreign investment	іноземні інвестиції; інвестиції за кордоном; капіталовкладення за кордоном
4	government bureaucracy	урядова бюрократія
5	inflation rate	темпи інфляції
6	interest rate	відсоткова ставка
7	labour force	робоча сила; працівники; кадри
8	tax incentives	податкові пільги
9	foreign debt	зовнішній борг; зовнішня заборгованість
10	public expenditure	суспільно-державні витрати, витрати на державні нужди
11	recession	спад, зниження (цін, попиту, виробництва тощо)
12	subsidy	грошове асигнування, субсидія, дотація
13	trade deficit	торговий дефіцит
14	trade surplus	активний торговельний баланс
15	taxes	податки
16	transport links	транспортний канал
17	cheap rents	низька квартплата
18	strong currency	стабільна валюта
19	government grants	державна дотація; державна субвенція; грант; урядова субсидія
20	easy access to credit	легкий доступ до кредитів
21	mining	гірнична справа; гірнична промисловість
22	consumer prices	споживчі ціни
23	public spending	державні витрати
24	consumer spending	витрати споживачів
25	founder	засновник, фундатор
26	reduction	зниження; зменшення, скорочення
27	fractions	дроби
28	decimals	десяткові дроби
29	percentages	відсотки
30	minimum wage	мінімальна заробітна платня

II. Starting up

1. Discuss these questions.

1. Would you like to start your own business? Why? / Why not?
2. What conditions are important for people starting new businesses? Choose the three most important from this list. Can you think of any others?
 - low taxes • good transport links • skilled staff • training courses
 - low interest rates • high unemployment • cheap rents
 - a strong currency • a healthy economy • government grants
 - a stable political situation • easy access to credit

2. Many economies contain a mix of public- and private-sector businesses. Think of companies you know in the areas below. Which are public-sector companies, and which are private-sector ones?

- post office • railways • television • water • energy • telecoms
- cars • banks • newspapers • airlines • roads • mining

3. Many companies in the UK have been privatised. What are the trends in your country? Talk about the business sectors in Exercise 2.

III. Vocabulary and Speech Exercises

1. Match the economic terms (1-10) to their definitions (a-j).

1. interest rate	a) total value of goods and services produced in a country
2. exchange rate	b) percentage increase in prices
3. inflation rate	c) cost of borrowing money
4. labour force	d) price at which one currency can buy another
5. tax incentives	e) percentage of people without jobs
6. government bureaucracy	f) the number of people working
7. GDP (gross domestic product)	g) low taxes to encourage business activity
8. unemployment rate	h) money from overseas
9. foreign investment	i) official rules/ regulations/ paperwork
10. balance of trade	j) difference in value between a country's imports and exports

2. Try to complete this economic profile without looking back at the terms in Exercise 1.

The economy is stable following the problems of the past two years. By following a tight monetary policy, the government has reduced the 1) i _____ r _____ to 2%. For borrowers, after going up dramatically, the 2) i _____ r _____ is now down to 8%. The last six months have seen a slight improvement in the 3) e _____ r _____ against the dollar.

For the country as a whole, the 4) G_____ has grown by 0.15%. Exports are increasing, and the 5) b_____ of t_____ is starting to look much healthier.

In terms of jobs, the 6) u_____ r_____ continues to be a problem, as it is still 16%. In order to stimulate the economy and attract 7) f_____ i_____ from abroad, the government is offering new 8) t_____ i_____, as well as making a renewed effort to reduce 9) g_____ b_____ and red tape. Finally, a large skilled 10) l_____ f_____ means there could be attractive investment opportunities over the next five years.

3. Think about some of the economic terms you looked at above in relation to your own country. Which do you think are going up / going down / staying about the same? Also consider the following:

- consumer prices (the price of things in the shops)
- public spending (the money the government spends)
- consumer spending (the money people spend)

4. What do you think are the biggest economic problems in your country at the moment? What do you think the government's priorities should be? Talk to a partner about your ideas.

5. Write a short paragraph about the economic profile of your country.

6. Complete each sentence with an appropriate economic term from the box.

balance of trade	exchange rate	foreign investment	tax incentives
government bureaucracy	gross domestic product (GDP)		
inflation rate	interest rate	labour force	unemployment rate

- 1) If you plan to borrow money, you will want to know the _____.
- 2) In countries where the _____ is high, young people tend to study more.
- 3) How many yen to the euro? Do you know the _____, by any chance?
- 4) According to a recent survey, 12 per cent of the _____ are earning less than the minimum wage.
- 5) So many forms to fill in just to import one photocopier! Nobody needs all this _____.
- 6) The higher the _____ of a country, the richer its people are.
- 7) When the value of a country's exports is greater than the value of its imports, we say that the _____ is 'favourable'.
- 8) Prices increased again last month so the _____ rose to 5.3 per cent.
- 9) Less government bureaucracy will encourage _____.
- 10) The government is offering attractive _____ to encourage foreign investment.

7. Match the economic terms (1-6) to their definitions (a-f).

1) foreign debt	a) the total amount of money spent by a government on schools, roads, the army, etc.
2) public expenditure	b) money that a country owes to lenders abroad
3) recession	c) situation when a country sells more goods to other countries than it buys from other countries
4) subsidies	d) situation when a country pays more money for imports than it gets from exports
5) trade deficit	e) money that a government pays to make something cheaper to buy
6) trade surplus	f) a period when trade and business activity decreases

8. Complete the sentences with economic terms from exercise 7.

- 1) To help farmers, the EU has given out millions of euros in agricultural _____.
- 2) The country was able to repay some of its loans from abroad and so reduce its _____.
- 3 Industrial production is still decreasing. It seems that the country is heading for a _____.

IV. Reading Comprehension

1. Which new business has impressed you most in the last six years? Why did it impress you?

2. Work in pairs. Student A, read Article A. Student B, read Article B. Make notes in this chart.

	Article A	Article B
name of new business		
name of founder		
age of founder		
age of business at time of writing		
location of new business (city and country)		
number of employees		
what the new business is/does		

Article A

Internet whiz-kid's discount idea makes billions in two years

by Jonathan Birchall

Andrew Mason studied music at university, where he dreamt about making his riches as a rock star. Instead, the 29-year-old decided to set up an Internet business that offers discounts on everything from restaurant meals to hair transplants and yoga classes. The big idea is about to turn him into the latest web billionaire.

Google is preparing to buy Groupon, his two-year-old company, for \$5.3 billion, according to reports. The proposed deal will put Mr Mason in a group of young Internet billionaires including Mark Zuckerberg of Facebook and the Google founders, Larry Page and Sergey Brin.

The site offers vouchers named "Groupons" that can be spent at participating retailers. Every user gets a discount offer based on his or her location and profile, but these huge discounts expire unless enough people sign up. The trend, described as "social buying", has spread rapidly across the Web, and Groupon was described by Forbes as "the world's fastest-growing company".

Its explosive growth and healthy profits have convinced Google to dig into its deep pockets. It is believed to have started its bidding at \$3 billion, a price that has been steadily rising over the past few weeks.

Mr Mason appears to be a man who knows his worth. In April, it was reported that he turned down a \$2 billion offer from Yahoo, because the valuation was too low.

Groupon employs about 1.000 people, mostly based in Mr Mason's home town of Chicago. It is active in more than 80 countries and is growing at the rate of 10 per cent a week by adding new users through Facebook and Twitter.

Article B

Help with exports

by Peter Marsh

Scattered around the world are many thousands of "micro-manufacturers" of craft items such as jewellery and handbags, often offering high standards of design and quality. Most, however, have little idea of how to sell their products in international markets.

At the same time, retail outlets are eager to get their hands on products that look new and different - but find it difficult to discover them.

Just over a year ago. Sandra Felsenstein, a 27-year-old former industrial engineer, decided to start a business that would try to link these two groups. Her approach was to find a series of high-quality manufacturers in her native Argentina - a country with a good reputation for design, yet poor connections to the rest of the craft trade worldwide - and link them with shops and distribution companies elsewhere.

Dinka, the four-person company she founded in Buenos Aires, is now showing signs of success. Ms Felsenstein has organised links with 30 Argentinian companies that have agreed to let Dinka promote their goods in export markets. Under these deals, Dinka will find buyers for their products and handle shipments and customs formalities in exchange for a proportion of sales revenues.

She has laid the foundations, too, for establishing a network of retail outlets in other countries, arranging connections with retailers in Chile, Peru and Ecuador as a first step, while signing up a distributor in Austin, Texas, that she hopes will help them enter the potentially large US market.

Ms Felsenstein says she is also "exploring several opportunities" for finding retailers in Europe - particularly in Spain, Italy, Germany and Switzerland - where she thinks sizeable sales could be established for Argentinian-made goods.

3. Note down two other interesting pieces of information about your article.

4. Give your partner an oral summary of your article, then take notes as you listen to your partner's summary.

5. Work in groups of three or four. Think about a business you could start as a group. Consider these questions.

1. What kind of business would it be?
2. Which country and city would you like to locate your new business in? Think of the factors mentioned in Starting up, Exercise 1.
3. What do you already have as a group? Think about skills, experience and contacts.
4. What other strengths do you have? What about your gaps?
5. What difficulties do you think you may face? How will you overcome them?

V. Listening Comprehension

New business

1. Abdirashid Duale is the Chief Executive Officer of Dahabshiil, a global money-transfer company. Listen to the first part of the interview and answer these questions.

1. How many countries does the company transfer money to?
2. Dahabshiil helps four types of people or organisations. What are they?

2. Listen to the second part and complete these notes.

All successful new businesses have to:

- have a 1) _____
- have a 2) _____
- know how they are going to 3) _____ that vision
- motivate their 4) _____
- keep their customers 5) _____
- maintain their 6) _____ with their customers
- make sure that the customers are happy with their 7) _____
- manage the difference between their income and their 8) _____

3. Listen to parts one and two and match the verbs with the expressions that follow them.

1 transfer	that vision
2 send	their staff
3 have	money
4 reach	a vision
5 motivate	money
6 maintain	more profit
7 make	their relationship

4. Complete these statements with appropriate forms of expressions from part two.

- 1) If you have an idea about what something will be like in the future, you have a _____.
- 2) If your customers are _____, they keep coming back to you.
- 3) _____ is the money you make from sales.
- 4) A customer's _____ are what he or she needs.
- 5) Satisfied customers are _____ customers.
- 6) A company's costs are its _____.
- 7) A _____ company is one that has gone out of business.

5. Susan Barratt, the CEO of Nature's Way Foods, talks about the advice she would give to anyone starting their own business. Listen and complete this extract from the audio script.

I hope they've got lots of 1) _____. I think it is difficult and quite hard 2) _____, and needs a significant level of commitment. I think it's really, really important to make sure you understand the 3) _____ and who your customers are going to be. And how you differentiate yourself, or make yourself different, from any of your 4) _____ in that marketplace.

People will only go to you and buy your 5) _____ or your service if they feel it is added 6) _____ over and above what they can get elsewhere, or something they can't get elsewhere.

So, for me, understanding the market and the 7) _____ is absolutely critical to the success of the business. The other key thing is that you've got sufficient 8) _____.

6. Listen to part three. Match the things that Susan Barratt mentions (1-6) with the quotations (a-f) from someone starting their own company.

1 energy	a) 'I'm not going to give up easily.'
2 commitment	b) 'I never feel tired.'
3 making yourself different	c) 'We've carried out a big market survey.'
4 added value	d) 'We've got €100,000 in the bank in case there are any problems.'
5 understanding the market	e) 'We offer something that none of our competitors offer.'

6 cash	f) 'Our product will save customers €3,000 a year. Competing products only save customers about €1,000.'
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7. Listen to part three again and find adjectives that mean the following.

- 1 not easy d _____
- 2 not easy h _____
- 3 very high s _____
- 4 not the same d _____
- 5 extremely important c _____
- 6 enough s _____

8. In groups, discuss these questions

- 1. What sort of problems do new businesses face?
- 2. What advice would you give to someone starting their own business in your country?

VI. Skills “Dealing with numbers”

1. Say these numbers. Listen and check after each group.

- 1. a) 362 b) 1,841 c) 36,503 d) 684,321 e) 4,537,295
- 2. a) 3.5 b) 2.89 c) 9.875
- 3. a) 3/4 b) 1/8 c) 61 d) 1/2 e) 2/3
- 4. a) 15% b) 50% c) 97% d) 100%
- 5. a) £80 b) \$5 ,800 c) €150,000 d) €20,000

2. Try to answer these questions.

- 1. What is the population of your a) country? b) city?
- 2. How many people work for your company I study at your institution?
- 3. What is the average salary in your country?
- 4. What is the current inflation rate?
- 5. Approximately how many people are unemployed?
- 6. What is the interest rate for savings?
- 7. What fraction of their income do you think people spend on living costs?
- 8. What percentage of your income do you spend on transport?

3. Listen to four extracts from a radio business-news programme. Underline the numbers you hear.

- 1. a) Inflation rate: 2.0% / 1.2 %
- b) Unemployment: 1,258.000 / 1.500.000
- 2. a) Profits increase: \$1.8 billion / \$1.8 million
- b) Sales increase: 80% / 18%
- 3. a) job losses: 1/3 / 1/4
- b) Workforce reduction: 15,000 / 5,000

- 4. a) Interest rate reduction: 0,5% / 1,5%
- b) Economic growth: 2,8% / 1,8%

4. Work in pairs. You work for a marketing department, which is launching a new range of mobile phones in an overseas market. You are gathering statistical information.

- 1. Ask each other questions to complete your charts.
- 2. Discuss which are the best markets to launch the new range of phones in.

Student A

Ask and answer questions to complete the information in these charts.

EXAMPLE: A: *What's the population of Tokyo?*

B: *Thirty-six point seven million OR Thirty-six million, seven hundred thousand.*

Biggest cities (population in millions)			% of households with Internet (2008)			Oldest populations (% aged over 60)			Cars per 1,000 people		
1	Tokyo, Japan	1	South Korea	94.3	1	Japan	1	Iceland
2	Delhi, India	22.1	2	Iceland	87.7	2	Italy	26.7	2	Luxembourg	664
3	São Paulo, Brazil	3	Netherlands	3	Germany	3	New Zealand	656
4	Mumbai, India	20.0	4	Sweden	4	Sweden	25.0	4	Italy
5	Mexico City, Mexico	19.5	5	Norway	5	Finland	24.7	5	Brunei	608
6	New York, US	6	Denmark	81.9	6	Bulgaria	6	Malta

All figures taken from *The Economist: Pocket world in figures*, 2011 edition (Profile 2010)

Student B

Ask and answer questions to complete the information in these charts.

EXAMPLE: B: *What's the population of Delhi?*

A: *Twenty-two point one million OR Twenty-two million, one hundred thousand.*

Biggest cities (population in millions)			% of households with Internet (2008)			Oldest populations (% aged over 60)			Cars per 1,000 people		
1	Tokyo, Japan	36.7	1	South Korea	1	Japan	30.5	1	Iceland	669
2	Delhi, India	2	Iceland	2	Italy	2	Luxembourg
3	São Paulo, Brazil	20.3	3	Netherlands	86.1	3	Germany	26.0	3	New Zealand
4	Mumbai, India	4	Sweden	84.4	4	Sweden	4	Italy	609
5	Mexico City, Mexico	5	Norway	84.0	5	Finland	5	Brunei
6	New York, US	19.4	6	Denmark	6	Bulgaria	24.5	6	Malta	559

All figures taken from *The Economist: Pocket world in figures*, 2011 edition (Profile 2010)

Useful language

<p>SAYING LARGE NUMBERS</p> <p>912,757,250 =</p> <p>912 = nine hundred and twelve million,</p> <p>757 = seven hundred and fifty-seven thousand,</p> <p>250 = two hundred and fifty</p>	<p>BRITISH AND AMERICAN ENGLISH DIFFERENCES</p> <p>320 = three hundred and twenty (BrE) three hundred twenty (AmE)</p> <p>0 = nought/oh (BrE) / zero (AmE)</p>	<p>PERCENTAGES</p> <p>65% = sixty-five per cent</p>
<p>FRACTIONS</p> <p>$\frac{5}{7}$ = five-sevenths $\frac{2}{5}$ = two-fifths</p> <p>$\frac{1}{2}$ = a half $\frac{1}{4}$ = a quarter</p>	<p>DECIMALS</p> <p>1.25 = one point two five</p> <p>0.754 = nought point seven five four (BrE) zero point seven five four (AmE) point seven five four (BrE/AmE)</p>	<p>CURRENCIES</p> <p>£3,000,000 = three million pounds</p> <p>€16,000 = sixteen thousand euros</p>

VII. Self-directed work

Reading 1

Read this article from the *Financial Times* by Tim Bradshaw and answer the questions.

Before you read

When you use the Internet, do you sometimes look for new websites, or do you always look at the ones you already know? Describe your Internet 'behaviour'.

Web start-ups buy more TV advertising

By Tim Bradshaw

More and more, small Internet start-ups are advertising on television, often within months of their launch. In the late 1990s, many of the Internet's biggest brands - such as Google, Skype and Amazon - were built through word-of mouth, without paying for offline ads. Today Google is advertising on TV and billboards, and investors are encouraging more of their start-up companies to take advantage of television.

Index Ventures invests in Internet start-ups. Saul Klein, a partner at Index, says: "Once you have a clear sense of how much it costs you to get a customer and the total lifetime value of that customer, you should start experimenting with as many different marketing channels as possible. "Recent e-commerce companies appearing on UK TV include Spotify, the digital music service; Lovefilm, the DVD-rental and online-video service; Glasses Direct, which sells spectacles; Wonga, a loan provider; and Just-Eat, which let`s people order from local fast food takeaways online.

Such companies started off by advertising on Google's search ads, which allow an exact analysis of how much each ad cost and how much the visitor who saw the ad went on to spend. But search ads are most useful when people know what they are looking for - so for companies trying to build awareness for a new kind of online service, TV ads can be more useful.

"Our goal on TV is to educate people that there is an alternative to the high street," says Kevin Corn its, chief executive of Glasses Direct. "Anyone can do an ad

online, but people trust TV." Mat Braddy, marketing chief at Just-Eat, buys TV advertising to target younger people in early evenings and at weekends. "If you're clever about it, you can advertise at the times of day when people make the decision to eat," he says.

Exercises

1. Look through the whole article and find the names of:

- a) three 'old' Internet companies.
- b) a company that invests in Internet start-up companies.
- c) someone who works for the investment company in b).
- d) five new Internet companies.
- e) people who work for two of these companies.

2. Find three forms of advertising in paragraph 1.

3. Complete these expressions with the correct prepositions.

- a) invest __ a start-up
- b) experiment __ __ __ different things
- c) appear __ TV
- d) order something __ __ __ somewhere
- e) start off __ doing something

4. Find expressions in paragraphs 2 and 3 that mean the following.

- a) the total amount that a customer buys from a company

t _ _ _ _ l _ _ _ _ _ v _ _ _ _

- b) different ways of advertising

m _ _ _ _ _ c _ _ _ _ _

- c) glasses (to see with)

s _ _ _ _ _

- d) a type of bank

l _ _ _ p _ _ _ _ _

- e) ready meals you buy somewhere and eat elsewhere

t _ _ _ _ _

- f) examination

a _ _ _ _ _

- g) knowing about something

a _ _ _ _ _

5. Correct these statements about the expressions in *italic* as they are used in the article.

- a) A goal is only something that happens in football.
- b) If you educate people, this always happens in schools.
- c) If you have an alternative, you have no choice.
- d) The high street is in the same place as a shopping mall.

- e) If you do an ad online, you read an ad on the Internet.
- f) If advertisers target particular people, they do not want to reach them and communicate with them.

6. Choose the best summary of the whole article.

- a) Internet advertising will replace TV advertising in the long run.
- b) TV advertising can be used to get people to look at particular websites.
- c) TV advertising is only useful to get people to order takeaway food online.

Over to you 1

'People trust TV advertising.' Is this true in your country? Why? / Why not?

Over to you 2

Would you use the Internet to buy any of the products / services sold by the companies in Exercise 1, question d) above? Why? / Why not?

Reading 2

Read this article from the Financial Times by Luke Johnson and answer the questions.

Before you read

An entrepreneur is someone who starts a new business, or a series of new businesses. Are you / Could you be an entrepreneur? Why? / Why not?

Rules of the game have been rewritten

By Luke Johnson

Entrepreneurs of the 21st century are different. The world of business has changed a lot since I entered it in the 1980s, and the rules of the game have been totally rewritten. An important factor has been the influence of the Internet. Many start-ups are now online companies or use the Internet in some way. A 26-year-old such as Mark Zuckerberg can create a community of 500 million users with Facebook - employing just 1,000 staff. Facebook is also an example of how investors are willing - sometimes - to back projects that have almost no sales revenues, believing that a profitable business model will come later, as it did with Google.

Every young company now uses social networking as one of its marketing tools. An understanding of how to use Facebook, Twitter, Foursquare and the rest is important for the success of almost any brand targeted at the young. Each new wave of technology is accepted very quickly. Things used to evolve much more gradually in the past.

Start-ups are far more likely to be founded by graduates than they used to be. In the past six years in the UK, there has been a 46 per cent jump in the number of graduates describing themselves as self-employed. I am sure that will continue, partly because comfortable jobs are much harder to get. Of course, many more people

attend university now; yet when I left Oxford, it was seen by many as "wasting" a degree to want to create a business.

Women entrepreneurs are much more common than in the past, with almost one in three UK start-ups in 2009 founded by a woman. Now women are much more confident and ambitious in their careers, and there are plenty of role models of successful women in the workplace.

Exercises

1. Put the paragraph headings in the correct order.

- a) Women entrepreneurs
- b) The importance of social networking
- c) Graduate entrepreneurs
- d) Entrepreneurs and the Internet

2. Answer these questions about paragraph 1.

- a) When did the writer arrive in the world of business?
- b) What expression does the writer use to describe what has happened since then?
- c) What does the expression in question b) above mean?
- d) Why has this happened?
- e) Are all start-ups now Internet companies?
- f) How many people work at Facebook?
- g) Why are investors willing to put money into companies with no sales revenues?

3. Choose the alternative with the closest meaning to the expression in *italic*.

- 1) An understanding of how to use Facebook, Twitter, Foursquare and the rest is important to the success of almost any brand targeted at the young.
 - a) made for
 - b) made by
 - c) presented to
- 2) Each new wave of technology is accepted very quickly. Things used to evolve much more gradually.
 - a) stay
 - b) event
 - c) change
- 3) Start-ups are far more likely to be founded by graduates than they used to be.
 - a) people with degrees
 - b) people with a gradual approach to business
 - c) people with doctorates
- 4) In the past six years in the UK, there has been a 46 per cent jump ...
 - a) fall
 - b) decrease
 - c) increase
- 5) ... in the number of graduates describing themselves as self-employed.
 - a) working for a company

- b) working for themselves
 - c) working hard
- 6) I am sure that will continue, partly because comfortable jobs are much harder to get.
- a) more difficult
 - b) easier
 - c) better paid
- 7) Of course, many more people attend university now;
- a) wait for
 - b) go to
 - c) drop out of
- 8) ... yet when I left Oxford, it was seen by many as "wasting" a degree to want to create a business.
- a) start
 - b) manufacture
 - c) invent
- 9) Women entrepreneurs are much more common than in the past, with almost one in three UK start-ups in 2009 founded by a woman.
- a) ordinary
 - b) often
 - c) usual

4. Complete the table with words from paragraphs 2 and 3, in the form they are used in the article.

Verb	Noun
understand	
succeed	
	target
jump	
	waste
	creation

5. Now match the nouns in Exercise 4 to their meanings.

- a) the act of starting something
- b) the customers that something is made for
- c) when you achieve what you wanted or hoped for
- d) when you do not use something in an effective way
- e) when you know what something means, know how it works, etc.
- f) when something is more than before

6. Imagine a different headline for the article. Choose the best alternative from the following.

- a) When I was a young man, business start-ups were easier
- b) Thirty years of change in the world of entrepreneurs

c) Graduate start-ups are the way to go

Over to you 1

Is it possible nowadays to start a business that does not depend on the Internet in some way? Explain your ideas.

Over to you 2

Do you think that university graduates are 'wasting' their degree if they start a business? Give your reasons.

Reading 3

Teddy bear business

1. Biographical background

Margarete Steiff was born in 1847 in Giengen in southern Germany. Unfortunately, she contracted polio when she was a small child and as a result spent the rest of her life in a wheelchair. Although she had many operations on her legs, she never walked again. However, this didn't prevent her from having a successful business career.

2. Key moments in a career / nature of work

After leaving school, she set up a small sewing workshop in her family's home. Then, assisted by her brother she set up her own business and factory in 1877. Margarete always loved children, and so in 1880 she produced her first toy, an elephant. It was an instant commercial success. In 1902, her company produced the first 'teddy' bear with moving joints. At first, it was less popular than the elephant and sales were disappointing. However, eventually an American bought 3,000 bears at a trade fair in Leipzig. After the Steiff bear won the first prize at the World Exhibition in St Louis, everyone wanted a teddy bear. In 1904 Steiff introduced their trademark 'button in ear' and, in 1906 the teddy bear got its name: it was named after US President Theodore (Teddy) Roosevelt.

3. Charitable actions

Over the years, the Steiff Company have produced a number of limited edition charity bears. The proceeds from the sales of these bears go to support charities and good causes such as the fight against polio, and the World Wildlife Fund's (WWF) campaign to protect European brown bears.

4. Today

By 1907 1,7 million toy animals were being made a year. During her life Margarete's motto was 'Only the best is good enough for children.' Although Margarete died in 1909 at the age of 61, the Steiff Company is still going strong today. The Steiff club for teddy bear fans began in 1992 and currently has over 45,000 members. In addition to this there are Steiff galleries and teddy bear trade fairs across the world.

Exercises

1. Read the profile of Margarete Steiff, the inventor of the teddy bear, and put the events below in order.

- set up sewing workshop;
- won first prize at the World Exhibition;
- contracted polio;
- went to school;
- named a bear after a US president;
- made a toy elephant.

2. The items in the box are useful for linking sections and putting events in order. Answer the questions below about them.

then currently after (that) furthermore in the end however unfortunately at the moment in addition

- 1) Which two items mean the same as now?
- 2) Which item means the same as eventually?
- 3) Which item is a more formal way of saying but?
- 4) Which two items are a more formal way of saying also?
- 5) Which two items tell you that something happened next?
- 6) Which item tells you that something bad happened next?

Unit 24 Planning

'People don't plan to fail. They fail to plan'
Mark McCormack, sports agent and founder of IMG

I. Topical Vocabulary

1	special occasion	особлива подія
2	wedding	весілля
3	pocket diary	щоденник
4	memory	пам'ять
5	to remind	нагадувати
6	to stick on	наклеїти
7	to estimate costs	орієнтовна вартість; кошторисна вартість; розрахункова вартість; передбачувана вартість
8	to forecast sales	передбачати товарообіг
9	to plan a meeting	планувати збори
10	to do research	проводити дослідження
11	to draw up a budget	складати бюджет
12	to overspend a budget	перевищити бюджет
13	to stick to a budget	бути прив'язаним до бюджету
14	to implement a plan	реалізовувати план, проект
15	to evaluate a plan	оцінювати план, проект
16	to stick to a plan	бути прив'язаним до плану
17	to arrange a meeting	організовувати збори
18	to cancel a meeting	скасувати збори
19	to reschedule a meeting	переносити збори
20	to submit a report	зробити доповідь
21	shedule	графік; план; програма; розклад
22	to interrupt	перебивати, переривати
23	to clarify	прояснити(ся); вносити ясність, з'ясовувати

II. Starting up

1. What do you think about when you plan these things?

1. a holiday
2. a special family occasion, for example a wedding
3. an ordinary working day/week
4. your career

2. Which of the following do you use to plan your day or week? Which do you prefer? Why?

- desk or pocket diary
- electronic organiser

- writing on your hand • memory
- asking someone (e.g. your PA) to remind you
- wall chart
- smartphone
- notes stuck on board, desk, fridge, etc.
- computer program (e.g. Google calendar, iCal)

3. Discuss these statements.

1. Making lists of things to do is a waste of time.
2. You should plan your retirement from an early age.
3. If you make a plan, you should stick to it.
4. There are some things you can't plan for.

III. Vocabulary and Speech Exercises

1. Match the verbs in the box to the nouns below (1-5). Each word partnership describes a way to plan effectively. Use a dictionary to help you if necessary.

collect consider do estimate forecast

1. _____ costs
2. _____ sales
3. _____ research
4. _____ information
5. _____ options

2. Match the verbs in Box A to the nouns in Box B. Make as many word partnerships as you can.

A

arrange implement keep to meet prepare rearrange write
--

B

a budget a deadline a meeting a plan a report a schedule
--

3. A managing director talks about the planning of a new sales office in the United States. Complete this text with nouns from Exercises 1 and 2. One noun is used twice.

Recently, we decided to open a new sales office in New York. First, I arranged a 1) _____ with the finance department to discuss the project. We prepared a 2) _____ with details of the various costs involved. Then we collected 3) _____ about possible locations for the new office. We considered two 4) _____ - one in Greenwich Village and the other near Central Park. After doing some more 5) _____ I wrote a 6) _____ for the Board of Directors.

Unfortunately, we made a mistake when we estimated the 7) _____, as the exchange rate changed, so we didn't keep within our 8) _____. We overspent by almost 20 per cent. We had to rearrange the 9) _____ for moving into the building because the office wasn't redecorated in time. The Board of Directors was unhappy because we didn't meet the 10) _____ for opening the office by December 15. It finally opened in January. However, we forecast 11) _____ of at least \$1,000,000 in the first year.

4. Choose one of these events and tell your partner how you will plan it. Try to use some of the vocabulary from Exercises 1-3 above.

1. A team-building weekend for your department/sports club
2. An event to mark your company's / organisation's 100th anniversary
3. A party to celebrate the return of a close friend after two years abroad
4. The opening of a new store

5. Cross out the noun which does not normally go with the verb in the bubble.

1	<p>costs a price</p> <p style="margin-left: 40px;">\ /</p> <p style="margin-left: 20px;">to estimate</p> <p style="margin-left: 40px;">/ \</p> <p>the value of something a report</p>	2	<p>sales a profit</p> <p style="margin-left: 40px;">\ /</p> <p style="margin-left: 20px;">to forecast</p> <p style="margin-left: 40px;">/ \</p> <p>a schedule an increase</p>
3	<p>a meeting information</p> <p style="margin-left: 40px;">\ /</p> <p style="margin-left: 20px;">to plan</p> <p style="margin-left: 40px;">/ \</p> <p>a trip a conference</p>	4	<p>a profit research</p> <p style="margin-left: 40px;">\ /</p> <p style="margin-left: 20px;">to do</p> <p style="margin-left: 40px;">/ \</p> <p>business a lot of work</p>

6. Cross out the verb which does not normally go with the verb in the bubble.

1	<p>to draw up to call</p> <p style="margin-left: 40px;">\ /</p> <p style="margin-left: 20px;">a budget</p> <p style="margin-left: 40px;">/ \</p> <p>to overspend to stick to</p>	2	<p>to decrease to stick to</p> <p style="margin-left: 40px;">\ /</p> <p style="margin-left: 20px;">a plan</p> <p style="margin-left: 40px;">/ \</p> <p>to implement to evaluate</p>
3	<p>to cancel to implement</p> <p style="margin-left: 40px;">\ /</p> <p style="margin-left: 20px;">a meeting</p> <p style="margin-left: 40px;">/ \</p> <p>to arrange to reschedule</p>	4	<p>to finish to submit</p> <p style="margin-left: 40px;">\ /</p> <p style="margin-left: 20px;">a report</p> <p style="margin-left: 40px;">/ \</p> <p>to keep within to write</p>

7. Complete each sentence with a word combination from exercise 5 or 6.

1. Experts _____ the _____ of the deal at 20 million euros.

2. We have to _____ the _____ for Friday because the CEO is busy all day Thursday.
3. My boss is angry because I haven't quite _____ my sales _____ yet and she expected it last week.
4. We always _____ on our products so we can prove that they are the safest on the market.
5. Our team managed to meet all the deadlines and to _____ the _____ that was allocated to the project.

IV. Reading Comprehension

1. Which of these would you normally find in a business plan?

1. business aims
2. opening hours
3. management team
4. financial forecast
5. staff holidays
6. assessment of the competition

2. Read the article and complete this chart.

name	job/position	company	type of company	location
Dan Scarfe				
David Hieatt				
Rajeeb Dey				
Paul Maron-Smith				

3. Read the article again and answer these questions about the four people in Exercise 2.

1. How many people did not write a business plan for their present companies?
2. Who thinks that setting fixed aims involves too much time and is not valuable?
3. Who says that some plans don't work because we don't know what will work?
4. Who thinks that planning often leads to doing nothing?
5. Who provided the finance for the companies themselves?
6. Which of the four is not against business plans?

When there's no Plan A

by Jonathan Moules

Dan Scarfe, Chief Executive of Windsor-based software development company Dot Net Solutions, says that he has never written a business plan for the company he founded in 2004.

Now, it is one of Microsoft's five key partners in the UK and a leading player in the hot new area of cloud computing - and to Scarfe, that is proof that setting fixed objectives is a complete waste of time.

"Writing software, or starting a new business, is incredibly difficult to plan for," he says. "You're effectively trying to second-guess exactly what you may want down the line, based on marketing conditions and varying customer demand." Whilst short-term business budgeting and strategy is vital, long-term business plans are less

so." Twitter, Facebook and cloud computing were not even concepts a number of years ago, Scarfe notes, so there would be no way he could have planned for them.

David Hieatt, co-founder of Howies, the ethical-clothing manufacturer based in Cardigan, claims that a business plan is really just a guess.

"There are some brilliant business plans written, but they fail because the customer wants to do business differently," he says. "The awful truth is we don't know what will work.

"He claims that the secret is to be flexible-although this often takes a lot of courage. For example, in 2001, Hieatt phoned up all of Howies' retailers and said he was going to introduce organic cotton. The initial effect of this spur-of-the-moment act was disastrous.

"We lost all our wholesale accounts overnight because they said nobody would pay £27 for a T-shirt," he recalls.

Hieatt and his colleagues managed to rescue the situation by launching a catalogue to sell products. It proved to be a turning point for Howies. "Losing all your shop accounts in one day is not great for business, but it's probably the best thing we did," Hieatt concludes. Now, the company sells 80 per cent of its products through this medium.

Others argue that business planning is often a reason for in action. Rajeeb Dey launched Enternships, a student internship matching service. "I never wrote a business plan for Enternships, I just started it," he says-although he admits that it is easier for Internet-based businesses to do this.

Perhaps unsurprisingly, Dey and Scarfe have entirely self-financed their businesses. Venture capitalists and private investors do not usually approve of this casual attitude to planning.

To Paul Maron-Smith, Managing Director of Gresham Private Equity, a business plan is rather like a car's dashboard, guiding the entrepreneur along the road to success.

But even he admits that problems can arise when business plans become too fixed. "The aim of a business plan is to give the stakeholders a good idea of where the business is heading," he says. 'Sure, there are going to be some forecasts in there that are not going to be accurate, but they are a best guess at the time.

4. Discuss these questions.

1. In which sectors is it difficult to plan?
2. How far ahead should you plan?
3. How often should you review plans?
4. What reasons are given for and against having business plans?
5. What is your opinion of business plans? How useful do you think they are?

V. Listening Comprehension

How important is planning?

1. Ian Sanders is a business consultant and the author of *Unplan your business*. In the first part of the interview, he answers the question “How far ahead should businesses plan?”. Listen and complete these notes.

- Depends on 1) _____.
- Three-year contracts should have a plan for 2) _____.
- Three years is a long time for 3) _____ businesses and new businesses entering the market in the field of 4) _____.
- Ian likes the idea of a 5) _____ plan, because it's very 6) _____.
- Problem with business planning: it can sometimes be business 7) _____.

2. Listen to part one. Choose the correct alternative to replace the expression in *italic* so as to keep the closest meaning.

1 If you're a business that has a commitment from a client for three years, you have a three-year contract, it makes sense to have a three-year plan, ...

- a) it's sensitive b) it's sensational c) it's sensible

2 ... because you can project forward those revenues, ...

- a) analyse sales b) forecast sales c) record sales

3 ... and you can make some assumptions about what you need to do as a business ...

- a) assume certain things b) define certain things c) respond to certain things

4 in order to deliver the requirements of that contract.

- a) what the contract writes b) what the contract specifies
c) what that contract speaks

5 For a lot of smaller businesses, new businesses entering the market, ...

- a) continuing to sell in b) starting to sell in
c) increasing their sales in

6 ... especially in technology for instance, when who knows what trends are going to come into play next month ...

- a) start playing the situation b) start influenced the situation
c) start affecting the situation

3. Listen to the second part and complete this audio script.

I think the best business plans are ones that are 1) _____ and 2) _____ enough to take into account changing markets and changing situations. Any plan that is too 3) _____ or too set in 4) _____ becomes very unwieldy, because it can't accommodate economic changes, market changes, 5) _____ changes.

4. Which word in Exercise 3 refers to the ability to change easily, and which two words or phrases refer to the opposite?

5. Complete these statements with words from parts one and two that are related to the words in *italic*.

If ...

1 you are committed to something, you have a _____ to do it.

- 2 you have contracted to do something, you have a _____ to do it.
 3 you relate to someone in a particular way, you have a _____ with them.
 4 you can manage a task easily, it is _____
 5 something has the characteristic of simplicity, it is _____
 6 something has the characteristic of flexibility, it is _____

6. Listen to the final part. Are these statements true, false or is the information not given?

- 1 Many business plans fail.
- 2 Entrepreneurs can forecast the future.
- 3 It's not necessarily bad if a business plan fails.
- 4 If a business idea doesn't work the first time, it should always be dropped.
- 5 The entrepreneur's successful business was completely unrelated to a previous version.
- 6 The business was based in Amsterdam.
- 7 When he was working on the first version, the entrepreneur saw the mistakes that would cause it to fail.
- 8 Failure can sometimes lead to success.
- 9 The entrepreneur is planning another new business.

7. Listen to the final part and answer these questions.

1. What is it important for entrepreneurs to do?
2. Ian talks about an entrepreneur he met recently. What business had the entrepreneur set up?
3. Why did the entrepreneur eventually succeed?

8. What are the advantages and disadvantages of writing a business plan?

VI. Skills "Meeting interrupting and clarifying"

1. Listen to a meeting in which members of a planning group discuss relocating their head office. In which order are these points mentioned?

- a) the cost of moving ___
- b) when to move ___
- c) the advantage of using a specialised firm ___
- d) whether to use their own transport department ___
- e) how to communicate with staff ___
- f) which transport company to use ___

2. Look at these extracts from the planning meeting in Exercise 1. Decide whether each expression in italics is a) interrupting, or b) clarifying.

1. B: I think July would be the best time. It's very quiet then, isn't it?
 A: You mean, we don't do too much business then?
2. C: Could I just say something?

3. C: In my opinion, we should do it department by department.

B: How do you mean exactly?

4. B: We've contacted two companies, National Transport and Fox Removals.

A: Sorry, could I just comment on that, Mark?

5. B: You know, there's another possibility. We could get our own people to do the moving.

A: What? You think our transport department could do the job?

3. Role-play this situation. A group of international VIPs is going to visit your company/organisation for three days. You need to plan the programme for the visit. Discuss these questions with other managers in the department.

1. Where will the VIPs go, and what will they see? (e.g. inside the company/organisation, local sights, etc.)

2. Who do they need to meet?

3. Where will they stay?

4. How will they move around? (e.g. transport)

5. What sort of farewell event/dinner will you have on the final evening?

a) Will you have food? What? (e.g. snacks? a meal?)

b) Will there be a speech? Who will make it?

c) Who will attend? (e.g. special guests?)

d) Will there be any entertainment?

6. What sort of gifts will you give the visitors?

7. What else do you need to plan? (e.g. the itinerary - will they have any free time?)

Useful language

INTERRUPTING

Could I say something?

Could I just comment on that?

Hold on a minute.

Sorry to interrupt, but ...

DEALING WITH INTERRUPTIONS

If you'll just let me finish ...

Just a moment, please.

I'd like to finish if I may.

CLARIFYING

How do you mean exactly?

What exactly do you mean by ...?

Are you saying ...?

So what you're saying is that ...

VII. Self-directed work

Reading 1

Read this article from the Financial Times by Alina Dizik and answer the questions.

Before you read

Why do some business ideas 'take off and become successful, but most do not? Make a list of all the factors for success/failure that you can think of.

When friendship and fashion equal success

By Alina Dizik

When launching Gilt Groupe, an online shopping site that currently has 3m members, the co-founders did not write a traditional business plan. Instead Alexis Maybank, 35 and Alexandra Wilkis Wilson, 33, took what they had learnt from Harvard Business School. "You could have taken a good month to write a beautiful 40-page business plan, but you could have lost a critical month in getting your product to market," says Ms Maybank, who adds that competition was coming quickly. "You don't really know if an idea is going to take off before putting it in front of customers."

And they did just that. The two founders used a short presentation to convey their idea to the venture capitalists they had found through the business school network. They also talked about what it was like to be two female entrepreneurs, pitching an idea to male-dominated venture capital firms. "Talking about women's fashion to a bunch of guys in Boston was difficult and something that hadn't been pitched to them very many times," says Ms Maybank.

However, after initial investment, it took only two months to build a site that was ready to test. Three years later, in spite of intense competition from newer sale sites such as HauteLook or Rue La La in the US, Gilt is still expanding quickly.

Launched just before the US recession in November 2007, the Gilt site offers limited-time fashion bargains to a restricted list of customer members, and the site's members can invite new members to use the site. Gilt's business, dominated by its fashion sales, draws "hundreds of thousands of people" checking its site each day, the group says, mostly at or soon after it opens its selected daily sales at noon.

Exercises

1. Choose the alternative with the closest meaning to the expression in *italic*.

- 1) When launching Gilt Groupe, an online shopping site...
 - a) continuing
 - b) starting
 - c) closing
- 2) ... that currently has 3m members,...
 - a) at the time
 - b) during the period
 - c) now
- 4) to write a traditional business plan.
 - a) usual
 - b) normal
 - c) old-fashioned
- 5) You could have taken a good month to write a beautiful 40-page business plan, but you could have lost a critical month ...
 - a) a difficult
 - b) a serious
 - c) an important
- 6) ... in getting your product to market," says Ms Maybank, who adds that competition was coming quickly.

- a) bringing
 - b) obtaining
 - c) sending
- 7) "You don't really know if an idea is going to take off before putting it in front of customers."
- a) placing it to
 - b) making it available to
 - c) serving it to

2. Find words and expressions in paragraph 2 with the number of letters shown in brackets that mean the following.

- a) A noun for people who start a business. (8)
- b) A two-word combination for investors who put money into new businesses (7, 11)
- c) A noun for a group of people who communicate with each other, help each other, etc. (7)
- d) A two-word adjective used to describe a situation where there are more men than women. (4-9)
- e) A three-word combination for the organisations that the people in b) above work for. (7, 7, 5)
- f) A three-word expression used informally to refer to a group of men. (5, 2, 4)
- g) A verb used twice in different forms to talk about explaining a new business idea to possible investors. (Give the infinitive.) (5)

3. Read paragraphs 1 and 2. What does each word in *italic* below refer to?

- a) They didn't write a traditional business plan.
- b) They gave one to venture capitalists. (2 expressions)
- c) They found them through Harvard Business School.
- d) It was difficult because they were not used to presentations like this. (2 expressions)

4. Read paragraphs 3 and 4 and decide if these statements about expressions as they are used in the article are true or false.

- a) Initial is used to describe something that relates to the beginning of something.
- b) Build is only used in relation to houses and other buildings.
- c) Intense competition is weak.
- d) If something expands, it grows.
- e) A recession is a period when the economy gets smaller.
- f) If goods are offered on a limited-time basis, they are available for a very long period.
- g) A bargain is when you pay a lot for something, more than you think it is worth.

5. What is the key message of the article? Choose the best summary.

- a) Successful businesses always start on the basis of a detailed business plan, detailed analysis and the opening of a number of stores.

b) Gilt Groupe was started by two women entrepreneurs who made short presentations to possible investors, obtained initial investment, and built a website to sell clothes at bargain prices.

c) Gilt Groupe could not have succeeded without the support of students from Harvard Business School.

Over to you 1

Think of a business you know that has started in the last ten years. (It could be anything from a local restaurant to an e-commerce site.) Imagine a short presentation that its founders might have made about their plans to get finance for the business.

Over to you 2

If you are doing business studies, economics, etc., think of a business case study that has particularly interested you. What questions about planning would you ask the business people involved?

If you are working in an organisation, identify one of its activities, products, markets, etc. that would be interesting for students in a business school. What key facts about the way it was planned would be useful for the students to know?

Reading 2

Read this article from the Financial Times by Rhymer Rigby and answer the questions

Before you read

What is the most important thing to remember when planning a business trip?

Planning efficient business trips

By Rhymer Rigby

With business travellers expected to do more work in less time, how do you ensure that you use the time you have in the best way?

Although it is fashionable at the moment to take public transport to the airport and to fly economy, it might not be the best solution. "It might be better to be driven to the airport if it means you can use the time to make calls," says Clare Evans, a time management coach. "It's the same with business class. If you're a senior manager and it means you can be productive, it's potentially cheaper. Calculate what your time is worth."

It is better to get to the airport an hour early and spend the time working. Ms Evans says: "Make sure you always have some work with you. With laptops and smart phones, a decent lounge isn't that different to your office." Ensure that you are organised at the other end and don't take any more than carry-on luggage if you can help it. Sites such as Dopplr and Triplt can help you organise your travel online and alert you to delays.

"Arrange meetings with jet lag in mind," says Ms Evans. "If you're on a long-haul flight from London to Los Angeles, then mornings are going to be better for

you.” Spend the ‘lower quality’ time on administrative tasks such as e-mail. Unless the flight is very short, you do need to spend some time resting. “If you're away for four days, you may be better off spending the flight relaxing rather than working.”

Exercises

1. Put the paragraph headings in the correct order.

- a) You will be tired after a long flight
- b) Make best use of your travel time
- c) Plan your journey
- d) Time is money

2. Read paragraphs 1 and 2 and decide if these statements about expressions are true or false.

If ...

- a) you are expected to do something, this is what people want you to do.
- b) you ensure that something will happen, you make certain that it will happen.
- c) something is fashionable, not many people are doing it.
- d) you find a solution to a problem, you find an answer to it.
- e) you are driven somewhere, you drive yourself there.
- f) you are productive, you don't do much useful work.
- g) x is potentially cheaper than y, it will certainly be cheaper.
- h) your time is worth a particular amount, that is its value.

3. Relate these traveller's thoughts to the advice given in paragraph 3. Put the thoughts into the same order as the pieces of advice given in the article.

- a) 'I must check online to see if any of my flights are cancelled.'
- b) 'I'm glad I brought the company's latest financial results to read.'
- c) 'It's good that I only have hand luggage with me. I won't have to wait in the baggage hall.'
- d) 'It's only four o'clock and the flight doesn't leave till six.'
- e) 'This place is nice and I can sit here quietly and get through a lot of work.'

4. Match the two parts to make expressions from paragraphs 3 and 4.

- | | |
|------------------|---------|
| 1 carry-on | lag |
| 2 jet | time |
| 3 long-haul | tasks |
| 4 lower quality | luggage |
| 5 administrative | flight |

5. Which one of these pieces of advice does not appear anywhere in the article?

- a) Don't take too much luggage.
- b) Organise meetings to take account of how you will be feeling when you arrive.
- c) Don't eat or drink too much on the plane.

Over to you 1

What advice would you give for planning a) a successful business trip, or b) a successful holiday trip?

Over to you 2

This article is about time planning on business trips. What tips would you give for time management in relation to planning your work or studies?

Reading 3

Read this article from the Financial Times by Rahul Jacob and answer the questions.

Before you read

Give some examples of family-owned companies in your country.

Family conflicts in Asian companies

By Rahul Jacob

In Hong Kong, the man and woman on the street show more interest in the lives of the city's tycoons than perhaps anywhere else in the world. On Tuesday,

Walter Kwok, who, following a dispute with his brothers and sisters, lost his stake in one of the world's most valuable property companies, Sun Hung Kai Properties, said that he had been offered HK\$20bn (\$2.6bn) to settle the dispute, but that it was not enough.

The family-controlled public companies of Hong Kong are characteristic of the Asian model of management, say observers. The Asian public company is often an extension of the founding family. Asian business people typically trust an inner circle, which starts with the family. Moreover, in developing countries, the personal contacts between founder and family are more important than they are in the west.

The disputes between the two Indian billionaire brothers, Mukesh and Anil Ambani of Reliance Industries, over the past few years have been on an epic scale. In 2009, the younger brother, Anil, even flew from Mumbai to the Himalayas seeking the god Shiva's help in the hope of resolving his dispute with his brother. The problem, says Joseph Ngai, who heads the Hong Kong office of McKinsey, the consulting firm, is that in the typical family-run business, family, ownership and business issues are mixed together. "The more you can separate these three, the longer your family business will last," says Mr Ngai.

Still, change is happening, so even in countries like India, long dominated by family companies. The founders of Infosys Technologies, the Bangalore-based software firm, were so determined to create a professionally-run company that they ordered that none of the founders' children would be allowed to work in the business.

Exercises

1. Look through the whole article. Which headline (a-c) could be used instead of the existing headline?

- a) Family-run Asian companies and their problems
- b) Family-run companies around the world
- c) Family-run companies in India

2. Look through the whole article and find the names of:

- a) a very rich property developer in Hong Kong.
- b) the name of the company in which he had a stake.
- c) two Indian billionaire brothers.
- d) their company.
- e) a god whom one of the brothers went to 'see' in order to help solve a dispute.
- f) a consulting firm with an office in Hong Kong.
- g) someone who works for it.
- h) an Indian IT company.

3. Find words and expressions in paragraph 1 that mean the following.

- a) ordinary people t_____ (7 words)
- b) very rich business owners t_____
- c) a conflict d_____
- d) the percentage of a company that someone owns s_____
- e) a verb used to talk about ending a conflict s_____

4. Read paragraph 2 and decide if these statements about expressions are true or false.

- a) Something characteristic of something is typical of it.
- b) A model is a way of doing something that is not copied by anyone else.
- c) An extension of something is another part of it.
- d) In a company, the boss's inner circle consists of people that he or she doesn't know.
- e) Your personal contacts are people that you don't know.
- f) Someone who takes over a company is its founder.

5. Answer these questions about paragraph 3, starting your answers with the words given.

- a) Have the disputes between the Ambani brothers been on a small scale? - No, they...
- b) Did one of the brothers seek outside help to resolve the dispute? - Yes, he even...
- c) Why are disputes so difficult to resolve in family-run businesses? - Because many different issues...
- d) What is the best way to resolve them? - By...
- e) What happens if you can resolve family business disputes? - The longer the business ...

6. Complete the table with words in the form they are used in the article.

Verb	Noun
	head
	separation

change	
	domination
found	
	order

7. Now match the nouns in Exercise 6 with related points from the article (a-f).

- a) dividing family issues from business issues
- b) the boss of McKinsey in Hong Kong
- c) the position of family businesses compared to other businesses in India
- d) the instruction that the founders' children should not take over Infosys
- e) the way that even in India things are not the same as before
- f) the brothers who started Infosys Technologies

Over to you 1

Why are family disputes, even non-business ones, so hard to resolve?

Over to you 2

What advantages do professional managers have over family members when running a business?

Unit 25 Managing people

*'A boat can't have two captains'
Akira Mori, Japanese businessman*

I. Topical Vocabulary

1	qualities	якості
2	to be an expert	бути спеціалістом
3	to focus on tasks	бути зосередженим на завданнях
4	to give orders	віддавати розпорядження, наказ
5	to make suggestion	вносити пропозиції
6	to judge people's abilities	оцінювати людські здібності
7	to plan ahead	планувати заздалегідь
8	to be good with numbers	гарно рахувати, поратись з цифрами
9	flexibility	гнучкість
10	to respond	відгукуватися, реагувати, відповідати
11	to delegate	доручати
12	to communicate	спілкуватися
13	to invest	1) вмщати, вкладати, інвестувати (капітал) 2) надавати (владу, повноваження)
14	to argue	сперечатися
15	genuine	справжній, істинний, непідроблений
16	to engender	збуджувати, породжувати, викликати
17	mutual consideration	спільні обговорення
18	employee engagement	нарада працівників
19	to hug	міцно обіймати; стискувати в обіймах
20	to bow	кланятися
21	enquiry	запит
22	to be on time	вчасно
23	to dress	одягатися
24	to address	звертатися
25	to give gifts	робити подарунки
26	to shake hands	потиснути руку

II. Starting up

1. What qualities and skills should a good manager have? Choose the six most important from the list. Discuss your ideas with a partner.

To be a good manager you need to:

- | | |
|--------------------------------|-------------------------------|
| 1. be an expert. | 7. make suggestions. |
| 2. like people. | 8. judge people's abilities. |
| 3. focus on tasks, not people. | 9. plan ahead. |
| 4. enjoy working with others. | 10. be good with numbers. |
| 5. give orders. | 11. make good presentations. |
| 6. listen to others. | 12. be older than your staff. |

2. If you are managing people from different cultures, what other personal qualities and skills do you need?

3. Talk about the good or bad qualities of managers / bosses you have had.

III. Vocabulary and Speech Exercises

1. 'Verb + preposition' combinations are often useful for describing skills and personal qualities. Match the verbs (1-7) to the prepositions and phrases (a-g).

A good manager should:

- | | |
|----------------|---|
| 1. respond | a) in their employees' abilities. |
| 2. listen | b) to a deputy as often as possible. |
| 3. deal | c) to employees' concerns promptly. |
| 4. believe | d) with colleagues clearly. |
| 5. delegate | e) with problems quickly. |
| 6. communicate | f) in regular training courses for employees. |
| 7. invest | g) to all suggestions from staff. |

2. Which do you think are the three most important qualities in Exercise 1?

3. Some verbs combine with more than one preposition.

He reports to the Marketing Director. (to someone)

The Sales Manager reported on last month's sales figures. (on something)

Say whether these combine with someone, something or both.

1. a) report to
b) report on
2. a) apologise for
b) apologise to
3. a) talk to
b) talk about
4. a) agree with
b) agree on
5. a) argue about
b) argue with

4. Complete these sentences with suitable prepositions from Exercise 3.

1. I agreed _____ her that we need to change our marketing strategy.
2. I talk _____ my boss every Monday at our regular meeting.
3. We argued _____ next year's budget for over an hour.
4. He apologised _____ losing his temper.
5. We talked _____ our financial problems for a long time.
6. The Finance Director argued _____ our Managing Director over profit sharing.
7. I apologised _____ Paula for giving her the wrong figures.
8. Can we agree _____ the date of our next meeting?

5. Write three questions using some of the 'verb + preposition' combinations from Exercises 1 and 3. Then work in pairs and ask each other the questions.

6. Join up with another pair. Compare your answers to Exercise 2 above and Starting up Exercise 1. What is your ideal manager like? Are they male or female?

7. Complete the first gap in the sentences below with a verb from Box A and the second gap with a preposition from Box B.

Box A	Box B
believe communicate deal delegate invest listen respond	in in to to to with with

Seven ways to manage people more successfully

1. Your staff will often have good ideas and suggestions, so _____
_____ what they have to say.
2. Do not think you have to do everything yourself _____ tasks
_____ other people.
3. Problems may be more difficult to solve if you wait too long, so _____
_____ them as soon as you can.
4. Good employees want to develop professionally, so _____ _____
courses and seminars for them.
5. Clear information is very important _____ _____ your employees
clearly so that they know exactly what you expect.
6. When your employees are satisfied, they work more effectively so _____
_____ their needs without delay.
7. And finally, remember that trust is essential. Your staff need a manager that they
can strongly _____ _____.

8. Complete the sentences with the correct prepositions.

1. Staff often complained _____ the new manager, saying he didn't believe
_____ their abilities.
2. Robert was arguing his _____ his boss _____ taxation.
3. Did she talk _____ you _____ her plans to leave the company?

4. Good. So you all seem to agree _____ me _____ the main points.
5. They apologized _____ everyone _____ their failure to deal the crisis.
6. The team had to report _____ their progress _____ the manager every month.

9. These sentences are not correct. Supply, correct or delete the prepositions as appropriate.

1. Robert never listens my suggestions.
2. Socialising colleagues is sometimes a good way to learn about what is happening in different departments.
3. Linda would like to discuss about the report's recommendations with you.
4. My company spends a lot of money for training courses for employees.
5. He may become a good manager. It depends of his communication skills.
6. She told to her boss that her new job was challenging.

IV. Reading Comprehension

1. What would you do if you were a director of your company or school and had the power to change anything?

2. Douglas McGregor, a US psychologist, argued that managers hold one of two theories about the people they have to deal with. Read this extract about the two theories and say which you prefer, and why.

Theory X is based on a fairly negative view of human nature. It says that people are essentially lazy and uncomfortable with the idea of having too much responsibility for anything. They only turn up to work for the pay. Employees have to be managed in a strict way, otherwise nothing will get done.

Theory Y on the other hand suggests people may be capable of something more positive - that they will seek out responsibility and try to get better at their jobs from which they can get significant personal satisfaction. Theory Y managers have high expectations of their people. They are also much more likely to develop a truly motivated workforce.

3. Read the article below. Say which theory is probably supported by the management of Ruby's company, and which by the management of Geraldine's company.

Share the power
by Stefan Stern

What does employee engagement look like in practice? John Smythe, from the Engage for Change Consultancy, offers two situations to illustrate it.

Imagine two different employees, called Ruby and Geraldine, who work for different businesses. In the first situation, Ruby is invited to attend a morning meeting titled "Help our recovery".

"The invitation states that all parts of the company have performed badly, and that its parent company is unable to provide more cash for investment. It says that fast action must be taken to stabilize the situation," Mr Smythe explains. "But it also says there are no secret plans for extreme action. It says: 'We want to communicate openly. We also want you and your colleagues to take ownership with management to solve the crisis, recognising that unpleasant options will have to be on the table.'"

'Ruby is both concerned and flat-tered. She arrives at the meeting feeling like a player rather than a spectator.

A two-month timetable is laid out in which she and her colleagues are invited to use their knowledge to find achievable cost savings without damaging key business areas.

In this process, Mr Smythe says there are three good questions employees can be asked. What would they do if they:

- had a free hand in their day job?
- were a director of the company?
- had to propose important changes?

In this way employees can feel part of the decisions that are necessary. They don't become demotivated.

The alternative scenario, which concerns Geraldine, is less appealing. She is also invited to a meeting described as a "cascade briefing". Rumours have been spreading, so directors are hard to find, and there has been hardly any communication from the company.

"At the cascade, her fears are confirmed when, in a PowerPoint presentation, the full extent of the terrible state of the business is revealed for the first time," Mr Smythe says. "Detailed management plans for restructuring and efficiencies are revealed. The focus is all on reduction, with no hint of new business opportunities. Geraldine feels less like a spectator and more like a victim. To varying degrees, her colleagues leave the meeting in shock."

"When have you felt most engaged and most valued and in a successful project or period at work?" he asks. "Absolutely none of us is going to report that it was more like Geraldine's experience."

4. Read the article again and say if these statements are true (T), false (F) or the article doesn't say (DS).

1. Ruby and Geraldine were both invited to a meeting.
2. Ruby felt part of the decision-making process.
3. Ruby and Geraldine both left their meetings in shock.
4. The companies that Ruby and Geraldine work for are both having problems.
5. Geraldine enjoyed her meeting more than Ruby.
6. Communication was better in Geraldine's company than Ruby's.
7. After the meeting, Ruby was invited to a staff party.
8. Geraldine's company focused on reduction.
9. Geraldine is looking for another job.

5. In pairs, tell each other about:

1. when you have felt most engaged and most valued at work, or in a sports team, or in your daily life;
2. the best way to communicate bad news;
3. any other theories of managing people that you know.

V. Listening Comprehension

Managing people

1. Laurie Mullins is the author of Management and organizational behaviour. Listen to the first part of the interview and answer these questions.

1. Who was the first manager that impressed Laurie?
2. How do you spell his name?
3. What was his job?
4. What three things did he emphasise?

2. Complete the table with appropriate forms of words from part one.

Verb (infinitive)	Noun (singular)
	influence
manage	
pioneer	
emphasise	
control	
profit	
retail	

3. Match the nouns above (1-8) to their meanings (a-h).

- a) a person or organisation that is the first to do something
- b) selling to consumers rather than to other businesses
- c) power to change other people's opinions, behaviour, etc.
- d) the way organisations are structured, employees told what to do, etc.
- e) the importance given to something in relation to something else
- f) when you get more money from sales than you have spent
- g) someone who tells employees what to do
- h) the power to make decisions about how an organisation works

4. Listen to the second part and complete these notes.

Anita Roddick

- founded The Body Shop in 1) _____
- displayed a genuine 2) _____ towards staff
- strong belief in:
 - environmental and 3) _____ issues
 - feminist principles
 - practical 4) _____ to Third World countries

- not possible to provide 5) _____ and social support without making a profit
 - was in business to make a 6) _____
- Richard Branson
- founded the 7) _____ brand in 8) _____
 - over 9) _____ companies
 - famous for combining a true 10) _____ spirit with a genuine 11) _____ for people.

5. Complete these statements with expressions from part two.

- 1 The attitudes and beliefs that guide someone's behaviour together form their ph_____.
- 2 Someone who starts a business is its f_____.
- 3 Something that is real is g_____.
- 4 Subjects, problems, etc. that are discussed are i_____.
- 5 Moral ideas that guide your behaviour are your pr_____.
- 6 Another word for 'help' is a_____.
- 7 If you believe something strongly, you believe it f_____.
- 8 Large amounts of money are s_____ s_____.

6. Listen to part three. Match the issues (1-6) with the imaginary comments (a-f) made by employees working under one of the three managers mentioned.

1 communication	a) 'He never shouts at people.'
2 involvement	b) 'When she says something, it's always so clear what she means!'
3 availability/visibility	c) 'He's a real hands-on type of manager.'
4 commitment	d) 'I think he will always do the best thing for all of us.'
5 respect/consideration	e) 'The door to her office is always open.'
6 trust	f) 'I want to do my best for the organisation.'

7. Listen to the final part and complete this summary.

All three managers had or have a genuine belief in effective _____; involvement and _____ for their staff; _____ so that staff can see them, _____ them; and they were able to have immediate _____ with them.

All either did or do engender a genuine _____ from members of their staff. All three had or have a genuine belief in creating a climate of mutual consideration, _____ and _____ with their staff.

8. In pairs, tell each other which manager you would like to work for. Why?

VI. Skills “Socialising and entertaining”

1. Socialising is an important part of good management. When socializing for business in your country, how important are the following?

1. being on time
2. the way people dress
3. what people are interested in, e.g. fashion, football, etc.
4. how you address people (first names or family names?)
5. giving gifts
6. shaking hands / kissing / hugging / bowing

2. Paul is on a business trip to Syria. Mohammed is a Syrian business contact. Listen to their conversation, then answer these questions.

1. What does Mohammed invite Paul to do?
2. Does Paul accept?

3. Complete this extract from the conversation in Exercise 2.

Paul: Mmm, 1) _____ to invite me, Mohammed, but I think I'd prefer to stay in the hotel, 2) _____ I'm really tired at the moment. It was a long flight, and I feel a little jet-lagged. I need an early night.

Mohammed: OK, Paul, I 3) _____. Perhaps we could meet Abdullah at the weekend.

4. Paul is being entertained by Abdullah and Mohammed. Listen to their conversation. Below are the answers to three questions. What were the questions?

1. Well, we like the same things as Western people.
2. I generally watch television with my wife.
3. I like to go out to restaurants.

5. Listen to another part of the conversation between Paul and Abdullah. Why has Paul come to Damascus? How can Abdullah help him?

6. Listen again. In which order do you hear these sentences?

- a) I do know someone who might help you. _____
- b) Would you like me to give him a call first? _____
- c) Can you recommend anyone? _____
- d) Hold on a minute, I've got his business card. _____
- e) I'm looking for a company to supply carpets for my store. _____
- f) He specialises in traditional designs. _____

7. Role-play this situation.

You meet a business contact in a foreign country. Find out this information.

- a) how they spend their weekends
- b) where they go for their holidays
- c) what they do in the evenings
- d) what kind of hobbies and sports they like

Also, you want to find an agent for your firm's products. Ask him/her if they can help.

Useful language

MAKING EXCUSES	MAKING CONVERSATION	NETWORKING
I'm afraid I already have plans to ...	What do you like to do in your spare time?	I'm looking for...
I'd like to take it easy if you don't mind.	How do you spend your evenings/ weekends?	Can you recommend anyone?
It's very kind of you, but another time perhaps.	What's your favourite hobby/pastime?	Do you have any contacts in ...?
	Where are you going for your holiday this year?	I could make some enquiries for you.
SAYING GOODBYE / THANKING	Can you tell me about any interesting places to visit?	I might be able to help.
Thanks very much for your hospitality.	What/How about you?	Can I mention your name?
I really enjoyed the meal.	What do you usually do after work?	Would you like me to give them a call first?
Thanks for showing me round the city.		Let me give you their business card.
I'll be in touch soon.		
Goodbye. All the best.		

VII. Self-directed work

Reading

Read this article from the Financial Times by Brian Groom and answer the questions.

Before you read

What is the most important characteristic of a good manager? Give reasons.

Do you like the way you are managed?

By Brian Groom

Research among 3,000 employees by the Chartered Institute of Personnel and Development (CIPD) found the proportion of people happy with their job had increased to +46 per cent (percentage satisfied minus percentage dissatisfied), compared with +26 per cent in a similar survey last year.

However, the CIPD's new quarterly Employee Outlook survey suggested problems were developing that would damage employee well-being, morale and commitment if not dealt with. Three-quarters of employees said their organisation had been affected by the recession, with 52 per cent saying that there had been increases in work-related stress as a consequence, and 38 per cent saying there had been an upsurge in office politics. The proportion of people who said their jobs made them worried or tense had also increased and nearly six in ten said they were worried by the future.

The survey also highlighted problems with how people are managed. Although most felt treated fairly by their line manager, they were less happy with how far their manager discussed their training and development, gave feedback or coached them. Employees were particularly critical of senior managers, with less than a fifth

agreeing that they trusted them and only a quarter agreeing that they consulted employees about important decisions.

Ben Willmott senior public policy adviser at the CIPD, said: "Employers must ensure arrangements for informing and consulting employees over major changes, such as redundancy, are effective, if they want to improve trust in senior management. They also need to invest in developing line managers' people management skills, particularly in coaching and performance management, if they want to boost employee commitment and productivity. They must ensure managers can spot the early warning signs of stress and provide support to help people struggling to cope."

Exercises

1. Look through the whole article. What is it mainly about?

- a) employees' opinions of their companies
- b) managers' opinions of their employees confirmed
- c) neither of the above

2. Look through the whole article and match the figures to the things that they refer to.

1. 3,000	a) those saying that stress levels had increased
2. +46 per cent	b) those saying that they were consulted by senior managers when there were big changes
3. +26 per cent	c) the number of people interviewed for the survey
4. three-quarters	d) those saying there had been an increase in office politics
5. 52 per cent	e) those who said they trusted senior managers
6. 38 per cent	f) the deference between satisfied and dissatisfied employees this year
7. nearly six in ten	g) those affected by the recession
8. less than a fifth	h) those worried about the future
9. a quarter	i) the difference between satisfied and dissatisfied employees last year

3. Complete the table with words from paragraph 2, in the form they are used in the article.

Verb	Noun
employ	
survey	
	suggestion

	development
commit	
increase	
stress	

4. Now match the nouns in Exercise 3 to their meanings in the context of this article.

- a) a set of questions that you ask a lot of people in order to find out about their opinions
- b) continuous feelings of worry
- c) when there is more of something than before
- d) caring about your organisation and its success
- e) improving employees' skills
- f) something that may be true, but needs to be confirmed
- g) someone who works for an organization

5. Complete these statements with words from the text, using the correct form of the words.

If...

- a) you are involved in trying to get personal advantage in relation to others who work with you. you are involved in _____ (6 letters, 8 letters)
- b) you are unhappy because of a problem, you are _____ about it. (7 letters)
- c) a problem is _____, it is discussed and people pay attention to it. (11 letters)
- d) people are treated in a proper way, they are treated _____ (6 letters)
- e) people talk about a problem, they _____ it. (7 letters)
- f) you give _____ to someone, you tell them how they are doing, how good their work is, etc. (8 letters)
- g) a manager _____ an employee, he or she gives them help and advice about their career. (7 letters)
- h) you are _____ of something, you do not like it. (8 letters)
- i) managers _____ employees about changes, etc., they discuss the changes with them. (7 letters).

6. Relate the issues (1-4) from paragraph 4 to what different employees might have said to the researchers (a-d).

1. redundancy	a) 'I always believe what our Chief Executive tells us'.
2. trust in senior management	b) 'She goes round talking to herself the whole time.'
3. boosting productivity	c) 'A quarter of us are going to lose our jobs.'
4. early warning signs of stress	d) 'If they gave us better computers, we could do more work.'

Over to you 1

What are the biggest causes of stress in your organisation?

Over to you 2

What can senior managers do to increase employees' trust in them? Give five examples.

Reading 2

Read this article from the Financial Times by Yih-teen Lee and Pablo Cardona and answer the questions.

Before you read

What products is Switzerland famous for?

Victorinox

By Yih-teen Lee and Pablo Cardona

Victorinox is famous for its core product - the Swiss army knife. The company was founded in 1884 in Ibach, a small town in the German-speaking part of Switzerland, by Karl Elsener. He wanted to create jobs that would be long term. This has remained a cornerstone of the company culture.

After the terrorist attacks on the US in September 2001, new airline safety regulations around the world stopped passengers from taking knives on board. The rules had a serious effect on Victorinox, because sales of pocket tools at airports were important sales channels. Victorinox needed to find a way to survive and to deal with the fact that there were too many employees.

Victorinox decided not to get rid of workers. However, it stopped hiring new workers, cancelled overtime and reduced the workday by 15 minutes. Employees were encouraged to take vacation, sometimes in advance of when it was due. Victorinox kept all the employees on its own payroll, while lending 80 or so to other companies for up to six months.

Having committed workers who understand and share the company mission is the goal of many businesses. But few achieve this. The secret lies in the way that Victorinox has always treated its employees. It created some employee-oriented management systems, such as long-term employment, training and development opportunities, and a policy which aims to better integrate young and older workers, immigrants, and people with disabilities into its workforce. It also maintains a 5:1 salary ratio between the highestpaid and average-paid workers.

1. Put the paragraph headings in the correct order.

- a) The strategic response
- b) The key lessons
- c) The challenge
- d) Company history

2. Choose the alternative with the closest meaning to the expression in *italic*.

- 1) Victorinox is famous ...
 - a) infamous
 - b) well-known
 - c) interesting
- 2) ... for its core product - the Swiss army knife
 - a) most important
 - b) most profitable
 - c) sharpest
- 3) The company was founded in 1884 in Ibach, a small town in the German-speaking part of Switzerland, by Karl Elsener.
 - a) begin
 - b) placed
 - c) started
- 4) He wanted to create jobs that would be long term.
 - a) were necessary
 - b) were well-paid
 - c) would last
- 5) This has remained a cornerstone of the company culture.
 - a) one of the most important parts
 - b) one of the most interesting parts
 - c) one of the weakest parts
- 6) because sales of pocket tools at airports were important sales channels.
 - a) spreading
 - b) distribution
 - c) delivery

3. Read paragraph 3 and decide if these statements are true or false.

After 9/11, Victorinox ...

- a) asked some of its employees to leave the company.
- b) took no action at all.
- c) stopped recruiting.
- d) stopped asking employees to work more than the normal number of hours.
- e) asked employees to work the normal number of hours.
- f) told employees to go on holiday.

4. Find words in paragraph 4 with the number of letters shown in brackets that mean the following.

- a) A word ending in -ed that describes employees who believe in their organisation, want to do their best for it, etc. (9)
- b) A noun used to talk about the company's purpose. (7)
- c) A noun meaning objective, also used in football. (A)
- d) A verb used to talk about reaching objectives. (Give the infinitive.) (7)

- e) A verb used here to talk about how the company considers its employees, what it does for them, etc. (Give the infinitive.) (5)
- f) A word combination used to describe things that are good for workers. (8-8)
- g) A noun used to talk about the way that employees can learn new skills, get more important jobs in the company, etc. (11)
- h) A noun referring to people who come from other countries. (10)
- i) A verb used to say that a situation is kept, not changed. (Give the infinitive.) (8)

5. Choose the best summary of the whole article.

Victorinox...

- a) has always had employee-oriented policies, and its actions after 9/11 were part of this long-term 'philosophy'.
- b) treated its employees particularly well when sales fell after the 9/11 attacks.
- c) is always willing for its employees to work for other companies, rather than lay them off.

Over to you 1

Why do you think many companies don't share Victorinox's values? What reasons might they give?

Over to you 2

Think about your organisation or one you would like to work for. If there was a sudden fall in its sales, which of the crisis management actions taken by Victorinox, if any, could be taken by it? Give reasons.

Reading 3

Read this article from the Financial Times by Stefan Stern and answer the questions.

Before you read

Do you like arguments, or do you try to avoid them? Give your reasons.

The challenge of conflict

By Stefan Stern

Robert McHenry, chief executive of OPP, the Oxford-based business psychology consultancy, says that some organisations may be hiding conflicts that should be out in the open. "Clients sometimes tell us that their biggest problem is the lack of conflict in their organisations," he says. "They say that senior leaders create a culture where people prefer to 'keep their head down' and not offer feedback or ideas: conflict damages performance."

OPP recently surveyed 5,000 employees in Europe and America to find out about their experience of conflict at work. They found that, on average, each employee spends 2.1 hours a week-roughly one day a month dealing with conflict in

some way. Most managers find this difficult to manage. Some, but not enough, receive training in the kind of communication skills that can help to resolve conflict.

It's not all bad news. According to another piece of new research, conflict might offer the chance to improve your company's performance. Early results from the research point to the role of successfully managed conflict in the development of effective corporate strategy. In their work with international businesses, the London-based consultancy Cognosis has found that managers who deal with conflict successfully will get better performance from their staff.

How can you benefit from disagreement? Conflict should be managed, Cognosis has found. In open corporate cultures, employees feel able to challenge senior managers. Indeed, so managers will actively ask them for their views. "One of the characteristics of effective leaders is their ability to both challenge others and be challenged themselves in a positive way," says Richard Brown, managing partner at Cognosis.

Exercises

1. Look through the whole article. What is it mainly about?

- a) Marketing
- b) Finance
- c) Human resources

2. Look through the whole article and find the names of:

- a) two people who work for consultancies.
- b) their job titles.
- c) the names of the two consultancies.
- d) the places where they are based.

3. Read paragraph 1 and decide if these statements about expressions are true or false.

If ...

- a) you hide something, you do not discuss it.
- b) something is out in the open, it is not discussed.
- c) there is a lack of something, there is lots of it.
- d) you keep your head down, you do not comment on things, make trouble, etc.
- e) you offer feedback on something, you give your opinion about it.
- f) x damages y, it is good for y.

4. Find words and expressions in paragraph 2 that mean the following.

- a) asked questions _____
- b) workers _____
- c) get information _____
- d) typically _____
- e) managing _____
- f) type _____

g) solver _____

5. Match the two parts to make expressions from paragraph 3.

1 bad	conflict
2 new	businesses
3 successfully	managed research
4 effective	news
5 international	performance
6 better corporate	strategy

6. Now match the expressions in Exercise 5 to their meanings.

- when employees produce improved results
- when arguments are dealt with in a good way
- information that was not available before
- companies that operate in more than one country
- a company's plans for its future that are successful
- new information that is not good

7. In what order do these points occur in paragraph 4?

- In these companies, bosses will ask employees for their opinions.
- In some companies, workers are free to criticize their bosses.
- How can you get an advantage from conflict?
- Good bosses are able to criticise others, and able to accept criticism from others.
- Disagreement is something that should happen in an organised way.

Over to you 1

Do you think that conflict in organisations can be a good thing, as the article says?
Why? / Why not?

Over to you 2

... on average, each employee spends 2.1 hours a week roughly one day a month-dealing with conflict in some way. Is this your experience? Why? / Why not?

Unit 26 Business Etiquette

I. Reading Comprehension

Reading 1

INTRODUCING PEOPLE

Among Strangers

You introduce younger to older people: "Mr. Young, come and meet Mr. Old." Lesser in rank are introduced to senior in rank: "*Captain* Brown, may I introduce you to *Brigadier* Black". Men to women: "George, I *want you to* meet my cousin, Joan Ellis".

Christian Names

When introducing children to adults it is usual to call the older person "Mr." or "Mrs." (or title) and this would also be so introducing an employed gardener to your neighbor. People use Christian names quite soon enough but it is silly for Bobby aged three to begin calling a grown up "Bill" or your lady doctor "Alice". In official places we do not use Christian names.

Secret of Remembering Names

Many people especially *older folk* who have to introduce three or more people to other guests find it impossible to remember all the names. Here are two tricks which can be employed, and a friend of mine uses the first one.

1) With a pen he writes in the palm of his hand "John Black-Adder (eyebrows), Fiona Cranleigh-Smith (red head), Mrs. George Pot (like auntie)". *In other words sufficient detail helps you to remember the names of people. Many times he has been complimented on his wonderful memory, whereas what he should have been complimented on was neat small handwriting.*

2) Sometimes, "the only name you remember in an introduction is your own ". In this case the other alternative which can be used when you address a person is to mumble or cough gently (remembering to put one's hand to one's mouth). *One "gets away" with this; after all "Those who mind don't matter and those who matter don't mind".*

MEETING PEOPLE

If you meet someone on the street, *do introduce* anyone with you to them. Then you may say: "I want *to have a word* with this person, please excuse me and wait a minute. I'll rejoin you." To leave your companion standing neglected is poor taste. If a man is at a theatre with a lady companion and someone comes to speak to her, he should stand and *she can remain sitting* or stand up if she wishes, and she would introduce the friend unless it is only to say a couple of words.

INTRODUCE YOURSELF

If you are *at a gathering* and see someone looking shy, never hesitate to go up and say: "My name is Jill White. *Isn't this a nice gathering?*" or something suitable. A more subtle way is to get a tray of nuts or sweets and offer them in order to start conversation. Good manners are active not passive; encouraging yourself to use them will help to make life a little pleasanter for others.

II. Skills

Communicaton skills

- I. You are interested in the goods of a firm. You come to the Head of the firm. Introduce yourself to him.
- II. You are talking with a representative of your partner firm. At this moment your colleague enters the room. Get them acquainted (introduce the two gentlemen to each other).
- III. Tell what you and your colleagues usually do at the office.
- IV. You want to call one of New York's hotels to reserve a room for the period of your business trip. Make up a plan of the conversation:
 - a) the information you have to give to the receptionist;
 - b) the information you want to get from the receptionist.
- V. You have met your American friend at the airport. Before going to the hotel you invite him to the bar. Reproduce the conversation between you and him.

Writing

1. You are working at a big company as a Personal Assistant to Managing Director. In a month two representatives of your company will arrive in Vermont, the USA and plan to be there for a week. Using examples given below try to write:

- a) your own letter of inquiry to the best hotel in the city;
- b) book seats on a plane.

15 Maple Street,
 Montpelier,
 Vermont,
 USA
 6th May, 2002
 The Manager, Park Hotel, 26 Str.,
 Brighton, England

Dear Sir:

The name of your hotel has been given to me by the Hotel Association, and I shall be very much obliged if you let me know whether you have the following accommodation available for 3 weeks, from 15th July:

One double room, if possible with private bathroom, and one single room.

Thank you in advance for your reply.

Yours faithfully, W.D. Throp

 Win Mouk Co.,
 302 Barr Street
 Rangoon,
 Burma

7th July, 2002
 Scandinavian Airline System
 12, Chelsey Street, London, W.I., England

Dear Sirs:

Our Technical Director, Mr. Thuong, will be arriving in London next week and will then go on to Sweden and Finland. We shall therefore be obliged if you book a seat for him on a plane leaving Britain for Stockholm on or about the 21st.

We thank you in advance for your kind attention to this matter.

Yours faithfully, Win Kyu (Secretary)

2. You work at the Organizing Committee of International Finance Conference which will take place in Kyiv, September 25-30, 2003. Write the letters of invitation to the participants of the conference using the model given below.

United States Department of Commerce International Finance Conference
 Washington, D.C., 20658, USA June 2nd, 2002

Prof. Petrov, Finance Manager, Zepter Inc., Kyiv branch, 63, Volodymirska Str,
 Kyiv Ukraine

Dear Professor Petrov:

On behalf of the American Finance Society it is an honour for us to welcome you and to be your host in Washington during the International Finance Conference, May 20—27.

It is a pleasure for us not only to invite you to a conference of the highest scientific standard but also to present Washington and, if you wish, other exciting places in the USA.

The scientific planning of the conference has resulted in a most exciting program with more than 40 major and assembly symposia not including the numerous free communication sessions.

I am glad to inform you that your abstract was accepted by our Committee, N 2256 for poster presentation.

We attach with the letter of invitation Reservation and Registration Form. The deadline for its submission: March 15, 2002.

Date: January 22, 2002

To: Generics Inc., Glasgow, England Att: Mr. James Nickles Managing Director
 Fax: 8-10-245-51123-67

From: UkrPharm Ltd. Kyiv, Ukraine Mr. P. Loza Marketing Manager Fax: 8-044-22567-08

Subject: a visit of 2 representatives of UkrPharm, contract to buy a new processing line

Dear Mr. Nickles:

As we agreed before we plan to send two our plenipotentiary representatives: Mr. Belov and Mrs. Solovyova for a week at the beginning of March, 2002 to Glasgow.

Please send us by fax the invitation for them as soon as possible. We kindly appoint you to prepare all the preliminary information and documents concerning the new processing line that we plan to purchase.

If the terms of payment, delivery, technical characteristic of the line suit us Mr. Belov can conclude the contract with your company on behalf of UkrPharm Ltd.

Awaiting your reply.

Sincerely Yours

Mr. Peter Loza Marketing Manager

3. You want to reserve a room. Fill out the form.

HOTEL RESERVATION FORM	
Hotel [name] has the following accommodation possibilities:	
double room category A (\$...), category B (\$...)	
single room category A (\$...), category B (\$...)	
Prices are for accommodation with breakfast (service and tax included).	
As the number of single rooms is very limited, sharing a room by two persons may be necessary.	
Dead line for reservation _____	
I order a room from _____ to _____	
Number of nights _____	
double room category A _____	
double room category B _____	
single room category A _____	
single room category B _____	
age _____ (when sharing a room with someone about my age is preferred)	
Name _____	
I will arrive by private car (yes, no)	
If booking cannot be made at the requested price, please reserve in the next available (higher, lower) category.	
Date: _____ 200__.	
Signature _____	

Reading 2

Ask questions on the text and retell it:

TELEPHONE ETIQUETTE

The techniques of telephoning are very much the same in all countries. Only remember your good telephone manners:

1. When talking on the telephone — speak clearly. Do not shout and take your cigarette out of your mouth.
2. Make sure that your conversation with a busy person is as brief as possible.
3. When calling a friend who does not recognize your voice—don't play "Guess who?". Announce yourself promptly.
4. When you get a wrong number don't ask: "What number is this?" It is a good manner to ask: "Is this two—three—four—five—six?" If not — apologize.
5. If a wrong number call comes through don't lose your temper. Simply say: "Sorry, wrong number" — and hang up.
6. Always identify yourself when making a call; especially if you are calling on business, e.g. "This is Mr. Vovk of the Ukrainian Trade Mission. Could I speak to Mr. Jones...?"
7. If you have a visitor do not carry on a long chat while your visitor tries hard to avoid listening to your conversation. The best thing to do is to say you are busy at the moment and ... "May I call you back in a little while?" But don't forget to do so.

II. Language practice

1. Fill in the missing words in the telephone dialogue below. Choose from the following

Can I suggest	I'd also like	What we need is	First of all
Can you let me have	My name is	we can arrange	How can I help you
I look forward to	That's right		

Blum: John Blum.

Berg: Hello. 1) _____ Anders Berg. I'm managing Director of Woodtech Ltd, a wood machinery manufacturer.

Blum: Oh, yes. 2) _____?

Berg: Well, an associate in the industry recommended you. You helped raise finance for Bill Wylde a few years ago.

Blum: Yes. 3) _____.

Berg: Well, Woodtech Ltd now wants to expand into new markets with a new product. Up till now we have served specialists in the wood industry but our new product is aimed at the small manufacturer. 4) _____ finance.

Blum: Right! 5) _____. I'll need some background information. 6) _____ a copy of our balance sheet and profit and loss figures for the past three years?

2. Read the dialogues and make some changes.

A. Leaving a message.

A: Hello! This is Richard Baker. May I speak to Mr Reeds, please?

B: I'm sorry, Mr. Baker. He has just left. Any message?

A: Will you tell him to call me back?

B: Yes, certainly. Does he know your telephone number?

A: Well... I'm not sure. Will you put it down, just in case?

B: Yes, what is it?

A: 340-1906. Thanks a lot.

B: No trouble. Good-bye.

B. Getting the wrong number.

A: Hello! I'd like to talk to Mr. Lawson.

B: I'm afraid you have the wrong number. What number were you calling?

A: 843-1227.

B: Well, this is 843-1227. But there is no one by the name of Lawson here. This is a private residence. A: I'm sorry to have bothered you.

B: That's quite all right.

C. Making an appointment.

A: Two-four-eight, double six-double two.

B: Can I speak to Mr. Parson?

A: Who is calling, please?

B: This is a representative of the Ukrainian firm Torgmash. My name is Dmitry Klimenko.

A: I'm sorry, Mr. Klimenko. Mr. Parson is out at the moment. Would you like to leave a message or call back?

B: I think I'd rather arrange to meet him.

A: O.K. When would you come? B: Any time you say.

A: Just a moment. I'll get his schedule. Are you there?

B: Yes.

A: I can fix an appointment for you for tomorrow. That's Wednesday afternoon. Will 4 p.m. be all right with you?

B: Yes, thank you. You've been most helpful. Good-bye. A: Good-bye.

D. A long distance call.

A: International. Good morning.

B: Good morning. I want to book a call to Kyiv. My name is Klimenko.

A: What number are you calling from? B: It's 437-8193.

A: What number do you want in Kyiv?

B: The Kyiv number is 252-41-12. Can you put me through straightaway?

A: I'm afraid not, sir. The line is busy. I'll call you back as soon as the call comes through.

3. Act as an interpreter.

A: Добрий день. Як зателефонувати до Києва?

B: There is no direct automatic line. You'll have to book an international call.

A: Коли мене можуть з'єднати?

B: I'll try to book a call for you right now. What is your number in Kyiv?

A: Мій київський номер 265-13-45.

B: I'll call you back as soon as they put you through.

A: Дякую.

A: Добрий день. Можу я поговорити з мистером Колесом? Це Серенко.

B: Good afternoon, Mr. Serenko. I'll see if he is available.

C: Oh, hello, Mr. Serenko. Glad to hear you. Did you enjoy the flight?

A: Так, дякую. Я б ХОТІВ зустрітися з вами і обговорити деякі питання.

C: What time will suit you?

A: Зараз я у готелі. О 2-й годиш зустріч з шшими пред ставниками нашої фірми. Думаю, що о 4-й я буду вільний.

C: Let's make it five. I'll send a car for you at a quarter to five.

A: Дякую, Ви дуже люб'язні. Я буду чекати у холі готелю.

A: Добрий день. Як зателефонувати до Києва?

B: There is no direct automatic line. You'll have to book an international call.

A: Коли мене можуть з'єднати?

B: I'll try to book a call for you right now. What is your number in Kyiv?

A: Мій київський номер 265-13-45.

B: I'll call you back as soon as they put you through.

A: Дякую.

A: Добрий день. Можу я поговорити з мистером Колесом? Це Серенко.

B: Good afternoon, Mr. Serenko. I'll see if he is available.

C: Oh, hello, Mr. Serenko. Glad to hear you. Did you enjoy the flight?

A: Так, дякую. Я б ХОТІВ зустрітися з вами і обговорити деякі питання.

C: What time will suit you?

A: Зараз я у готелі. О 2-й годиш зустріч з шшими пред ставниками нашої фірми. Думаю, що о 4-й я буду вільний.

C: Let's make it five. I'll send a car for you at a quarter to five.

A: Дякую, Ви дуже люб'язні. Я буду чекати у холі готелю.

4. Translate into English.

1. Чи можу я поговорити з Місс Брук?

2. Вибачте, я набрав неправильний номер.

3. Будь ласка, перекажіть МісТеру Томпсону, що я передзвоню.

4. На жаль, менеджера зараз немає. Що-небудь переказати чи Ви подзвоните пізніше?

5. Я хотів би замовити міжнародну розмову. На це піде багато часу?

6. Будь ласка, не кладіть трубку. Я подивлюся, чи можна зв'язатися з містером Смітом.

7. Чи могли б Ви подзвонити Мені завтра ввечері?

8. Який номер Ви набрали? ~ 327-583. -Це не той номер. - Вибачте, що потурбував. - Будь ласка.

9. Будь ласка, запишіть мій номер телефона і попросіть Джойс передзвонити мені одразу ж, як пльки вона повернеться.

10. Я хотів би домовитися з Вами про зустріч. Завтра об 11-й годит ранку Вас влаштує?

з Вами про зустріч. Завтра об 11-й годит ранку Вас влаштує?

5. Choose the expressions correct for the following situations:

Situations:

I. You are in New York City. You dial directory assistance and ask the operator:

- номер телефона в межах міста;
- код міста за межами США;
- код одного з міст США;
- з'єднати вас по міжміському телефону з конкретною людиною;
- про можливість міжміської розмови за рахунок абонента, якому дзвоните.

II. You dial a telephone number and get an answering machine.

Expressions:

a) - Please, dial number 246-6824 in Kiev, Ukraine, I'd like it to be a collect call.

b) - How do you do, madam? What is the telephone number for "A & B" Company?

c) - This is Ivan Siryi. My telephone number is 123-4567. It is 10.15. a.m. Please call me back today between 4 and 5 p.m., if you can. I'd like to make an appointment.

d) - Hello! Will you tell me, please, what's the code number for Kirovograd in Ukraine?

e) - Hello! I want to reach Mr. Pope in Glasgo, please The telephone number in Glasgo is 98-7654. Can you make a person-to-person call for me, please?

f) - Good morning. I need the code number for Boston, please.

Communication skills

1. You are interested in buying TV sets. Call a firm selling TV sets and make an appointment with the head of the Marketing and Sales Department of firm.

2. You are going to the concert. Make a ticket reservation by phone.

3. You are going in New York with your colleague. He's going to Buffalo on business. But he doesn't speak English. Help him to book a ticket for a night train.

Unit 27 Job Hunting

I. Starting up

Discuss these questions.

1. What did/do you enjoy most/least at secondary school?
2. What work experience have you had (if any)? Describe each job you have done - what and where it was, the scope of your duties, the aspects of that work which you liked and those which you didn't.
3. Have you ever held any position of responsibility in or out of school? What was it and how did you feel about this position?
4. Which of the following factors are most important to you and which least? You may choose two or three most important and two or three least important. Give reasons for your choice.
 money, opportunity to travel, working outdoors, working with people, status, long holidays, convenient working hours, being the boss, being creative, being independent, not having to take work home, pleasant colleagues, company car, doing something useful.
5. What are your special strengths and weaknesses?

Focus on your personality

Mini-Poll

Go round the class and interview as many people as you can, including your teacher. Ask them why they work/study.

To earn a living				
For the fun of it				
For work's sake				
To make a major impact, to achieve results				
For self-fulfillment				
To become famous				
To leave a legacy				
To support a family				
Out of keen interest				
To gain power and authority				
.....				

Compare your notes in pairs, in fourth and then at class level.

Appoint one of the “Lazybones” in the class as a secretary, who puts the class statistics on the board.

As a final step, define the top 3 reasons why people work.

Is your (future) job the right job for you?

Find out by doing this quiz. Work in pairs. Tick the statement your partner agrees with.

1. I'd love to do a parachute jump.
2. I don't like to tell other people what to do.
3. I prefer to spend time on my own rather than in a crowd.
4. I find it easy to set myself objectives.
5. I have difficulty making decisions.
6. I find it difficult getting to know new people.
7. I'd love to travel abroad.
8. Friends sometimes complain that I order them about.
9. I like to have the advice and support of people more experienced than myself.
10. I don't like volunteering opinions in case they are unpopular.
11. I like to try to find new solutions to old problems.
12. I would prefer to be team captain than a team member.
13. I get embarrassed easily.
14. I don't mind where I go with my friends as long as they are happy.
15. I like the latest fashion.
16. I like to be fully responsible for anything that I do.

Now score the quiz:

A	1	7	11	15
B	2	5	9	14
C	3	6	10	13
D	4	8	12	16

Personality types

A characteristics: *The entrepreneur*

You are the adventurous type. You enjoy new challenges and taking risks. You could find success in stock market dealing rooms or anywhere you can put your flashes of genius to good use.

B characteristics: *The team worker*

You work well with others but dislike having responsibility for other people, preferring to implement other people's plans rather than your own. You would probably do well in the armed forces or Civil Service.

C characteristics: *The backroom worker*

You are a little shy, and find it difficult to mix with new people. You would do well in any behind-the-scenes job where you don't have to come face to face with strangers every day, such as researcher or librarian.

D characteristics: *The leader*

You are confident in your abilities and you prefer to be in the charge rather than to take orders. You enjoy having lots of people around you and would do well in a managerial post or any job which involves selling.

II. Reading Comprehension

1. Before reading the text , predict whether these facts are T(true) or F(false).

1. The same resume should be submitted for all jobs
2. Always send a cover letter with your resume.

3. Resumes should only include information about job experience.
4. Bring a copy of your resume with you to an interview.

2. Match the titles to the paragraphs.

Text 1

- A) TYPES OF RESUME; B) NAME, ADDRESS AND TELEPHONE NUMBER;
 C) EDUCATION; D) OBJECTIVE; E) THE PURPOSE OF WRITING A RESUME;
 F) WORK EXPERIENE; G) MAIN CHARACTERISTICS OF A RESUME.

Preparing a Resume

What is a resume? What information should it include? Did you ever write a resume? What kind of job were you applying for?

I. _____ There may be times during your job search when you have to provide an employer with a resume. Not all jobs require resumes, though nowadays many employers are asking to see them. You probably won't need one to find a job in mechanical trades, such as auto repair, manufacturing, or construction. In general, you don't need to provide a resume unless an employer asks for one.

A resume serves the same purpose as an application letter. It is used to persuade an employer to consider you for a job.

II. _____ There are four main types of resume. They are:

Chronological Resume a) lists work experience or education in reverse chronological order; b) describes responsibilities and accomplishments associated with each job or educational experiences.

Functional Resume lists functional skills and experience separately from employment history.

Targeted Resume a) lists capabilities and accomplishments pertaining to the specific job applied for; b) briefly lists work experience in a separate section.

Combination Resume a) emphasizes an applicant's capabilities; b) includes a complete job history.

III. _____ Your resume should tell the employer what kind of job you want, what kind of work you have done so far, and what schools you have attended. It may also include additional information, such as awards you've received or interests you may have outside of work. Resumes should be brief. But they should contain more detailed information than letters of application.

You can target a resume to a specific job with one employer. Or you can target it to several employers. If you are sending it to one employer, you should highlight the information that relates to that particular job. A resume that you send to several employers should be more general.

Whether you prepare a general resume or a resume for a specific job, there are certain guidelines to follow.

IV. _____ If necessary, you may include both your temporary and your permanent addresses and phone numbers here. However, most people only list their current phone number and address. It is a good idea to provide a number where you can receive a message if you can't be reached.

V. _____ This statement should describe the kind of work you are seeking now. If you will be sending your resume to several employers, be sure to write a general objective so that it will apply to all of the jobs.

VI. _____ Start this section with a heading such as "Work Experience" or "Experience." Begin the listing with your current or most recent job. If you have lots of experience, limit your list to the most recent or most important jobs. As a rule, you need only go back 10 years.

For each job, state the employer's name and location, the months and years when you started and left the job, and the position or positions you held. Include a brief description of your responsibilities in each position. The description should show which skills you used in the job. For example, if you worked as a receptionist, you might list, "Answered telephone, directed calls, greeted visitors, sorted mail."

If you have little or no paid work experience, list your role as a homemaker, part-time and summer jobs, as well as volunteer work you have done. Just be sure to identify them accordingly.

Start your job listings with the information you want to stress. You can start with either your title or the company name, for example. No matter which you choose, use the same format for each job.

VII. _____ Start this section with a heading, such as "Education" or "Education and Training." List the schools you have attended and the diplomas, degrees, or certificates you have received. Employers want to know the highest level of education you have attained, so start with the most recent school and work backwards.

List each school on a separate line. Include the school's name and location, the years you attended the school, and the diploma, degree, or certificate you earned.

If you took courses or participated in school clubs or other activities that provided you with particular skills, list them. If you earned high grades, scholarships, or other academic distinctions, be sure to mention them. (If you don't have much work experience, you may want to organize your resume so that the education heading and information comes before the work heading and information.)

All of this data should be listed in an easy-to-read form. If possible, all of the information should be on one page. Type your resume on standard size business stationery.

The interviewer usually sees the resume before he sees the applicant. The resume gives the first impression of the applicant to the employer. It should be neat and well organized.

Always send it with a cover letter; never send it alone. An applicant should bring additional copies of her resume to the interview.

The job applicant should always rewrite and revise the resume to fit the specific job that s/he is applying for.

Exersices

3. Match the type of a resume with its definition.

Combination Resume	1. a) lists work experience or education in reverse chronological order; b) describes responsibilities and accomplishments associated with each job or educational experiences.
Targeted Resume	2. lists functional skills and experience separately from employment history.
Chronological Resume	3. a) lists capabilities and accomplishments pertaining to the specific job applied for; b) briefly lists work experience in a separate section.
Functional Resume	4. a) emphasizes an applicant's capabilities; b) includes a complete job history.

4. Choose the correct answer. Mark only one letter.

- Not all jobs require resumes, ... nowadays many employers are asking to see them.
A). because B). though C). in spite of
- You can target a resume ... a specific job with one employer.
A). to B). with C). on
- Most people only list their ... phone number and address.
A). temporary B). current
- Begin the listing of your work experience with your ... job.
A). most recent B). first
- You can start your job listing with ... your title ... the company name.
A). neither...nor B). either...or C). both...and

5. Read the sentences and mark them as T(true) or F(false).

- All the jobs require resume.
- A resume and an application letter have different purposes.
- Your resume shouldn't be long.
- Once you've sent your resume to one employer, you cannot send it to the other ones.
- There are certain guidelines to follow while preparing your resume.
- You don't need to describe your responsibilities in each job position.
- Employers are interested in knowing the highest level of your education.
- In the section "Education" you have to list all schools you have attended and honors you have received there.
- You can change the order of the sections in your resume.
- It is not necessary to tell the truth in your resume.

6. Complete each of the following sentences with an appropriate word. The answers are key terms introduced in this section.

- _____ are people who can tell an employer about your work, your skills, or your talents.

2. An employer may ask if you have ever been convicted of a _____, which is a serious crime.
3. A summary of your job qualifications is called a _____.
4. When you send a resume, you should send a _____ with it.

7. Read the information about writing cover letters.

Text 2

Writing Cover Letters

A **cover letter's** main purpose is to get an employer to read the attached resume. A resume is a written summary of your background and qualifications.

The guidelines below will show you how to write a cover letter.

- Start the body of a cover letter by stating why you are writing it. If you're sending a resume because you heard about a job opening, say where you heard about the job. If someone the employer knows has suggested that you write, mention that person's name if he or she gave you permission to do so.
- In a sentence or two, explain why you think you're the right person for the job.
- Always refer to your resume in a cover letter. You might want to do this by calling the employer's attention to a particular fact in our resume.
- In the last paragraph, ask the employer to contact you. You might say, "I would like to meet with you to discuss my qualifications," or, "You can reach me at (215) 555-5982."

II. Language study

1. A) Below you will see some extracts from job advertisements. Put each of the following words or phrases in its correct place in the extracts below. Use each item once only.

attractive	initiative	suit	kitchen staff
ability	outgoing	team	pension scheme
clear	preference	willing	potential customers
contact	required	busy office	successful candidate
experience	skills	hard work	thorough training

Our new 200-seat restaurant is opening in May and we are looking for waiters, waitresses and 1 _____ .

If you are a friendly and 2 _____ person who is not afraid of 3 _____, we have the job and hours to 4 _____ you.

For more information, 5 _____ Helen on 443621.

Typist/Receptionist 6 _____ for a 7 _____. Typing and shorthand between 80 and 120 wpm. We will give 8 _____ to applicants who have experience of using word processors and computers.

Telephone Sales Executive.

We want a positive person who is 9 _____ to work hard and can use their own 10 _____.
 You must be lively and have a good sense of humor and a 11 _____ speaking voice.
 You will receive 12 _____. to enable you to inform 13 _____ of the benefits of advertising with us.
 Send CV to ...

Account Clerk.

The 14 _____ will have had 15 _____ of book-keeping and banking procedures.
 The position calls for secretarial 16 _____ plus the 17 _____ to work as part of a 18 _____
 An 19 _____ salary is offered as well as a company 20 _____.

B). Now you will see extracts from two letters about the advertisement for an accounts clerk. Put each of the following words in its correct place in the extracts below. Use each item once only.

- | | | | |
|-----------|-----------|-------------|----------|
| as | enclose | form | position |
| audio | enquiries | further | take |
| available | favorably | in | to |
| consider | for | opportunity | with |

Dear Sir

With reference 1... your advertisement in today's "Morning News", I am interested 2... applying for the 3... of accounts clerk with your company.
 Could you please send me 4... details and an application 5... ..
 Yours faithfully

Dear Sir

I would like to apply 6... the position of accounts clerk with your company.
 I 7... my application form.
 I am at present working 8... a secretary in the accounts office at TW Industries. My duties include 9... and copy typing and dealing 10... ... correspondence and telephone 11......
 Twice a week I have been going to evening classes in book-keeping and I intend to 12..... an examination in three months.
 I am applying for the position because I would like an 13..... to make more use of my training.
 I would be 14... for interview at any time.
 I hope that you will 15... ... my application 16.....
 Yours faithfully

2. This is the letter of application for the job of receptionist. Decide which verb in this list goes in which gap in the letter:

apply	go	had	look
can	growing	hearing	see
enclose	have	left	saw
gave	got	like	worked
would			

LETTER

13 Queen's St.
London SW1T 5JJ

27 November 2005

Mrs. Helen Ferns
Box 6390
Evening Star 64
Fleet Street
London EC4J 6BB

I **1**..... your advertisement in the Evening Star and I would **2**... to **3**... for a job of receptionist.

I **4**.... a full curriculum vitae. As you can **5** I **6**..... as a receptionist before I **7**..... children.

I **8**..... good computer skills and I **9**..... work with MS Word, Outlook, Adobe Acrobat Reader Programs.

Buffalo Books **10**..... me a very good reference when I **11**..... my job. Now, my two children are **12** up and I **13**..... like to **14**..... back to work.

I **15**..... forward to **16** from you.

Yours, sincerely,
Lorraine Welder.

IV. Skills

1. Choose any job opening from a newspaper. Prepare a resume for this particular job opening. Write a cover letter for your resume.

Text 3

2. Before reading the text , predict whether these facts are T(true) or F(false).

- A) You have to train yourself for the interview.
- B) Don't come earlier the appointment time.
- C) During the interview you mustn't ask any questions.
- D) Eye-contact is very important during the interview.
- E) If you do well at the interview, an employer will immediately hire you.
- F) Answering the questions, try to be specific but don't give one-word answers.

Interview

Getting the job you want can sometimes depend on the success of the job interview. During the interview the *employer* will try to find out what kind of person you are, what experience you have, and how you can fit into the job situation.

After you have got an appointment, review the information that you wrote on your *application* form and resume. Practice talking about your education and previous job experience. Be prepared to explain your skills and abilities specifically.

Go to the interview alone; don't take your friends or children with you. Plan to arrive about ten minutes before the appointment time. Wear appropriate clothing; a neat appearance will make a good impression.

During the interview look directly at the interviewer and answer all other questions as *specifically* as you can. Ask any questions that you have about the job, such as hours, salary, or job benefits. Write down these questions before you go to the interview. Before you leave, there should be a clear understanding about all aspects of the job.

At the close of the interview, express your thanks and be sure that the interviewer knows how to contact you if she wants to hire you.

Before the Interview

Find out all you can about the company.

Find out the interviewer's name and office phone number.

Find out where the interview is.

Find out how to get there and how long it will take you to get there.

Make sure you know what the job involves.

Dress to look clean and neat.

At the Interview

Arrive early. Call ahead if you're delayed.

Try to smile and show confidence.

Ask questions and show interest in the job.

Be *polite*, listen carefully, and speak clearly.

"Don't"-s

Don't panic, even if faced by more than one person. (Breathe deeply and remember all your good points.)

Don't slouch or look bored. (Stand and sit straight; make eye contact.)

Don't smoke or chew gum.

Don't give one-word answer or say you don't care what you do.

3. Put each of the following words in its correct place.

understanding, benefits, experience, impression, time, bored,
clothing, confidence, carefully, form.

- | | |
|----------------------|---------------------|
| 1. application _____ | 6. job _____ |
| 2. job _____ | 7. clear _____ |
| 3. appointment _____ | 8. to show _____ |
| 4. appropriate _____ | 9. to look _____ |
| 5. good _____ | 10. to listen _____ |

4. Replace all the verbs of paragraph 2 by their synonyms.

5. Add as many adjectives to the nouns of paragraph "Before the Interview" as possible.

6. Make up all possible parts of speech from the italicized words.

7. Make up 5 questions to the text.

V. Listening comprehension

1. Listen to the tape.

I. Choose the correct answer:

1. Employers will always prefer to hire the person with
 - A. higher educational degree
 - B. most pleasant personality
 - C. beautiful eyes.
2. Which personality skill is not mentioned in the episode?
 - A. cooperative
 - B. effective under stress
 - C. emotionally stable
 - D. hard-working
 - E. reliable
3. Uncooperative is the person who
 - A. has an ability to work in a team
 - B. cannot work in a group of people
4. There are two essential characteristics in the organization. They are:
 - A. cooperation and team working
 - B. cooperation and working under stress
 - C. growth-oriented and team-working
5. During the interview you have to show
 - a. just how clever you are
 - b. the most of your positive attributes
 - c. that you really need the job

II. Fill in appropriate words:

.....1, on conscious and subconscious level ...2... will be evaluating your personality and asking '...3 I like this person?' '.....4 ... we work well together?' When considering ...5..... people with equal6 the one with the most pleasing7 will always be hired.

III. After reading the paragraph, mark one letter:

Now, imagine you're interviewing with the company that just fired an employee because he was uncooperative. You might be asked, 'In this organization

cooperation and team working are absolutely essential. Are you a cooperative person?' ' Yes, I am. I'm very cooperative. I like working in a team environment. When I was in an army I worked in a team dismantle in explosives, so I've really learned to appreciate team-working cooperation. Our lives depended on it'.

1. You are interviewing a person who was just fired.
 A). Right B). Wrong C). Doesn't say
2. The person likes working in a group of people.
 A). Right B). Wrong C). Doesn't say
3. The person is cooperative because he talks a lot.
 A). Right B). Wrong C). Doesn't say

VI. Communication skills

2. You have decided to apply for a job in person. The receptionist handed you an application form to fill out. After a few minutes, the interviewer came out to greet you, but you had not had time to finish filling out the application form. What would you do?

3. Give some advice to an interviewer what he (she) can do to ensure that the applicant will be open and honest in the interview.

Use the following construction:

It is important for ... to do

It is advisable that... should do

It is necessary...

It is desirable ...

1. Make the applicant feel that you are going to make a fair evaluation of his/her experience and suitability for the position interviewed for.
2. Make sure you make an introduction so the applicant knows exactly who you are.
3. Smile and be friendly, but remain business-like at the same time.
4. Ask a few questions or some statements like "how did you come here?", "did you manage to find us alright?", "isn't it cold outside?"
5. Maintain eye contact.
6. Make sure you are listening and nodding in acknowledgement of information given.

4. Give some advice to a recent graduate how to approach employment agencies and what he/she can expect when he/she calls. Make use of the given ideas and modal verb "should".

1. To look in the local job papers to see which agencies are advertising and then start with a phone call.
2. To be ready to talk about your education and any work experience.
3. To be ready to answer about your age, marital status, where you live, position you are looking for.
4. To have a good command of English.

5. To stress the details that count.
6. To tell about your objective.
7. To tell about your strength and experience.
8. To avoid criticizing former employers or fellow-workers.

5. A good interview is always well-structured. Work in pairs and put the list of things that an interviewer should do into a logical order.

A answer questions	F listen
B ask questions about candidate's CV	G make the candidate fill at ease
C explain the plan of the interview	H observe
D explain what happens next	I summarise the main points
E hold a few minutes of neutral conversation	

6. Work in pairs and decide what the interviewer and the interviewee could say at each of nine stages.

Example:

1. Make the candidate feel at ease

Interviewer: "Thank you for coming, I hope you had a good journey."

Interviewee: "Yes, thanks. It only took 40 minutes, door-to-door, and it's easy to get here from the station."

VII. Final task

1. Agree or disagree with the following statements:

- a) It is too early to think about a future career while one is still in school.
- b) Family, friends and even the neighborhood you live in influence your choice of occupation.
- c) You cannot get enough information about jobs from books.
- d) A resume is a brief autobiography.
- e) It is not important to make a good first impression at a job interview.
- f) An example of a worker classified as a professional or technical worker is a typist.
- g) Technology also creates a need for a highly trained labor force.
- h) Automation has made skill and education unnecessary today.

UNIT 28 Business Correspondence

I. Starting up

Types of document

1. Write the number of each document extract next to the correct word or phrase.

agenda _____	letter _____	newsletter _____
annual report _____	mailshot _____	order form _____
contract _____	memo _____	sales report _____
invoice _____	minutes _____	user's guide _____

1 To select a file or directory

Mouse > In the contents list, click the filename or directory name you want to select

Keyboard I Press TAB to move the selection cursor to the contents list . . .

2 Dear Ms Zelenka,

With reference :o your recent call, please note that the goods you wish to order are currently out of stock.

3 To: All employees; in H section

From: GBH

Subject: Restroom facilities for H section staff

Date: 28 July

It has recently come to my notice that a number of employees in H section .

4 BETTER BARGAINS FOR FIVE STAR BUSINESS CUSTOMERS

Kazoulis Communications is increasing choice and offer to its Five Star Business customers.

More small businesses and self-employed people now have the chance to join the Five Star Business plan and more interesting discounts are also on offer . . .

5 4 it was agreed that departmental running costs must be cut by 10 %. Arturo will present his proposal at the next meeting.

5 Martha's presentation ceremony will be on 9 November. Everyone will attend.

6 The next departmental meeting will be on

6 1 Minutes of the last meeting and matters arising.

1 The Zakko launch.

3 Problems in H section . . .

7 This has been quite a good year for Flinco. Although the general economic situation was very difficult, sales increased by 7.3% and net income by 12.1%. At the same time, we reduced our workforce by almost 15 % and continued to increase the range of products . . .

8 All prices are inclusive of VAT, postage and packing. If you wish to pay by Visa or American Express card, please complete the form at the bottom of the page. If you are not entirely satisfied with your goods, we shall be happy to . . . ;

9 Figures for the Western region are generally good although the seasonal fall in sales of the XJ31 is stronger than usual and a major effort will be needed to bring sales up to target by the end of the quarter. ;

Both Central and Northern have done well across the whole range despite . . .

10	115 units of XJ45 at £23.50 per unit	£2,702.50
	Less 15% discount	£2,297.13
	Plus VAT at 17.5%	£402.00
	Plus postage and packing	£360.05
	Total	£3,059.18

Payment within 30 days of issue

11 *Dear Ms Bazalgette,*

'Have you ever dreamed of owning your very own holiday home in an exotic location? I am writing to tell you that thanks to Zangief Timeshare Inc., these dreams could become a reality! . . .

12 **1.1. The SUPPLIER is entitled to modify the material ordered before delivery, provided such modifications do not affect the prices, delivery dates, quality performances or mechanical characteristics.**

1.2. In all other cases, the PURCHASER'S prior written permission is required to perform changes in the material

II. Reading and Writing comprehension

BUSINESS LETTERS

Letters are the most common form of intercultural business correspondence. Be especially concerned with achieving clarity. Here are suggestions for writing letters in a foreign language.

- Use short, precise words that say exactly what you mean.
- Rely on specific terms to explain your points. Avoid abstractions, or illustrate them with concrete examples.
- Stay away from slang, jargon, buzz words. Also avoid idioms and figurative expressions. Such words rarely translate well. Abbreviations, acronyms, and product names used in your country may also lead to confusion.
- Use short paragraphs (not more than eight to ten lines).
- Help readers follow your train of thought by using transitional devices. Precede related points with expressions like "in addition," and "first," "third."
- Use numbers and visual aids to clarify explanations.
- Be a bit more formal than you would be in writing to people in your own culture.

Business letter structure

- | | | |
|-------------------|-------------------|--------------------------|
| 1. The note paper | 4. Inside address | 7. Body |
| 2. Letterheads | 5. Salutations | 8. Complimentary closing |

3. Dateline

6. Subject

9. Signature

Letterheads and Return - Address Heading.

Most business letters are typed on stationery with a letterhead, that is, with a printed name and address of an organization, company, or business. Thus, the placement of the sender's address usually will be predetermined. If you are using letterhead, you need to add only the date.

If there is no letterhead, place your return - address heading (which gives your address but not your name) at least an inch from the top of the page.

In the block style letter, the lines of the return -address heading align at the left margin. In the modified block style letter and indented style letter, the lines fall to the right of the center of the page. Alignment is still on tie left.

Dateline

There are two ways of putting down the dates:

American: May 22, 1995

Britain: 22 May 1995

People in Europe, Africa, Australia, New Zealand and South America generally use the British dateline. Canadians tend to use both.

Inside Address

This shows the name, title and address of the person you are writing to. Place this information anywhere from three to twelve lines below the date, depending on the length of your letter. The shorter the letter, the more space there should be between the date and inside address falls at the left margin of the page. You also have to make sure that the spelling of the name of the person receiving your letter, as well as his or her title and address are correct.

Salutations

Salutation greets the addressee. In all three styles it falls at the left margin. Two lines below the inside address and two lines above the body of the letter. It's followed by a comma, a colon, or no punctuation (British Style). For a man, the standard salutation is Dear Mr. For woman, the tendency is to use Ms. Since it avoids tie question of whether tie person is married (Mrs) or unmarried (Miss). If you are addressing some - one whose name or gender you don't know use Dear Sir or Dear Madam.

Different kinds of Solutation and Complimentary close in Business letters

Kids of Letter	Salutation	Complimentary Close
Formal letters to officials and supervisors	Sir: Madam:	Yours respectfully, Respectfully yours, Yours very respectfully
Letters to business firms and companies	Gentlemen: Ladies:	Yours truly,
Answers to advertisements giving no name of person or firm	Gentlemen: (or omit the salutation)	Yours truly,

Letters to persons unknown or slightly known to writer	My dear Mr. Moore: Dear Mr. Johnson: Dear Sir: Dear Sir and Madam:	Yours truly, Sincerely yours, Yours very truly. Very truly yours.
Letters to Persons well known to writers	Dear Mr. Warren, Dear DR. Stewart	Very sincerely yours. Cordially yours, Yours cordially. Very cordially yours.

Subject Line

Many business letters begin with SUBJECT, which states what the letter is going to be about This gives information without first having to read the entire letter. It is placed two spaces below the salutation and two spaces above the body of the letter.

Body

The body of the letter containing its substance aligns on the left in all three styles of letters. However, instead of indenting the first line of each paragraph, as in the indented style letter, place an extra line of space between paragraphs.

Complementary Closings

The closing of a letter starts two lines below the last line of the body and aligns with the return - address heading. In the block style it aligns at the left margin; in the modified block style and indented style letters it falls to the right of the center of the page, but alignment is still on the left.

The closings can be characterized by their degree of formality. Notice that only the first word of the closing is capitalized and it is followed by a comma, typical of American correspondence there is no punctuation following the closing.

1. Less formal: Sincerely, Sincerely yours, Yours sincerely

These are the standard closings for an American business letter.

2. More formal; Respectfully yours, Yours respectfully, Yours truly.

The British tend to be more formal and thus use these complimentary closings more often than Americans do. There are also standard closings for letters beginning with Dear Sir; Dear madam or Dear Sir or Madam.

Signature

The signature of a business letter follows the closing. It consists of your typed name (the fourth line below the closing phrase) and your hand written signature (only your name not your title) is between the closing and the typed name.

2. Choosing from the words in the box label the parts of the letter. The first has been done for you.

date	main paragraph	letterhead
references	salutation	introductory paragraph
concluding paragraph	recipient's address	(sender's) address
(typed) signature	complimentary ending	enclosures (abbreviation)
position/title	signature	

- (1) **WIDGETRY LTD**
 6 Pine Estate, Westhornet, Bedfordshire, UB18 22BC.
 (2) Telephone 9017 23456 Telex X238 WID Fax 9017 67893

- Michael Scott, Sales Manager,
 Smith and Brown plc,
 (3) Napier House,
 North Molton Street,
 Oxbridge OB84 9TD.

- (4) Your ref. MS/WID/15/88
 Our ref. ST/MN/10/88

- (5) 31 January 19--

- (6) Dear Mr Scott,

- Thank you for your letter of 20 January, explaining that the super widgets,
 (7) catalogue reference X-3908, are no longer available but that ST-1432,
 made to the same specifications but using a slightly different alloy, are now
 available instead.

- Before I place a firm order I should like to see samples of the new super
 widgets. If the replacement is as good as you say it is, I shall certainly wish
 to reinstate the original order, but placing an order for the new items.
 (8) Apart from anything else, I should prefer to continue to deal with Smith and
 Brown, whose service has always been satisfactory in the past. But you will
 understand that I must safeguard Widgetry's interests and make sure that
 the quality is good.

- (9) I would, therefore, be grateful if you could let me have a sample as soon as
 possible.

- (10) Yours sincerely,

- (11) *Simon Thomas*

- (12) Simon Thomas
 (13) Production Manager

- (14) enc.

3. You have found different parts of many letters. Choose what phrases you should use: a) at the beginning of a business letter; b) in the middle; c) at the end. Complete the phrases where it is necessary.

We have pleasure in informing you.....

Yours sincerely

In reply to your letter dated.....

We look forward to a visit of the President.....

We wish to inform you.....

Further to our telephone conversation.....

Yours faithfully

We thank you for your letter dated 23rd March, 2002.

We have to inform you.....

I'm looking forward to meeting you soon

We enclose with the letter the design documents.

Best regards

We highly appreciate the work you have done for us.

It allows us to make a decision.

Please, contact us as soon as possible.

Regards

Your letter has been forwarded to us by DHL.

You are kindly requested to study this material and inform us about the decision at your earliest convenience.

I look forward to hearing from you

We are ready to assist you in this endeavor.

We have attached the payment documents to the letter.

We assure you that we shall fulfil our obligations.

In confirming our talk with your representative

In connection with your inquiry.....

We should like to stipulate the fact that.....

TYPES OF BUSINESS LETTERS

Application Letter

1882 Hickory Road
 Highland, CA 90144
 October 19,20XX

2

3 Mr. Ron Owens
 Ron's Service Station
 21 Green tree Avenue
 Highland, CA 90123

4

Dear Mr. Owens:

5

Please consider my application for the auto mechanic's position you advertised

in The News on October 17.

6

I am a recent graduate of Cole Country Vocational-Technical School, where I studied to be an automechanic. I have worked part-time for the past two years as a gas station attendant. In my spare time I help my uncle restore old cars. My schedule is flexible and would allow me to work days, evenings, or weekends.

6

I would appreciate an interview with you to talk about my qualifications for the job. You may reach me at (213) 555-6256.

7 Sincerely,

8 *Joseph J. Russo*

Joseph J. Russo 9

1. Type your address in the upper right or left corner. Use one line for your street address and the next line for your city, state, and zip code.

2. Type the date under the address.

3. Leave two blank lines after the date. Then, at the left margin, type the employer's name and business address. Use one line for the person's name (or personnel department), the next line for the name of the company, the next line for the street address, and the next line for the city, state, and zip code.

4. Skip a line after the employer's address.

5. Then, at the left margin, type the greeting. Skip a line after the greeting. Put a colon (:) after the greeting.

6. Within the body of the letter, skip a line after each paragraph.

7. After the body of the letter, skip a line and type the closing. This is the word or phrase that ends the letter. Closing to use in a business letter include "Sincerely", "Sincerely yours", and "Truly yours". The closing should line up with your address and the date. It should be followed by a comma.

8. Skip four lines after the closing, then type your name so that it lines up with the closing.

9. In the space between the closing and your typed name, neatly sign your name.

Writing Application letters

Some employers want applicants to send application letters before applying in person.

The purpose of an application letter is to persuade employers to interview you and consider you for jobs. You can help to accomplish this by following these guide lines:

- Use standard English.
- Use a formal greeting with the person's last name and title, if possible.
- Start the body of the letter by telling the employer why you are writing.
- Then tell the employer why you're qualified for the job.
- In the last paragraph, ask the employer for a chance to meet with him or her.
- Check your letter carefully before you mail it.

4. In the provided, write the letter that precedes your choice.

1. Application letter should:
 - a) arouse interest in the resume
 - b) interpret the resume
 - c) introduce the resume
 - d) all preceding choices
2. Which would be the best tone for applicant's letter?
 - a) extreme self-confidence
 - b) lack of self-confidence
 - c) self-confidence but not over confidence
 - d) none of the preceding answers
3. An unsolicited application letter should:
 - a) state the salary expected
 - b) not mention salary
 - c) express a desire to discuss salary in the interview
 - d) reveal the present salary
4. Typically, the last paragraph encourages the reader to:
 - a) invite the interview
 - b) send an application form
 - c) hire the applicant
 - d) hold the application for future reference
5. Which type of statements should not appear in letters of application?
 - a) personal problems
 - b) platitudes
 - c) current employer's short-comings
 - d) all the preceding choices
6. Which is the best advice for use of "I" in application letters?
 - a) avoid it completely
 - b) use it sparingly
 - c) use it liberally
 - d) use 'myself' or 'the writer' instead.

5. A young career woman has drafted this application letter. What is wrong with this letter? What should she do to make it more affective?

5 Khmehitsky St. Apt. 2
Kyiv, 252021 Ukraine

June7, XXXX

Mr. Alan Parkins, president
Parkins Merchandising Inc.
22 East 83 street
New York, NY 10022

Dear Mr. Parkins:

Please consider me for the position in your accounting department that was recently advertised in a trade journal.

I am hardworking, enthusiastic, and have a lot of experience in this field.

My co-workers have always said that I was a star-quality team player. Just take a look at my resume and you'll see exactly what I mean. My education also provides valuable preparation for employment in your company.

I hope that we can have an interview soon, although you should keep in mind that Thursday afternoon is the only time I'm the best applicant for the job!!

6. Write a letter to a local business inquiring about summer employment. Indicate that you can work for one summer and that you will be going back to university in September.

A letter of Resignation

123 Whitey Road
Salem, NY 11223
May 2, 199X

Ms. Kim Ling, Manager
Quick-Stop Market
66 Broadway
Salem, NY 11223

I am writing to tell you things you have taught me about managing a convenience store. I will miss working with you and the other store employees. I would be happy to help train my replacement during the next two weeks before I leave.

Yours truly,
Lynn Holden

Writing a Letter of Resignation

Follow these guidelines when you write a letter of resignation:

- Make the letter short and polite.
- Include the date you're leaving.
- Never criticize your supervisor or co-workers, even if you had problems with them.
 - Explain your reason for leaving. If necessary, say that you need to pursue other career interests, rather than make negative comments.
 - Thank your employer for the chance to work with the company.
 - Say briefly why the job was a good experience.
 - Offer to train your replacement

7. You have been working at Video Mart, a local videotape rental store for two years. Your supervisor is Herman Brown. You've enjoyed the job and have learned a lot, including how to use a computer database. Now you're leaving to

take a job with a company that sells videos to stores like Video Mart all over the country. Write a letter of resignation to your boss at Video Mart.

Letter of Recommendation

Dear Mrs. Bridge

Julia Rose

I write to advise you that Miss Julia Rose who is currently a student at the University of Brighton has been in touch with me to say that she has applied for one of the posts in your company and has asked me if I could act as a referee for her and submit his reference to you.

I have to say that I am very happy indeed to do so.

Julia has worked for us each summer holiday since she left school and I think that the best way of describing her is as a very positive person.

She is a very serene person and with her confidence to deal with any problems that arise from time to time either on her own initiative or, by asking a superior how a particular matter should be dealt with.

I have also found her an extremely willing person and one who never complains, she also has the ability to work independently, and, we sent her to a number of cities in Great Britain in order to carry out research in connection with the firm's business.

I have to say, therefore, that I have absolutely no doubts in recommending her to you.

I am absolutely sure that she will serve you well and will also mix in well with her colleagues.

I do hope that the foregoing is of help and if I can assist further, please, do not hesitate to contact me.

Yours sincerely
Sarah Taylor

A letter should include:

1. Your status – position or job title, and how long you have known the person and in what capacity.
2. The better you know the person the more effective your recommendation will be.

They want specifics, not generalizations. It is good to say that someone is hardworking and organized, but you need to back up these statements with concrete examples.

Talk about what the student has done and is capable of doing. What is it exactly about the person that makes her or him special? Why do you think this person would benefit from working there?

3. Evaluate the person by comparing him/her with other people you have observed in your work.

You may wish to use the following suggestion of categories for comparison.

- intellectual ability
- knowledge of field
- resourcefulness and initiative
- motivation
- work habits
- seriousness of purpose
- emotional maturity
- adaptability to new situations
- potential for significant future contribution in field.

8. Your groupmate has decided to apply for a post of an interpreter and asked you to be his / her referee. Write a letter of recommendation.

Information Inquiry

Pet Products Ltd.
180 London Road
Exeter EX4 4JY
England

25th February, 2014

Dear Sir,

We read your advertisement in the 'Pet Magazine' of 25th December. We are interested in buying your equipment for producing pet food. Would you kindly send us more information about this equipment:

- price (please quote CIF Odessa price)
- dates of delivery
- terms of payment
- guarantees
- if the price includes the cost of equipment installation and staff training.

Our company specializes in distributing pet products in Ukraine. We have more than 50 dealers and representatives in different regions and would like to start producing pet food in Ukraine. If your equipment meets our requirements, and we receive a favourable offer, we will be able to place a large order for your equipment

Your early reply would be appreciated.

Yours faithfully,
V. Smurov

V. Smurov
 Export-Import Manager

9. Write a letter to your local dealer of "General Motors Company" asking him to send you a company's brochure describing different types of cars produced by the company and their technical characteristics such as engine, brakes, transmission, electric equipment.

Letter of Offer

Mr. Fred North
 Purchasing Manager
 Broadway Autos

November 11, 20XX

Dear Mr. North,

Thank you very much for your enquiry. We are of course very familiar with your range of vehicles and are pleased to inform you that we have a new line of batteries that fit your specifications exactly.

The most suitable of our products for your requirements is the Artemis 66A Plus. This product combines economy, high power out-put and quick charging time and is now in stock.

I enclose a detailed quotation, specifications and delivery terms. As you will see from this, our prices are very competitive. I have arranged for our agent Mr. Martin of Fillmore S.A. to deliver five of these batteries to you next week, so that you can carry out the laboratory tests. Our own laboratory reports, enclosed with this letter, show that our new Artemis 66A Plus performs as well as any of our competitor's product and, in some respects, out performs them.

If you would like further information, please telephone or telex me: my extension number is 776. Or you may prefer to contact Mr. John Martin of Fillmore SA. In M_____ : his telephone number is 01 77 99 02.

I look forward to hearing from you.

Yours sincerely,
Fred Stock

Fred Stock

Letter of Order

Men's Clothes Dealers Ltd.
142 South Road
Sheffield S20 4HL
England

21st March, 2015

Dear Sirs,

Our Order for Silk Shirts

In response to your letter of 17th March, we thank you for sending us your catalogues of men's silk shirts. We are sure there will be a great demand for them in Ukraine.

We are enclosing our Order No.142, and would ask you to return its duplicate to us, duly signed as an acknowledgement.

Yours faithfully,

V. Smurov

Vladimir Smurov

Export- Import Manager

Enc. Order No. 142

ORDER No. 142

(please refer to this number on all correspondence)

Please

Supply 400 men's silk shirts in the colours and sizes specified below:

Size Color Quantity

14 white 70 14btie30

15 white 70 15btie30

16 white 70 16bkie30

17 white 70 17bhie30

Price: \$1053 each (total - \$4,212)

Delivery: air freight, CIF Kiev

Payment: by letter of credit

Packing: standard

pp. Chief Buyer

Alexey Postnikov

Visteria Ltd.

Please send us the copy of this order, duly signed, as an acknowledgement.

10. Order three books of war memoirs from the Cedar Book Store, 518 Commercial Street, St Louis 4, Missouri. Ask to have these books sent to your friend Mr Henri Pulien, 137, 16th Street, Washington, D.C.

Letter of Acknowledgement

Visteria Ltd.
P.O. Box 82
Kiev 253206
Ukraine

28th March, 2015

Ref: Order No.142 of 21st March, 2015

Dear Mr. Smurov,

Thank you for your letter of 21st March, 2015. We are pleased to acknowledge your order for 400 men's silk shirts and enclose the copy of it, duly signed, as requested.

Delivery will be made immediately on opening a letter of credit with our bank for the amount of \$ 4212.

We hope our shirts will be in great demand in Ukraine and you will be able to place large orders with us in the future.

Yours sincerely,
Alfred Smithers
Alfred Smithers
Sales Manager

11. Imagine yourself to be a Sales Manager of the Cedar Book Store. Write a letter of acknowledgement according to the order of books in your store.

Letter of Complaint

Men's Clothes Ltd.
142 South Road
Sheffield S20 4 HL
England

18th April, 2015

Dear Sirs,

Thank you for your delivery of men's silk shirts, which we ordered on 21-st March, 2015. At the same time we would like to draw your attention to the following.

After examination of the shirts we discovered some manufacturing defects:

- there are oil stains on 12 shirts;
- the colour of buttons on 5 of the shirts does not match the colour of these shirts;
- one shirt is in a different style.

We are returning the defective shirts by separate mail, carriage forward, and would ask you to replace them with shirts in the colours and sizes specified below:

Size Colour Quantity

15 white 9

17 white 1

14 blue 6

16 blue 2

We would appreciate a prompt reply.

Yours faithfully,

V. Smurov

Vladimir Smurov

Export-Import Manager

12. Having received your books, you found out that one book was not the one you'd ordered, and another book had some defects. Write a letter of complaint.

Sample of Answer

Visteria Ltd.

P.O.Box 82

Kiev 253206

Ukraine

21st April, 2015

Ref: Order № 142 of 21 the March, 2015

Dear Mr. Smurov,

Your letter of 18 to April, 2015, was duly noted. The shirts you returned to us are indeed defective. We have to admit that these defects were overlooked by our controller and offer apologies for the oversight.

We are sending you new shirts as a replacement this week by air, carriage paid, and would ask you to confirm their receipt by fax.

If any other problems arise, please do not hesitate to contact us.

Yours sincerely,

Jack Brown

Jack Brown

Claims Department

13. Being a representative of the Claims Department write an answer to the Letter of complaint you've just received.

14. You are asked to reply to the incoming text with a letter, fax or email of about 60-80 words. Your reply needs to contain three or four points, such as:

- | | | | |
|---|------------------------------------|---|--------------------------------|
| A | giving information | F | inviting someone |
| B | asking for information | G | accepting an invitation |
| C | confirming an arrangement or order | H | thanking someone for something |
| D | asking for confirmation | I | offering an explanation |
| E | making a reservation | J | asking for an explanation |

Look at the following phrases and say which of the categories (A-J) each one belongs to.

- 1 ... there is some confusion as to dates, so will you please confirm ...
- 2 It was very good of you to display our leaflets on your stand at the exhibition ...
- 3 Can you let us know the cost of...
- 4 Can you please tell us why you did not inform us...
- 5 Ms Bunce is pleased to accept your kind invitation to...
- 6 ... we would like to book the conference hall...
- 7 Please let me know when ...
- 8 The error was probably the result of a misunderstanding ...
- 9 ... we would be delighted to see you at our office...
- 10 ... we can confirm that...

15. Read this model of an answer.

1. Has the writer has covered all the points? If not, make a note of any that were missed.
2. Find and correct seven mistakes in this letter: two in spelling and five in grammar.

Dear Ms Poilue

I have looked into the matter and can confirmed that, as you suspected, we sent you someone else order by mistake. Your correct order will be send to you today by Express Delivery. We would like you to accept the goods free of charge. We should also like you to keeping the 10 packs of red wallets with our compliments.

We want to assure you that we do everything we can to avoid such mistakes in future.
Yours sincerely

(79 words)

16. Now write your own answer to the following letter. Remember to check for grammar and spelling mistakes.

17. Read this letter of complaint from a customer and write a letter to Ms Poilue:

- *thanking her for her letter*
- *apologizing for the error*
- *explaining what happened*
- *saying what you are going to do about it.*

Write **60-80** words.

- *Do not include postal addresses.*

Dear Sir or Madam

Our Order Number 19445

On 5 June, we ordered ten packs of Document Wallets from your Catalogue (Page 79) as follows:

Cat no	Colour	Qty
334151	blue	2
334 219	green	6
334 250	yellow	2

When we received this order, we found that you had sent us ten packs of red (Cat no 334 243) instead. We noticed that the delivery note enclosed with the order was made out to a different firm, which might explain the error.

We look forward to receiving an explanation of this mistake.

Yours faithfully

Annette Poilue
Office Manager

Congratulation

Dear Helen

I was delighted to read in the local newspaper that you had moved to a new job at the IBM. Congratulations. I'm sure you will reach extremely high standards of the company and you will be very successful there. Frankly speaking, I can think of no one who is better qualified for this position.

So best of luck with the new job and congratulations once more.

By the way, would you have time for lunch next week?

Best regards
John Brown

18. You've just heard about a very important event in the life of your groupmate. Write a Letter of congratulation to him / her.

19. Translate the letters into English.

1). Шановні доброді!

Відповідаючи на Ваш лист від 18 березня, ми, на жаль, змушені повідомити Вам, що не можемо прийняти Вашу пропозицію, тому що інші фірми запропонували нам більш низькі ціни.

Якщо Ви знайдете можливість переглянути ціни щодо зменшення і запропонувати інші умови доставки й оплати, ми можемо знову повернутися до обговорення питання.

Широ Ваші,

2). Шановні добродіі!

При цьому посилаємо Вам замовлення № 4791, що повинне бути виконане відповідно до прикладених Загальних умов.

З повагою,

3). Шановні добродіі!

Ми підтверджуємо отримання вищезазначеного замовлення і згодні виконати його у суворій відповідності з його умовами, а також із Загальними умовами, що ми приймаємо цілком і підтверджуємо.

Щиро Ваші,

4). Шановні добродіі!

Товари щодо вашого замовлення №254, відіслані Вами 10.07 цього року, повинні бути вже доставлені на даний момент, однак товару немає дотепер, хоча ми одержали Ваше повідомлення про відправку.

Ми опинилися в дуже неприємному становищі перед нашими токупцями, яким ми обіцяли доставити товари до 15.07 цього року.

Будь ласка, повідомте, що трапилося.

З повагою,

Reading 2

Text 1

FAX

The word "fax" comes from the word "facsimile". A fax machine will send a duplicate of the message, document, design or photo that is fed into it.

Faxing is a means of telecommunication that has developed very quickly over the past few years. There are various models of fax machine which connect to a telephone socket and which work on a system similar to the telephone system.

Charges are measured in telephone units and therefore vary according to the time of day and where the fax is being sent. The advantages of fax include instant reception of documents and documentary evidence of what has been transferred. A document can be relayed from one source to hundreds of other receivers, for example, if the head office of a chain store wants to circulate a memo or report to its branches.

- Read this part of a fax from David Parkinson, a company director who will be arriving from the UK to visit your company next week.

As you know, I will be arriving on Tuesday afternoon next week, and I wonder if you could answer a few questions for me.

Will someone be able to meet me at the airport? If this is possible, I would be grateful. It would be a lot easier than trying to get a taxi in a strange city.

Can you tell me the name of the hotel and where it is? I will need to leave this information with my secretary.

Do you have any plans for dinner after I arrive? If you are free, would you care to join me? It would be a good opportunity to become acquainted.

Could you confirm the time of the meeting the next day, and let me know exactly where it will be held?

Looking forward to hearing from you.

- Write a **fax** to David:
 - saying who will meet him at the airport, and where
 - giving him the name and location of the hotel
 - explaining the arrangements for dinner after he arrives
 - confirming the time and venue of the meeting the next day.
- Write **60-80 words**.

Text 2

ELECTRONIC MAIL (E-MAIL)

Electronic mail is a means of sending and receiving messages -internally, nationally, or internationally.

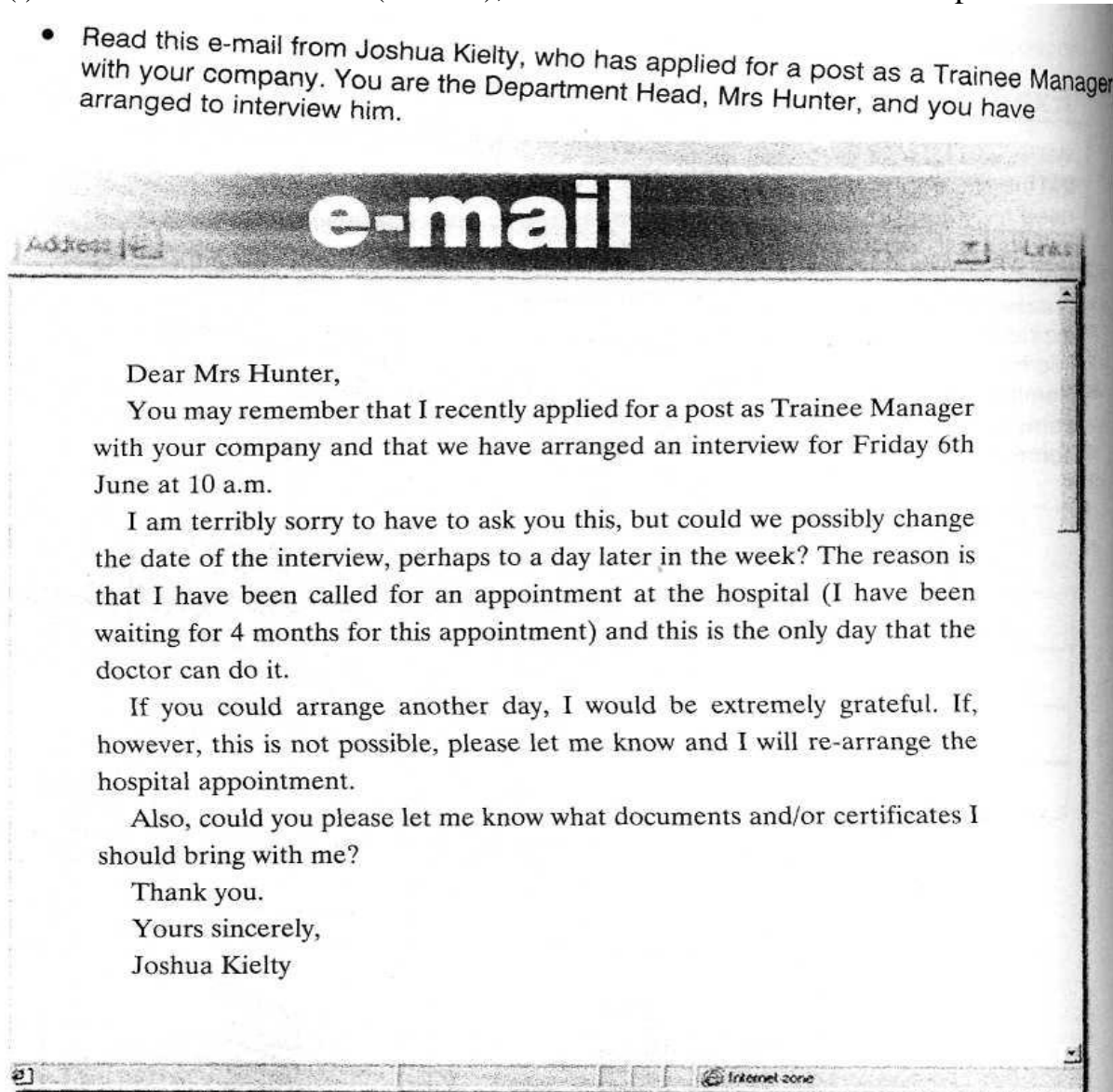
Subscribers to e-mail need a terminal, such as personal computer, a telephone line, and a modem, which is a device for converting signals to text. Messages appear on the receiver's computer screen. E-mail users can also have access to a *mailbox*, which they can call from anywhere in the world and retrieve messages. They receive a mailbox number and a password for confidentiality. Messages can be printed out and kept for reference.

In comparison with telex, e-mail is relatively low in cost, and does not require a trained operator. It is also fast, relatively reliable, and messages can be sent or picked up anywhere in the world, and stored in the mailbox until they are retrieved.

This can be particularly advantageous for users who are communicating across international time zones.

Notice the codes which are the personal numbers of subscribers (e.g. ABC 536), and the prefixes (e.g. 40 which is the number of that computer system. Also the dot (.) before the word SEND (.SEND), which is a command to the computer.

- Read this e-mail from Joshua Kielty, who has applied for a post as a Trainee Manager with your company. You are the Department Head, Mrs Hunter, and you have arranged to interview him.



- Write an e-mail reply to Joshua:
 - Saying when you received his e-mail
 - Expressing the hope that he will be in good health
 - Telling him that you can change the appointment
 - Explaining which documents he should bring
- Write 60-80 words.

UNIT 29 Companies

I. Starting up

Discussion Answer the questions

1. What types of organizations on the Ukrainian market do you know? Which of them are the most widespread? Why?
2. Why are there so many small firms in Ukraine nowadays?
3. Does the structure of the company depend on the type of the organization? Why? Why not? What other factors does it depend on?
4. What sphere of business occupies the Ukrainian market more: production or service? Why?
5. Why do some companies include details about their history in their marketing literature, reports and presentations?

II. Vocabulary and Speech exercises

1. Look at the photos and identify the four companies.

① 





② 

③ <http://www.reuters.com/>

④ 

14

2. Match the information about these multinational companies to the correct company logo

Company logo	Company activities	The company says
	<p>1 The third largest record company in the world. It is also the world's largest publisher of songs and music.</p>	<p>a 'We are committed to providing high quality food.'</p>
	<p>2 The world's largest hamburger restaurant company. It has over 19,000 restaurants in 100 countries.</p>	<p>b '(We) lead the world in the provision of news and financial information to broadcasters, newspapers, financial markets and on-line services.'</p>
	<p>3 This company provides news and financial data to the business community.</p>	<p>c 'We aim to be the world's premier music company in all aspects of our business.'</p>
	<p>4 This company is an international air-express carrier. It delivers packages and documents all over the world.</p>	<p>d 'We keep your promises.'</p>

3. Work in groups. Choose three of these companies.

BMW Coca-Cola Nike Levi Strauss & Co. Microsoft

Write what you know about:

- 1 what each company produces or provides
- 2 where the company started
- 3 where the company operates
- 4 who its main competitors are

4. Read these profiles of well-known companies. Rearrange the letters to make the company name.

- 1 This company's headquarters are in Michigan, but it earns a lot of its annual \$6,562 million revenue outside the USA. It sells its products in 130 countries and has about half of the European breakfast cereal market. Its leading brand names are Cornflakes, Rice Krispies, and Frosties.

LELGSKOG _____

2 This company manufactures mice! Computer mice. They also develop disk-operating and application software. Their annual sales are \$4,649 million and they have 15,257 employees. It is famous for its 'Windows' operating system.

RTOOIMCSF _____

3 This is one of the world's top chemical companies. It has sales outlets in 170 countries and production facilities in thirty-nine. It spends nearly DM2,000 per year on research and development and produces more than 8,000 products. The best known of these are audio and video cassettes.

FSBA _____

4 This company operates in 3 major areas: beverages, snack foods, and restaurants. With a turnover of over \$28 billion, it is the world's largest producer of crisps and has the largest number of franchised restaurants in the world. Everyone knows their Pizza Hut and Kentucky Fried Chicken restaurants. Their brands include Fritos corn chips, Ruffles potato chips, and Walkers crisps. Their most famous product is a fizzy drink.

SEPOCIP _____

5 This company is the largest tyre-maker in the world and has a 20% share of the world market. Based in France, it has 69 plants and rubber plantations in Brazil, the Ivory Coast and Nigeria. 96% of its sales come from tyres and wheels and only 4% from other products such as guidebooks.

CELMIHNI _____

III. Reading Comprehension

1. Before reading the text answer the following questions: What do you know about McDonald's? What type of ownership does it belong to? Predict whether these facts are true or false.

- a Three new McDonald's stores open every day.
- b McDonald's charge high prices.
- c McDonald's spend more on advertising than anyone else.
- d There is a Hamburger University.
- e The company CEO has a computer in his office.
- f McDonald's prefer American managers to run overseas stores.

2. Read the text and compare your predictions with the true facts. For each paragraph choose the appropriate title

Titles: *A) CLOSE RELATIONSHIPS WITH SUPPLIERS, B) ADVERTISING, C) FACE-TO-FACE MEETINGS, D) CUSTOMER SERVICE, E) VALUE F) CULTURAL SENSITIVITY, G) TRAINING*

Text 1

SERVICE WITH A SMILE

Three new McDonald's stores open somewhere in the world each day. There are now over 14,000 McDonald's stores worldwide and sales are over \$23 billion. So how do they do it? What are the company's strengths?

1 _____

McDonald's keep prices low. They concentrate on increasing market share.

2 _____

McDonald's spend \$ 1.4 billion annually on marketing, more than any other company in the world.

3 _____

Every employee receives at least two or three day's training and all *managers* attend regular courses. The company even has its own Hamburger University in Oakbrook, Illinois.

4 _____

The company headquarters don't have an e-mail system and there is no computer in the CEO's office but ideas still fly around. There are regular meetings between people in the same region and people in the same line of work.

5 _____

McDonald's work closely with their *suppliers* to make sure they can meet the McDonald's *specifications*.

6 _____

Before they enter a new country's market, they research the culture thoroughly. And they *employ* local staff if they can.

7 _____

The restaurants are clean, the service is quick and every McDonald's burger comes with a smile.

Exercises

3. Fill in: *quick, share, headquarters, attend, ideas, meet, enter, research, local, hamburger*

- | | |
|-------------------------|---------------------------|
| 1. market _____ | 6. _____ fly around |
| 2. the service is _____ | 7. to _____ courses |
| 3. the company _____ | 8. to _____ the culture |
| 4. _____ university | 9. to _____ specification |
| 5. _____ staff | 10. to _____ a new market |

4. "Restore" the mixed up word combinations

- | | |
|---------------------------------|----------------------|
| increasing meetings | e-mail staff |
| two or three days' market share | local system |
| company courses | regular headquarters |

5. Unscramble the words given in bold print

- McDonald's pay a lot of attention to **svirtaiedng**.
- There are a lot of **poyeeelms** in the company. All of them receive training.
- As workers are interested in their work, the **rcvsiee** is quick.
- McDonald's have a lot of **esroctums** all over the world who buy its products.
- People of the same region and line of work meet on the regular **netmegsi**.

6. Replace all the verbs of paragraph 3 with their synonyms
7. Add as many adjectives to the nouns of paragraph 7 as possible
8. Make up all possible parts of speech from the italicized words
9. Make up 5 questions to the text.

IV. Listening Comprehension

1. Before listening try to answer these questions: What do you know about such companies as IBM, PHILIPS and JAL? What products or services do they provide? Do you know anything about their activities? What type of the ownership do they belong to?

1. Listen to three people talking about these companies. Which company are they talking about?

2. Listen to the first speaker again. Make notes on the company.

Employees:

Subsidiaries:

Turnover:

Location of parent company:

Number of products:

Joint venture partner:

3. Listen to the second speaker again. Complete these notes.

- 30,000,000 _____ a year.
- Fly to 41 _____ in 25 _____.
- Domestic service has 48 _____ and serves 20 _____.
- _____ is their number one priority.
- Currently _____ FANS in their aircraft.
- FANS are _____ communications and _____ air traffic congestion.

4. Listen to the third speaker again and answer these questions.

- a. What's the company's turnover?
- b. How many employees are there?
- c. What's happening in the company at the moment?

5. Listen to the information once more (see Appendix 2) and do the following task (choose one letter for each sentence)

1. Philips is a multinational company with 250.000employees.

A Right

B Wrong

C Doesn't say

2. Philips produces electrical products only to the consumer market.

A Right

B Wrong

C Doesn't say

3. Comfort is number one priority of JAL.

A Right

B Wrong

C Doesn't say

4. JAL has a turnover of 31.626.000.

A Right

B Wrong

C Doesn't say

5. IBM is developing a new culture at the moment.

A Right

B Wrong

C Doesn't say

6. The holding company of IBM is located in New York.

A Right

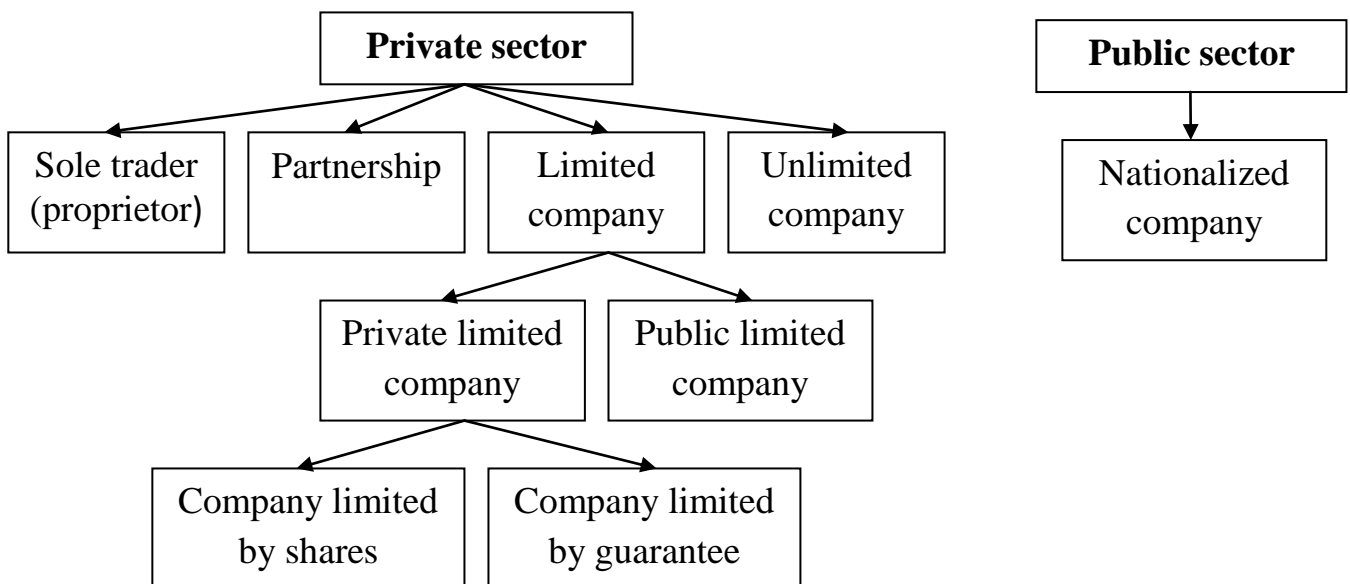
B Wrong

C Doesn't say

V. Skills

Business very in size, from the self-employed person working alone, through the small or medium enterprise to the large multinational with activities in different countries.

1. Study the chart below and fill in the gaps with the suitable type of ownership.



_____ is the sole owner of a business and has full control of it. He is personally liable for all business debts, i.e. he carries an unlimited liability.

_____ means that its members jointly own a business and each of them is personally liable for the firm's debt. There are limitations to the number of members: minimum of two and maximum of twenty.

_____ is a legal entity that is separate from shareholders and directors. The shareholders are not liable for the company's debts beyond the amount remaining unpaid on the shares they hold or guaranteed to a third party.

Limited companies are classified as private limited by shares, private limited by guarantee, and public limited.

In _____ members' liability is limited to the amount unpaid on shares they hold.

In _____ members' liability is limited to the amount they have agreed to contribute to the company's assets in case of its winding up.

A _____'s shares may be offered for sale to the general public and members' liability is limited to the amount unpaid on shares held by them. Its shares can be transferred without the shareholders' permission.

_____ is treated as company for taxation purposes (they pay corporate tax instead of income tax), but the liability of its shareholders is unlimited.

_____ is established by Acts of Parliament. Usually it's natural monopoly. Its accounts go directly to the Parliament for inspection.

2. What type of organization is each of these?

1. A group of engineers who work together to provide consultancy and design services. There are no outside shareholders.
2. A large British engineering company with 30,000 employees. Its shares are bought and sold on the stock market.
3. An American engineering company with outside shareholders.
4. An engineer who works by herself providing consultancy. She works from home and visits clients in their offices.
5. An independent British engineering company with 20 employees. It was founded by three engineers, who are shareholders and directors of the company. There are five other shareholders who do not work for the company.

3. Choose the correct alternatives

When a bank (lends/borrows) you money to start a business, it asks you for some (finance/security). In other words it asks for rights over part of your (assets/loan). If your enterprise fails and you are unable to repay the loan, the bank can then sell this property. This (security/loan) protects the bank against financial loss. Some people offer their houses as security when they (lend/borrow) large sums of money.

VI. Focuse on structure of the company

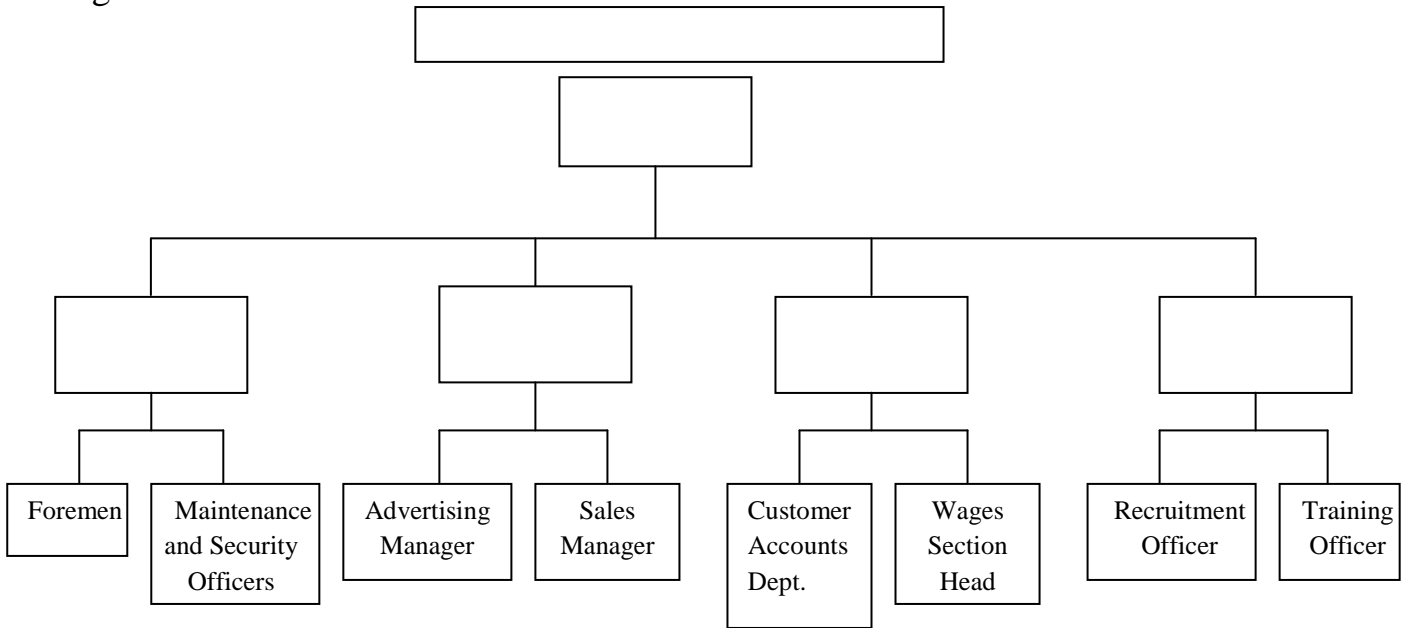
1. Complete the organization chart from the information provided. (Note that there are various ways of constructing an organization chart. This is one of the most usual.)

The company is run by a Board of Directors.

The Managing Director (sometimes called the Chief Executive, or President in the USA) is the head of the company.

Most companies have Finance, Marketing, Production, and Personnel Departments. These are the most common departments, but some companies have others as well. Each department is headed by a Manager, who is in charge of its day-to-day running, and who reports to the Director; the Director is responsible for strategic planning and for making decisions.

Various personnel in each department report to the Manager. One example, present in almost all companies, is the foremen, who report to the Production Manager.



2. Match the names of the departments with the activities they do:

*Human Resources
(Personnel)*

Production

Marketing

Finance

Packaging

Sales

Training

Buying

Personnel

Quality

Distribution

Financial service

Production

Advertising

Customer accounts

Wages and salaries

Maintenance

After-sales service

Marketing

3. Draw the structure of the educational establishment you study in and compare it with your partner's one and the original.

VII. Focus on the history of the company

Reading 2

1. Discuss the following questions.

1. What well-known companies of the world can you name?
2. What Ukrainian companies do you know? What facts from their history can you tell?
3. Why is it important to include information about the founder and key dates and events in the company history in the marketing literature, annual reports and presentations? Give your reasons.

2. Read the text and do the following tasks

a) choose the correct verbs from the box to complete the first paragraph.

Remember to use Past Simple Tense

prove be open (2) allow introduce

b) open the brackets of the second paragraph using Past Simple

The History of McDonald's

McDonald's founders' (Dick and Mac McDonald) first venture into the food business 1___ in 1937, when they 2___ a hot dog stand in Arcadia, California. They 3___ the first McDonald's restaurant on May 15, 1940, in San Bernardino, California. Hamburgers 4___ to be their most popular product, so in 1948 the brothers 5___ their "Speedee Service System," a streamlined assembly line for hamburgers that 6___ them to produce burgers quickly and inexpensively.

Entrepreneur Ray Kroc (the exclusive distributor of a milk shake machine called the Multimixer) (to visit) the first restaurant in 1953, and sensing its potential, he (to convince) the brothers to put him in charge of franchising. Later he (to purchase) the brothers' interest in the company, and (to oversee) its worldwide expansion. Ray Kroc (to open) the Des Plaines, Illinois restaurant in 1955 and never (to look) back. In 1965 McDonald's (to go) public with the company's first offering on the stock exchange. In 1967, the first McDonald's restaurant outside the United States (to be opened) in Richmond, British Columbia. In 1968, the Big Mac sandwich (to be introduced), followed by the Egg McMuffin breakfast sandwich in 1973. Milestones and accomplishments have followed ever since.

Today, there are tens of thousands of McDonald's restaurants serving millions of people daily around the world. The incredible growth and success of McDonald's can be summed up with the first thought that went through Ray Kroc's mind when he first saw McDonald's: "This will go anyplace."

3. What do these numbers from the text refer to?

1937 15 1955 10 000 1967 1968

4. Put the following sentences into chronological order.

1. The introduction of Big Mac.
2. The idea of franchising.
3. Two brothers opened a hot dog stand.
4. The worldwide expansion.
5. Opening the first oversea restaurant.

5. In groups of three-four choose one of the well-known or Ukrainian companies (explain your choice) and prepare the presentation of its history.

Writing

1. You are the representative of a small enterprise, which produces different types of bins. Write a letter to a city council with a proposition to produce and place special bins in your area to encourage recycling

2. Project work

In groups of three-four students choose one of the well-known companies and conduct their presentations about its history, structure and activity.

UNIT 30 Presentation

I. Starting up

Discuss the following questions

1. What is a “presentation”?
2. For what purposes are presentations made in business?
3. What makes a presentation effective?

II. Vocabulary and Speech exercises

1. Read and find the definition of types of presentations

Types of presentation:

1) Press conference	a) two chief executives tell the journalists why their companies have united
2) Briefing	b) a university professor communicates information about economics to 300 students
3) Demonstration	c) a financial adviser gives advice about investments to eight people
4) Product launch	d) a member of a stamp-collecting club tells other members about 19 th century British stamp
5) Lecture	e) a yoga expert tells people how to improve their breathing techniques and gets them to practise
6) Talk	f) a senior officer gives information to other officers about a police operation they are about to undertake
7) Seminar	g) a car company announces a new model
8) Workshop	h) the head of the research and development tells non-technical colleagues about a new machine

2. a) Match the presentation types to the things people say in them

- a) As you can see, this prototype is far in advance of anything we've done before.
- b) Here are some typical patterns for demand and supply in the widget industry.
- c) I'm gong to give each group a series of problems faced by an imaginary company, and I want to suggest solutions.
- d) Now is the right time to get out of company shares and invest in property.
- e) The combined resources of our two organizations will allow us to achieve great things.
- f) The first postage stamp in the world was the Penny Black in 1840.
- g) The X300 has the most advanced features of any car in its class.
- h) The parachutists will come in at 08:30 and land in two waves, here and here.

b) Study the table

Structure of the presentations

Beginning (or Introduction)	Short introduction	<ul style="list-style-type: none"> • Welcome your audience • Introduce your subject • Explain the structure of your presentation • Explain rules for questions
Middle (or Body)	Body of presentation	<ul style="list-style-type: none"> • Present the subject itself
End (or Conclusion)	Short conclusion	<ul style="list-style-type: none"> • Summarize your presentation • Thank your audience • Invite questions
Questions and Answers		

III. Reading Comprehension

1. Before reading the text, read the sentences and predict whether they are True or False:

1. You should plan the structure of your presentation beforehand.
2. It is better to write notes of your presentation on cards.
3. You should always make a rapport with the audience.
4. Do not ever use gestures.
5. Do not wait for the latecomers.
6. You can labour a particular point from time to time.
7. Do not vary the pitch of your voice.

2. Read the text. Choose the title to the paragraph. There is one extra

- A) TIMING, VOICE AND RAPPORT WITH THE AUDIENCE, B) BODY LANGUAGE , CLOSING AND QUESTIONS, C) PREPARATION AND INTRODUCTION, D) HOW TO ORGANIZE THE PRESENTATION**

Dos and Don'ts of Presentations

(Here are some tips for a stand-up presentation (one person talking to an audience))

I

Find out about the audience: how many people there will be, who they are, why they will be there, and how much they know about the subject. Find out about the venue and the facilities: the room, the seating plan, the equipment, etc. Plan the content and structure, but don't write the complete text of the presentation. Write notes on sheets of paper, not on cards. Try to memorize the first five sentences of your talk. Prepare visual aids: pictures, diagrams, etc. Rehearse your presentation

(practise it so that it becomes very familiar) with friends or colleagues. Introduce yourself and your subject.

e.g. My name's Ann-Marie Duval and I work for Gem Consultants. My talk is called "Consultancy Skills for the 21st Century"

Outline what you are going to talk about: describe the different sections of your talk.

e.g. There are three main skills areas I want to talk about today

Say whether people should ask questions during the talk, or at the end.

e.g. If you have any questions, I'll be very happy to answer them at the end of the session.

II.

Start on time. Don't wait for the latecomers. Plan how long you are going to spend each point and keep to these timings. Don't labour a particular point (spend too long on something). Don't digress (talk about things that have nothing to do with the subject), unless you have a particular purpose in mind. Finish on time. Don't run over. It looks bad if you don't have time to finish all your points and answer questions.

Project your voice to the back of the room, but don't shout. Don't ask if people at the back can hear. Check the volume (loudness) of your voice beforehand. Use a microphone if you need one. Don't hold it too close to your mouth. Whether using a microphone or not, speak in natural tone of voice. Don't speak in a monotone (on the same level all the time). Vary the pitch (level) of your voice.

Make a rapport with the audience: gain the audience's attention in a presentation by:

- telling an anecdote (a story, perhaps a personal one)
- mentioning a really surprising fact or statistic
- stating a problem
- asking a question

Of course, it is important to respect the cultural expectations of the audience.

Don't forget to use key-phrases (main part)

e.g. OK. To begin, let's look at the first type of skills that consultants need: technical skills. Of course, related to technical skills are a good general knowledge of management subjects ... But I'm digressing: let's get back to the technical skills themselves.... That's all I have time for on technical skills.

Let's move on to the second area: interpersonal skills. As you can see on this transparency, there are two key areas in relation to interpersonal skills... I think that covers everything on interpersonal skills.

Time is moving on, so let's turn to the third area: people management issues.

III

Make eye contact: look at each person in the audience for about a second, before moving on to the next person. Don't concentrate on just one or two people. Don't speak to the equipment or the screen: face the audience at all times. Smiling is fine at appropriate moments, but not too much. Use gesture (hand movements) to emphasize key points. Stay more or less in one place: don't move around too much.

Avoid mannerisms (ways of moving and speaking which you do repeatedly without realizing).

Use visual aids: a flipchart, bullet points, a projector, a whiteboard, a blackboard, a computer screen, transparencies, an overhead projector, handouts, etc.

Key phrases for closing:

e.g. *Let me sum up. Firstly, we look at technical skills, secondly, at management skills, and last, but by no means least, at interpersonal skills. In my view, the secret for success in the future is going to be interpersonal skills. That's brings me to the end of my presentation. Are there any questions?*

Key phrases for dealing with questions and closing.

e.g. That's a fair point.

That's confidential.

That's not really my field.

The questioner would like to know...

Sorry, I didn't catch the question.

I think it's a good place to stop. Thank you for listening.

Exercises

3. Now match each reason (a-j) to a piece of advice in paragraph I

- a. If you drop the card on the floor, you are in trouble
- b. It could sound monotonous and boring if you speak from a complete prepared text.
- c. It will help you make the content of your talk suitable, for example not too easy or difficult.
- d. It will help you to keep control, and avoid people interrupting if you don't want them to.
- e. It will help your audience follow the logic of what you are going to say.
- f. It will make you feel more at ease at the beginning, when you may be nervous.
- g. It will reassure people that they are in the right place, and provide a focus for the beginning of your talk.
- h. They add visual interest, provide you with support and help the audience follow you.
- i. You can ask for changes in the seating plan if necessary.
- j. They will be able to help you if anything is unclear before the presentation.

4. Find explanation in the second paragraph with a-g which went wrong of the proposed.

- a. Why is he yelling like that? The room's not that big.
- b. He's already said that three times.
- c. I know there are people who want to ask questions, and there won't be time.
- d. He's really boring: there is no life in his voice and everyone's asleep.
- e. The sound of his breath in the microphone is really annoying.
- f. I don't see what this has got to do with what he's trying to say.
- g. Get on with it! IF people turn up late, that's their problem.

IV. Language study

5. In the first part of the text replace all the verbs with synonyms

6. Add adjectives to the nouns in the second part of the text

7. Make up all possible parts of the speech: employ, memorize, product, use.

8. Correct the mistakes (key-phrases) in the sentences:

- a. OK. *For begin*, let we look for the most basic product in our range.
- b. Of course, *related with product specifications* of our basic model is the issue of product performance.
- c. But *I'm digression*: let's get back on the product specifications.
- d. *As you can be seeing* on this transparency, there are two key features I want to talk about *in relative to* our mid-range model.
- e. That's all *I'm having time for* on product specifications. *Let's moving* on to our mid-range model.
- f. I think that *covers up everything* on our mid-range model.
- g. *Time is moved on*, so let's turn up to our top-of-the-range product.

9. Here are the introductions to two different presentations: "Dynamics of Motivation" and "Interactive Video Project". Separate the two presentations and put them in the correct order

- a) At the end I will suggest practical ways in which you as managers can motivate both yourselves and the people who work for you.
- b) Good morning ladies and gentlemen, and welcome to our session on the dynamics of motivation.
- c) Then I will give a short demonstration of our prototype and explain what we have already achieved.
- d) Please feel free to ask questions at any time on technical or financial aspect of the project and I shall do my best to answer them.
- e) To begin with, I shall outline the main goals of the project.
- f) I would like to ask you to keep any questions you may have until the end, when I hope we will also have time to discuss your personal experiences and particular work situations.
- g) Finally, I shall move on to the major commercial applications and potential returns on investment.
- h) I will then turn to what we really mean by motivation, and look at the internal and external factors that play a part in creating it.
- i) Good afternoon ladies and gentlemen. I would like to talk to you this afternoon about why we feel our interactive video project is worth investing in.
- j) I shall start by looking at why motivation is so important and why the ability to motivate is a vital management skill.

Presentation 1

Presentation 2

b

i

10. For each group of signaling choose the appropriate titles. Put the titles with signaling in logical order.

Titles: Sequencing, Giving an example, Summarizing/concluding, Developing/analyzing the point, Introducing the topic, Dealing with questions/explaining a point to come later, Moving to the next point.

Signaling:

1. For example, ...

A good example of this is ...

To illustrate this point ...

2. Let me start by ...

I'll start by ...

First of all ...

Starting with ...

I'd like to begin by ...

3. Firstly...secondly...thirdly...lastly...

First of all...then...next...after that...finally...

To start with...later...to finish up...

4. Let me turn now to...

Let's move on to...

I'd like now to ...

Let's look now at...

5. I'll deal with this later, if I may, but for now...

I'll come back to this question later in my talk.

I won't comment on this now, ...

6. Where does it take us?

Let's look at it in more detail.

Translated into real terms, ...

What does that mean for us?

7. Let's recap, shall we?

I'd like to sum up now...

Let me summarize briefly what I've said.

Let me remind you, finally, of some of the points I've made.

11. Read the introduction to a presentation. Choose the correct words or phrases in italics.

Good afternoon, ladies and gentlemen and welcome *in/to/for* our seminar on corporate property management. I would like to *begin/ starting/ commence* by *drawing/ telling/outlining* some of the main explanations/matters/issues in corporate property management *so that/for/in order* to you will be able to judge whether your company is devoting sufficient time to this question.

I will then *look/turn/change* to some of the legal and financial *peaces/aspects/pieces* of property management, and will *tell/look/explain* how your companies may be affected by current and future legislation. I will *illustrate/give*

examples/discuss of the kinds of problems our clients have faced and explain what was done to solve them.

I will finish *by/with/in* giving a brief resume of the consultancy service that we offer, and I will explain what you *need/shall/should* do if you would like to look into the matter further.

As we are rather *hurried/pressed/short* for time, I would be grateful if you could *rest/stay/save* any questions you may wish to *rise/raise/arise* until the end, when I will *do/make/have* my best to answer them.

12. Complete the following presentation with suitable words from the proposed:

1-14: after that, finally, to start with, specially, outline, bring you up to date, illustrate, purpose, then, thank, sum up, describe, tell you, concluding;

15-28: indicate, talked, you will notice, draw your attention, interrupt, expand, move on, options, priority, referring, in conclusion, on balance, recommend, pointed out.

“Good afternoon, everybody. I’d like to 1..... you all for being here.”

“My 2..... Today is to 3..... about our corporate strategy for the next decade, and, more 4....., to 5..... with our plans for Europe.”

“6..... I’d like to 7..... Briefly our current marketing policy in the UK. 8..... I’ll 9..... Some of the problems we are having over market share. 10..... I’ll 11..... The opportunities we see for further progress in the 21st century. 12.... I’ll quickly 13..... before 14..... With some recommendations.”

“Please feel free to 15..... me if you have any questions at any time”

“Now I’d like to 16 to Chart B showing our sales revenue and pre-tax profits over the last ten years. 17..... that although turnover has risen, our profits have not increased at the same rate.”

“I’ve 18.... About our current position in the UK and I’ve 19..... some of the problems we are facing. Well, what 20..... are open to us now? Where do we go from here?”

“As I have already 21....., I think our first 22..... must be to build on the excellent results we have achieved in certain European markets. I’m 23, of course, to Italy and Spain. Let me quickly 24..... on those successes before we 25..... .”

“We should not forget the French market. Admittedly our results there have been poor so far, but there are signs the market is changing and we can learn a lot from our mistakes. 26....., though, I think we stand to gain most from concentrating on southern Europe and I strongly 27..... we put all our efforts into further expansion in Italy, Spain and possibly Greece.”

“28....., may I thank you all for being such an attentive and responsive audience. Thank you also for your pertinent questions. Are there any final questions?”

V. Listening Comprehension

1. Listen to the sales presentation of the new video phone.

I. Choose the correct answer.

1. What is the name of the product?
 - a. ViTa Desktop Videophone
 - b. ViaTV Desktop Videophone
 - c. Via Desktop Videophone
2. The salesperson describes the product as
 - a. small and slim
 - b. small and attractive
 - c. small and elegant
3. To set up the product you need
 - a. a touch –tone phone
 - b. a computer
 - c. special software
4. Which special feature does the salesperson not mention?
 - a. full colour-motion video
 - b. on-screen menus
 - c. very good picture quality
 - d. preview mode
 - e. privacy mode
5. In order to see the person you are calling
 - a. you need the product
 - b. the caller needs the product
 - c. both parties need the product

II. Listen again. What benefits does the sales person emphasize? Who is the target customer, in your opinion?

III. Use the answers to complete the summary.

Name: The full name of the product is _____

Appearance: It is _____

User-friendliness: It is easy to set up – all you need is _____

Special features: The special features include _____

 In addition it has _____

Benefits: The main benefit of the product is _____

IV. In groups prepare a sales presentation on your product. Use the structure of the previous Exercise to help you.

V. Do the test:

a) Fill in appropriate words:

Do you ...1..... friends and family you would ...2...to see more often? When you phone colleagues ...3.... you like to see ...4.... faces? The ViaTV Desktop videophone ...5...that you can!

b) After reading the paragraph, mark one letter:

As you can see it's small and elegant and ideal for the office or for the home or for business trips. It's very easy to set up. All you need is a touch-tone phone. You don't need a computer and you don't need any special software. It's also very easy to use; as easy as making a normal telephone call. The ViaTV Desktop video phone has many features. Firstly, it has full-colour motion video which means you can see the other person's gestures and changes of expression. The picture quality is excellent and the adjustable picture setting means you can change to "sharp" mode to get a fantastically clear image. This, of course, is just ideal for viewing designs or documents. The audio quality is exactly the same as a normal telephone call.

6. The ViaTV Desktop video phone

- A is ideal only for offices in big companies.
- B is not useful for business trips.
- C is miniature, fine and perfect for homes and doing business.

7. For setting up the ViaTV Desktop video phone you need

- A a computer and special software.
- B nothing.
- C a touch-tone phone.

8. The perfects of the picture quality gives the opportunity to

- A observe what is going on in the office.
- B see the other person's gesture, his expression or documents and design.
- C make pictures of the opponent.

c) After reading the paragraph, mark one letter:

In addition, the ViaTV Desktop Video phone also has a preview mode so that you can check what you look like before the other person sees you! And, finally, the privacy mode is an important feature. You can use it to block the image but keep voice connection.

9. The ViaTV Desktop Video phone has a mirror.

- A Right B Wrong C Doesn't say

10. The most important feature of the ViaTV Desktop Video phone is the privacy mode.

- A Right B Wrong C Doesn't say

11. It is possible to speak on the ViaTV Desktop Video phone without being shown.

- A Right B Wrong C Doesn't say

d) While reading the paragraph, mark one letter:

Now, of course, just as with ...12.. ... means of communication, fax machines or e-mail ..13.. example, each party needs to have a set. We have a special offer on ...14... the moment, so now is the time to buy the ViaTV Desktop phone. Put yourself ...15... the picture.

12. A some B any C no

13. A as B in C for

14. A at B for C by
 15. A on B in C above

VI. Skills

1. Prepare the presentations on the following topics:

- I.** Give a one minute introduction only to a talk on any topic you like:
- Your hometown vacations
 - A thing you really like your hobbies
 - Tourism your very first job
- II.** Choose one of the situations below to present a short extract from a presentation. Use linking expressions to connect different parts of the talk.
1. You are a project manager of Sasi, a Japanese electronic components manufacturer. You have to give a presentation to colleagues explaining the company's decision to build a factory in Indonesia.
- Important factors influencing the decision are:
- a) local employment conditions: well-trained workforce, skilled in oil industry, experienced in chemical engineering;
 - b) local economic factors and market potential: possible growth in Indonesian economy, wealth of Java, good location, access to Southeast Asia market;
 - c) available subsidies, tax concessions: government wants investment.
- III.** You are a design consultant working for Land Inc., a New York- based financial service company. The company plans to build new offices for its European headquarters in Brussels. There are three proposals for the design. Present an overview of each proposal to senior executives of the company.
- a) **Fox Lee Associates:** British
 - \$4.0m
 - conventional air conditioning and heating system
 - Neo-classical design
 - b) **Shikishima;** Japanese
 - \$ 5.8m
 - ultra-modern
 - solar-energy-based heating and air-conditioning
 - c) **Harald Khaar Group:** American
 - \$ 6.0m
 - 20% more office space
 - Low-running cots, conventional heating
 - Modern design
 - Exceptional energy conservation
- IV.** Look at the following overhead transparencies used in a presentation on safety on an oil platform. Use them to reconstruct the end of the presentation. Begin with: “ That concludes the main part of my talk. Now I'd like to...”

9. I make eye contact with all the sections of my audience throughout the presentation.

1 2 3 4

10. My presentation interests the audience and provokes questions from them.

1 2 3 4

11. I remain calm when responding to awkward or hostile questions.

1 2 3 4

12. My replies are to the point and hold the interest of the audience.

1 2 3 4

Analysis

12-24 Use every opportunity to learn from your mistakes, and take more time to prepare and rehearse for each presentation that you give from now on.

25-36 Your presentation skills are generally sound, but certain areas need improvement.

37-48 You have good presentation skills, but do not become too proud. Continue to prepare well.

Writing

1. Using appendix prepare the presentation in written form on the following topics:

- Choose or invent the company in one of the following product categories: food, sports goods, fashion, electrical products, health and beauty. As sales manager of that company, make a presentation to your sales force on the latest addition to your product range. Your presentation should cover the main features of each new product and emphasize their selling points. You may invent any information you wish.
- As a member of the human resources department of a large multinational, you visit universities/colleges making presentation to the students on your company and the job opportunities it offers graduates. Choose or invent the company to represent. You may invent any information you wish.

**ЧАСТИНА 3.
МЕТОДИЧНІ РЕКОМЕНДАЦІЇ З ОРГАНІЗАЦІЇ САМОСТІЙНОЇ
РОБОТИ СТУДЕНТІВ**

**PART 3.
STUDENTS' SELF-DIRECTED ACTIVITY ORGANIZATION GUIDE**

THE ACTIVE VOICE

Present Tense Forms

1. Use the right tense form of the verb.

1. What time _____ (the meeting/end)?
2. Tomorrow I _____ (fly) to Moscow to visit my aunt Sally.
3. Right now he _____ (talk) on the phone.
4. The Earth _____ (go) round the Sun.
5. I _____ (look) for my camera for an hour.
6. Could you close the window? I _____ (freeze)
7. The man _____ (paint) the walls all day long.
8. The coffee _____ (smell) good.
9. At the moment we _____ (take) a walk around a beautiful village.
10. We _____ (not/finish) our history project yet.
11. Kim _____ (never/be) abroad.
12. School always _____ (close) for Easter holidays.
13. I'm exhausted. I _____ (train) my stomach muscles all morning.
14. What _____ (usually/you/do) in your free time?
15. Look! Your mum _____ (water) tomatoes in the vegetable garden.

2. Choose the right variant.

- 1 The boy _____ his homework and now he _____ -TV.
 - a) already has done, watches
 - b) already does, has watched
 - c) has already done, is watching
2. They _____ about Russian traditions since the beginning of the lesson.
 - a) have been talking
 - b) are talking
 - c) talk
3. This is the best conference I _____.
 - a) am
 - b) have ever been to
 - c) ever have been to it
4. The postman usually _____ at 9 in the morning. It is half past 9 now but he _____
 - a) comes, has not come yet
 - b) comes, has not been coming
 - c) is coming, has not come yet
5. They _____ the walls and they _____ nice.
 - a) have painting, are looking
 - b) have painted, look
 - c) have been painting, look
6. The economic situation in the world is already bad and it _____ worse.

- a) is getting
- b) gets
- c) have gotten

3. Use *Present Simple*, *Present Continuous* or *Present Perfect*.

Hello Nancy

It (1) _____ (be) time since my last letter to you. I (2) _____ (still/work) at ABS and the company (3) _____ (do well). This is very fortunate as many of my friends (4) _____ (lose) their jobs. Our savings (5) _____ (take) a disastrous dive because of the economy. I (6) _____ (know) the situation everywhere is difficult and I (7) _____ (be) happy I still have a job. My friend Michael and his wife Georgia (8) _____ (now, live) in Virginia. Michael (9) _____ (finish) studying massage therapy. He (10) _____ (run) a small clinic in partnership with another woman. He and Georgia (11) _____ (look) for a full-time job, though, as they (12) _____ (lose) money also. As I say, many people (13) _____ (have) a hard time now.

4. Translate into English.

1. Він дивиться телевізор із самого ранку.
2. Завтра у мене урок англійської о 8:00.
3. Повітря у місті стає дедалі бруднішим і бруднішим.
4. Я загубив гаманець.
5. Її волосся брудне. Вона фарбувала будинок цілий день.
6. Ти постійно щось губить!
7. Ти пишеш твір вже дві години.
8. Я ходжу до басейну три рази на тиждень.
9. Тато ремонтує машину із самого ранку.
10. Він зламав ногу.

5. Use the right tense form of the verb.

1. I can't speak about the book. I (not read) it yet.
2. Every day I (wind up) my watch at 7 o'clock in the morning.
3. It's Friday. ... you (see) him this week?
4. It's a pity, but I (not buy) this dictionary yet.
5. As a rule, we (do) many exercises in class.
6. He (tell) this joke many times.
7. I already (translate) these sentences into French.
8. They (have) their English many hours a week.
9. She (work) much and usually (get) many good marks.
10. We (buy) a new TV set this year.

6. Use *Present Simple*, *Present Continuous* or *Present Perfect*.

1. I must know what you (talk) about.
2. I (be) in this country for some time.
3. He (admire) you greatly.
4. He (see) the play three times.
5. I (not know) what Harry (tell)

you. 5. I want to see how much he (change) since I (see) him last. 6. We (be) to the cinema about twice a week since then. 7. Hello, what you (do) here at this late hour? 8. I (think) you never (do) any harm to people. 9. I always (stay) at home in the evenings. 10. I (hear) you (look) for a new house.

7. Use Present Simple, Present Continuous, Present Perfect Continuous or Present Perfect.

1. Is Andy here? – I don't know, I ... (not see) him today.
2. Where ... you ... (go)? – To the library.
3. Would you like ... (borrow) this magazine? – No, thanks. I ... (read) it before.
4. Betty's bus ... (arrive) at 5 o'clock. I must go and meet her at the bus station.
5. Have you seen my record book? I ... (look) for it all the morning.
6. Mike ... (talk) to his friend for an hour already.
7. More and more forests ... (disappear) because of fires nowadays
8. How long ... you ... (work) on this problem?
9. The first lesson ... (not finish) at 9.45.
10. They ... (play) football tonight.
11. Linda is disappointed. She ... (fail) her test.
12. School ... (prepare) children for life.
13. We ... (have) a party next Saturday night. Will you come?
14. ... you ... (try) to take photos? It's not allowed, you know.
15. ... you ... (remember) where he ... (work)?

8. Chose the right variant.

1. Jeremy basketball this season; he wants to concentrate on his studies.
doesn't play hasn't been playing isn't playing hasn't played
2. What with yourself? There is mud all over you!
has you been doing are doing did you do have been doing
3. As far as I know Mike Italian for quite some time, but he still doesn't understand very much.
is learning has been learning has learnt learns
4. I am sorry Ann can't come to the phone right now because she a shower.
is taking has taken takes has been taking
5. How long Jerry? - But I don't know him at all. I have never met him.
do you know have you known has you known did you know
6. - Hello! May I speak to John, please? - Sorry, he is out. He has gone to the library.
He for his History exam there.
has been reading is reading reads has read
7. Excuse me I a public telephone. Is there one near here?
have been looking for have looked for look for am looking for
8. Her family from town to town ever since she can remember.
is moving has moved moves has been moving
9. About 85 percent of American students public schools, which are supported by state and local taxes.

- attend are attending have attended have been attending
 10. You may take this magazine. I through it already.
- look have looked am looking have been looking
 11. I don't like Alice. She about difficulties of life all the time.
- complains is complaining has complained has been complaining
 12. Nora, you look awfully tired. What all day?
- do you do are you doing have you been doing have you done
 13. Sara, my next door neighbour, has a car, but she it very often.
- doesn't use isn't using hasn't used hasn't been using
 14. I think you very silly. Don't get out of bed. You'll only make your temperature go up again.
- are are being were have been
 15. Peter and Mary on the platform. They have been waiting for their train for half an hour.
- have been standing are standing stand have stood

9. Use the right tense form of the verb.

1. How much money.....(you/spend) on food every week?
2. I.....(never/eat) octopus, but I(eat) squid.
3. Where is Ann? She(sunbathe) in the garden.
4.(you/watch) the TV? - No. You can switch it off if you like.
5. I'm afraid I.....(not/speak) Spanish very well.
6. We(look) everywhere for a purple silk shirt, but we.....(not/find) one yet.
7.(you/hear) the latest news? A bomb(explode) in the station at 10 o'clock this morning.
8. John(look for) a bigger flat.
9. She(usually/finish) work before 6 o'clock.
10.(you/know) how to use this computer programme? Not yet. But I.....(learn).
11. Where(Joe/go) with that gun in his hand? Oh, he.....(always /carry) it with him when he goes walking in the woods.
12. Oh, hello Debby! I'm sorry, I.....(not recognize) you at first. You.....(lose) weight!
13. Be quiet! I.....(think) Dad(sleep) upstairs.
14. I(not/like) cooking, but I(love) eating.
15. Why(you/cry)? Have you hurt yourself?
16. Something(smell) good. What(you/cook)?
17. In autumn the leaves(fall) from the trees.
18. Gary.....(not/be) to work since Monday.
19. How many times(you/be) to the cinema this year? I went twice in January, but I.....(not/be) since then.
20. Look at that! Someone.....(leave) the fridge door open again! It wasn't me. I.....(not/be) in the kitchen for hours.

21. I(just/read) your composition. It's very good. How much time did you spend writing it?
22. You.....(work) very hard recently. I'm surprised the boss did not give you a pay rise when you asked him.
23. Oh no! I think I.....(break) Mum's stereo.
24. Sally is very clever. She(speak) five languages.
25. I don't understand those people. What language(they/speak)?

10. Translate into English.

1. Лінда вже приготувала вечерю? - Ще ні. Вона готує щось вже годину. Страва пахне дуже смачно. 2. Де Бен? - Він у гаражі. - Що він робить? - Ремонтує машину. Він працює з восьмої години ранку. 3. Твої батьки вже повернулися з Карпат? - Ще ні. - Як довго вони подорожують? - Вони подорожують вже десять днів. Вони повертаються наступного вівторка. 4. Що ти робиш? - Я шукаю інформацію для свого проекту в Інтернеті. - Ти знайшов що-небудь? - Так, я знайшов кілька цікавих статей. 5. Ви вже викликали лікаря? - Так, але він ще не прийшов. - Як давно ви його чекаєте? - Ми чекаємо вже дві години. 6. Джейн в своїй кімнаті? - Ні, вона збирає сливи в саду. Бабуся хоче приготувати сливове варення. 7. Ти вже поговорив з батьком? - Ні, він ще не повернувся додому. Він завжди повертається додому о сьомій вечора. 8. Том грає в футбол з друзями? - Так, вони грають вже більше години. 9. З ким Сандра розмовляє по телефону? Вона розмовляє вже майже годину! - Так, вона розмовляє з Ганною. Вони обговорюють плани на вихідні. 10. Ти вже купив квитки на поїзд? - Так. Поїзд відправляється завтра о дев'ятій годині вечора. Не спізнюйся! 11. Ми з братом граємо в шахи вже півтори години. 12. Ми не дивимося телевізор уже два дні. 13. Де хлопчики? Я не бачив їх з ранку. - Вони з ранку ловлять рибу на озері. Вони ходять рибалити щосуботи. 14. Ваша сестра вчиться в університеті? - Так. Вона вже три роки вивчає економіку. 15. Як давно Джулія працює стоматологом? - Вона працює стоматологом вже десять років. Але в нашій лікарні вона працює всього чотири роки. 16. Том фарбує вікна в нашому офісі з ранку. Він уже пофарбував шість вікон. Зараз він фарбує вікна на другому поверсі. 17. Що Лінда робить на кухні? - Вона готує молочний коктейль. Ви любите молочний коктейль? - Так. - Але ви ще не пробували коктейлі, які готує Лінда! Вона готує найсмачніші в світі коктейлі. 18. Навіщо ти розповів Томові про наш подарунок? - Я нічого не казав йому. - Правда? Чому він цілий ранок розпитує мене? - Я не знаю. 19. Чому Бен сміється? - Він дивиться нову комедію по телевізору. Він дивиться її вже годину. 20. Скільки іспитів ви склали на цьому тижні? - Ми склали два екзамени. - Який іспит ваші друзі здають зараз? - Вони здають іспит з історії.

Past Tense Forms

1. Put the verbs in brackets into the *Past Simple, the Past Continuous, the Past Perfect or the Past Perfect Continuous Tense.*

1) The boys ... (to *play*) volleyball on the beach yesterday. 2) They ... (to *play*) volleyball from 9 to 11 yesterday morning. 3) By 5 o'clock yesterday their team ... (to *play*) two games of volleyball. 4) Den ... (to *play*) volleyball for ten minutes yesterday when he suddenly ... (to *twist*) his ankle. 5) At that time Ron ... (to *listen*) to music in his room and ... (not to *hear*) the doorbell. 6) The secretary ... (to *talk*) on the phone for twenty minutes when the door ... (to *open*) and her boss ... (to *come*) into the room. 7) Peter ... (to *drive*) towards the airport last Sunday when he suddenly ... (to *remember*) that he ... (to *leave*) his passport at home. 8) We ... (to *go*) to a cafe after we ... (to *meet*) Sally. 9) When David ... (to *return*) home yesterday his wife ... (to *cook*) the chicken which she ... (to *buy*) in the supermarket the day before. 10) It ... (to *be*) midnight and Linda ... (to *sleep*) but John ... (to *lie*) sleepless because he ... (to *think*) about the words his chief ... (to *tell*) him at the end of the working day.

2. Put the verbs in brackets into the *Past Simple, the Past Continuous, the Past Perfect or the Past Perfect Continuous Tense.*

It ... (to *happen*) last July. A month before my friends and I ... (to *decide*) to go to the seaside for a holiday. We ... (to *plan*) that trip for three weeks before we ... (to *choose*) the place to go to. On the day of our departure we ... (to *go*) to the railway station when Den ... (to *realize*) that he ... (to *leave*) the tickets for the train at home. He ... (to *take*) his mobile phone and ... (to *ring*) his father. At that time his father ... (to *take*) a bath but fortunately his mother ... (to *hear*) the phone. She ... (to *find*) the tickets, ... (to *catch*) a taxi and ... (to *go*) to the railway station. We ... (to *wait*) just for fifteen minutes when we ... (to *see*) Den's mother hurrying to our carriage. She ... (to *give*) Den the tickets and we ... (to *show*) them to the conductor. Just a minute before the train ... (to *depart*), we ... (to *take*) our places in the compartment.

3. Put the verbs in brackets into the *Past Simple, the Past Continuous, the Past Perfect or the Past Perfect Continuous Tense.*

1) Rachel ... (to *meet*) Den in front of the library five minutes ago. He ... (to *speak*) to Alex about some project. 2) Sam and Monica ... (to *skate*) together for four years before they ... (to *enter*) the competition. 3) When Victor ... (to *get*) off the bus, he ... (to *decide*) to phone his mother but suddenly ... (to *realize*) that he ... (to *forget*) his mobile phone in the hotel room. 4) The driver ... (to *speed*) down the road when suddenly an old woman ... (to *step*) in front of the car. 5) Two men ... (to *walk*) through the forest for five hours before they ... (to *see*) the house of the forest guard. The two men ... (to *be*) hungry because they ... (not to *eat*) anything since last evening. 6) Maggie ... (to *look*) for her gloves when the door ... (to *open*) and her mother ... (to *come*) in. 7) Phil ... (to *wait*) for twenty-five minutes before Pamela ... (to *send*) a telegram and ... (to *return*) to the car. 8) By the time Steve ... (to *reach*) the airport, Andrew and Nora ... (already to *receive*) their luggage and ... (to *have*)

coffee in a cafeteria outside. 9) Linda ... (to *phone*) her dentist yesterday because one of her teeth ... (to *ache*) for weeks. 10) When Tony ... (to *arrive*) at Tina's place yesterday, she ... (to *read*) a detective story which she ... (to *buy*) some days before.

4. Use the right tense form of the verb.

I remember the first time 1) _____ (go) abroad on holiday. 2) _____ (just/leave) school. I 3) _____ (study) very hard for my final exams and I 4) _____ (feel) that I needed to get away. A friend of mine 5) _____ (want) to go away as well, so we 6) _____ (decide) to look at some brochures at a travel agent's. We 7) _____ (search) for about an hour when my friend 8) _____ (find) the perfect holiday - two weeks in Cuba. We 9) _____ (be) very excited about it. Finally, the day of our holiday 10) _____ (arrive). We 11) _____ (just/leave) the house when the phone 12) _____ (ring). 13) _____ (run) back into the house but the phone 14) _____ (stop) by the time I 15) _____ (reach) it. When we 16) _____ (get) to the airport, we 17) _____ (check) in and 18) _____ (go) to the cafeteria. While we were having our coffee, the airline 19) _____ (make) an announcement. Our flight was delayed for eight hours. It was then that I 20) _____ (realise) what the phone call was about.

5. Chose the right variant.

- By 2008, Katie six countries in Europe.
A had already been visiting C already visited
B was already visiting D had already visited
- The children were cold. They in the snow all afternoon.
A had played B had been playing C were playing D played
- This time last week, I an exam.
A sat B had sat C had been sitting D was sitting
- Lucy was gardening Adam was painting the kitchen.
A when B as soon as C after D while
- Paul an expensive mountain bike last year.
A was buying B had bought C bought D had been buying
- He tennis every day during the summer holidays.
A is playing B had played C had been playing D played
- While Matthew was fixing the window, he off the ladder.
A fell B was falling C had fallen D had been falling
- It was a chilly evening. A strong wind and clouds were covering the sky.
A was blowing B blew C had blown D had been blowing
- They for three hours before they found the house.
A have walked B had been walking C walked D are walking
- By the time they arrived at the beach, it to rain.
A was starting B started C had started D had been starting

6. Chose the right variant.

..... Beyonce Knowles was a Singer and well-known actress, she helped out at her mother's beauty salon. She 5) money cleaning the floors.
 Brad Pitt wasn't always a famous actor. 6) he was trying to get acting roles, he 7) many odd jobs to pay his bills. Once he worked at an *the Polio Loco* restaurant dressed as a giant chicken!
 Pop star Gwen Stephanie 8) start off on stage. Before she 9) a famous singer, she 10) at a local ice cream shop.

- | | | | |
|-----------------------|------------------|-----------------------|------------------|
| 1 A had | B were having | C had been having | D have had |
| 2 A hasn't come | B not came | C didn't come | D was not coming |
| 3 A delivered | B was delivering | C has delivered | D had delivered |
| 4 A When | B Before | C While | D Since |
| 5 A did make | B had made | C has made | D made |
| 6 A While | B After | C By | D By the time |
| 7 A does | B did | C was doing | D had done |
| 8 A didn't use to | B wouldn't | C didn't | D had not |
| 9 A become | B has become | C became | D was becoming |
| 10 A had used to work | B used to work | C was used to working | D would work |

9. Fill in each blank by putting the verb in (brackets) into the correct past tense.

- I (see) my first baseball game when I (live) in New York.
- How many pints of beer (he/drink) before he (leave) the pub?
- It (rain) so we (decide) to stay at home all afternoon.
- By the time I (leave) university I (be) to France fifteen times.
- What (you/do) at the time the murder was committed?
- When we (get) home we saw that someone (break) in to steal the DVD recorder.
- He (send) to prison four times before he (decide) that it would be better to go straight.
- I didn't realise I (lose) my credit cards until I (try) to pay for dinner at the restaurant.
- I (write) an email to my sister when she (ring) me.
- She was so upset by the news that she (drop) her tea and (start) crying.

10. Fill in each blank by putting the verb in (brackets) into the correct past tense.

- Why are you out of breath? (EXERCISE) Because I for the last hour.
- Your light was on when I walked past last night. (CHAT) Yes, I online to my cousin in Australia.

- a) has made b) made c) makes
 10. I (stop) smoking three years ago.
 a) have stopped b) have been stopping c) stopped

13. For each sentence, choose the correct tense of the verb.

1. I (take) a shower when you called.
 a) was taking b) took c) was taken
 2. My brother (have) never been to Europe until he went there last year.
 a) has b) had c) hadn't
 3. Diane (feel) very sick but she decided to go out anyway.
 a) was feeling b) has been feeling c) has felt
 4. He (call) her all night.
 a) has called b) call c) was calling
 5. I (want) to go swimming but the water was too cold.
 a) have wanted b) wanted c) am want
 6. I (be) able to sleep well for a week now.
 a) didn't was b) was not c) haven't been
 7. When I first saw her, she (stand) on the balcony.
 a) was standing b) has stood c) has been standing
 8. Really? You moved to a new apartment? How long (live) there?
 a) have you been living b) did you live c) did you living
 9. Every time I see that movie, it (make) me cry.
 a) has made b) made c) makes
 10. I (stop) smoking three years ago.
 a) have stopped b) have been stopping c) stopped

14. For each sentence, choose the correct tense of the verb.

1. He _____ a new car last month, but he doesn't really like it.
 A bought C had bought
 B was buying D had been buying
 2. I burned my finger while I _____ breakfast.
 A was cooking B had cooked C had been cooking
 3. By the time I came back, Mike and Jane _____, so I couldn't tell them about it.
 A were already leaving C had already been leaving
 B had already left
 4. He _____ for twenty years when he finally quit smoking.
 A smoked B was smoking C had been smoking
 5. I _____ you yesterday because my telephone was out of order.
 A didn't call B hadn't called C hadn't been calling
 6. He was waiting for his bus at the bus stop when the robbers _____ him.
 A attacked C had attacked
 B were attacking D had been attacking
 7. I wanted to ask my son for help, but I saw that he _____, and I decided not to wake him up.
 A slept B was sleeping

- C had slept
 8. Yesterday I went to an interesting museum that I _____ before.
 A didn't visit B wasn't visiting C hadn't visited
 9. By the time we arrived, she _____ for us at the train station for three hours.
 A waited B was waiting C had been waiting
 10. Christopher Columbus _____ America in 1492.
 A discovered C had discovered
 B was discovering D had been discovering

15. Use the right tense form of the verb.

1. I was exhausted at the end of the exam. I _____ (write) for over two hours. 2. When thieves stole my favourite leather jacket, I was really upset. I _____ (have) it for over ten years. 3. Please step out of the car, Mr. Jones. Do you realise you _____ (drive) at over 90mph? 4. We didn't really want to go and see the musical again. We _____ (already see) it twice - so we said "no" and we went to a restaurant instead! 5. I arrived over an hour late to the office and everyone was working. Actually, they _____ (work) for over two hours on the new project and I felt really guilty. 6. The kitchen was full of steam when we arrived. Joan was in the kitchen and she _____ (cook) a huge meal for everyone at the party. 7. It was a bit embarrassing to arrive at their house and find Mary looking so sad. I think she _____ (cry) before we got there. 8. No-one even noticed when I got home. They _____ (all watch) the big game on TV.

16. Choose the most likely tense to complete the following statements correctly. In most cases only one answer is possible; in some, two answers *may* be possible, but one of these is much more likely than the other.

- 1) The plane _____ at New York three hours late.
 a) has arrived c) did arrive
 b) was arriving. d) arrived
 2) I can't go home until I _____ this job.
 a) have finished c) had finished
 b) was finishing d) finished
 3) I _____ in London since I was a little child.
 a) lived c) have lived
 b) was living d) did live
 4) As soon as I saw the man, I realised that we _____ before, in Caracas.
 a) met c) have met
 b) were meeting d) had met
 5) After leaving London, we _____ on to Birmingham without stopping.
 a) drove c) have driven
 b) were driving d) had driven
 6) She ran away with her lover, while her husband _____ in Australia.
 a) worked c) has worked
 b) was working d) had worked

7) Where can he be? I can only imagine that he _____ an accident somewhere.

- a) had
b) was having
- c) has had
d) did have

8) He had worked in the company for 15 years before he _____ promoted.

- a) got
b) was getting
- c) has got
d) had got

9) I _____ the office after everyone else.

- a) left
b) was leaving
- c) have left
d) had left

10) Hi, I'm really pleased to see you again, but I'm afraid I _____ your name.

- a) forgot
b) was forgetting
- c) have forgotten
d) had forgotten

17. Translate into English.

1) Ми вчора купили новий холодильник. 2) Вчора діти гуляли в парку з п'ятої до восьмої вечора. 3) Ми вчора гуляли в парку більше години, коли побачили Тома. Він з кимось розмовляв біля кінотеатру. 4) Перед тим як ми відправили запрошення, Боб ще раз перевіряв адресу. 5) Джулія не знала, кого її бос чекав уже більше години. Вона поливала квіти, коли високий чоловік зайшов в офіс і дав їй свою візитну картку. 6) Він чекав офіціанта вже п'ять хвилин, коли побачив свого старого друга, який сидів за столиком біля вікна. 7) Жінка була дуже втомленою, тому що вона просиділа біля хворої дитини всю ніч. 8) Майк подзвонив о десятій годині вечора. Ми знали, що він вже повернувся з відрядження, але в той вечір ми не чекали його дзвінка. 9) Після того як конференція завершилася, я підійшов до професора і попросив його прочитати мою статтю. 10) Поки Емма робила фотокопії документів, я перевіряв електронну пошту і побачив лист, який Тед відправив мені день тому. 11) Він повернувся з конференції півгодини тому. 12) Поки я розмовляв по телефону, моя сестра уважно слухала новини по радіо. 13) Коли Нік прийшов додому, він згадав, що не відправив повідомлення менеджеру фірми. 14) Ми ремонтували машину в гаражі, коли почули якийсь шум на вулиці. 15) Ми розмовляли близько десяти хвилин, коли раптом задзвонив мій мобільний телефон. 16) Літня жінка запросила нас у вітальню і пригостила пирогом з капустою, який вона спекла вранці. 17) Діти грали в саду два години до того, як почався дощ. 18) Бен почав працювати в нашій фірмі після того, як він закінчив університет. 19) Одяг хлопчиків була брудний, тому що вони грали в футбол цілий день. 20) Рятувальники працювали всю ніч, перш ніж прилетіли гелікоптери з лікарями.

Future Tense Forms

1. Fill in the gaps with *will* or *be going to*.

A: I've lost my keys!

B: I help you look for them.

2 A: Watch out! You knock over the vase.

B: Oh ! I didn't see it.

3 A: Would you like a drink?

B: I have a glass of water, thanks.

4 A: What's the matter?

B: Be careful, you hit
the wall!

5 A: I don't know how to send an email!

B: I show you.

6 A: Have you seen John today?

B: No, but I visit him this afternoon.

2. Put the verbs in brackets into the *Present Simple*, the *Present Continuous* or the *Future Simple*.

Hi! My name is Nuno and I am Portuguese. Like every teen, I enjoy spending time with my friends. Unfortunately, my parents 1) (not / think) I am old enough to stay out late at night. They say that I 2) (be able to) when I am older.

In Portugal, children of my age 3) (watch) a lot of sports, especially football. My favourite football player is Cristiano Ronaldo. At present, he

4) (play) for Real and is also the captain of the Portuguese national team. Apart from watching sports, I listen to rap music. My favourite singer is Kanye West. He 5) (come) to Portugal this summer. I'm so excited!

At the moment, in school I 6) (try) to get good grades. After I finish high school, I hope I 7) (go) to university. But like most teenagers, I just want to have fun for now!

3. Put the verbs in brackets into the *Present Simple*, the *Present Continuous* or the *Future Simple*.

Jack: 1) (you/come) to the concert on Saturday?

Peter: No, I 2) (be) in London then.

Jack: Really? Why 3) (you/go) there?

Peter: I 4) (visit) my sister. It's her birthday at the weekend and we 5) (go shopping) for a present.

Jack: 6) (you/give) me a ring before you 7) (leave)? There are a few things I'd like you to buy me while you 8) (be) there.

Peter: Sure. No problem. I 9) (call) you on Friday.

4. Put the verbs in brackets into the *Future Perfect* or the *Future Perfect Continuous*.

1. By 7:00 pm they (play) cricket for eight hours.
2. I (finish) painting your room by the time you get home.
3. By the end of next month, I (live) in London for exactly three years.
4. Tom (write) his third novel by the end of this year.
5. By the time he arrives in London, John (drive) for five hours.
6. This film (probably/not/finish) until eleven.

5. Complete the sentences (1-6) about what Megan will be doing next week / will have done before her parents get back from their holiday. Use the verbs below in the *Future Continuous* or the *Future Perfect*.

watch clean water cook do

1. Megan home early on Monday morning.
She home by 9 o'clock in the morning.
2. Megan the plants this evening.
She the plants by the end of the day.
3. Megan the house after she finishes school on Wednesday.
She the house by Wednesday evening.
4. Megan the shopping on Saturday morning.
By Saturday afternoon, she the shopping.
5. Megan a DVD with some friends on Sunday evening.
By the end of the weekend, she a DVD with some friends.
6. Megan a special meal for her parents on Monday afternoon.
She a special meal for her parents by the time they get home.

6. Put the verbs in brackets into the *Future Continuous*, the *Future Perfect*, the *Present Continuous* or the *Present Simple*.

1. A: I'm going on holiday with Emma in June. I'm so happy!
B: (you/finish) your exams by then?
2. A: (go) to the school dance?
B: No, because my family (move) to Newport by the end of the school year.
3. A: My sister (fly) to Paris tomorrow.
B: What time (she/leave)?
4. A: (you/use) the phone much longer? I need to make a call.
B: I'm sorry but this is really important. Give me another ten minutes.
5. A: I (leave) the library by 6 o'clock at the latest.
B: Great! The film (start) at 7:00 pm. You will have plenty of time to get there.

7. Fill in the correct *present* or *future* forms.

Dear Veena,

I 1) to tell you about the exciting plans I have for when you 2) me in New York City! As soon as I 3) you up from the airport, I'll take you to my flat. 4) you settle in, we are going to dinner at the famous Rainbow Room in Rockefeller Center. It has a great view of the city. The next day we 5) famous sites all day like the Empire State Building and the Statue of Liberty. There 6) plenty of time to take a walk through Central Park and visit Times Square as well. In the evening we 7) *Mamma Mia* at the Broadway Theatre. Don't worry, 8) you leave, you will have the chance to go shopping on Fifth Avenue at some of the best shops in the world. I promise you, by the time you leave, you 9) the best of New York. Let me know if you 10) anything. I can't wait to see you!

Love,

Monica

- | | | | |
|-----------------------|---------------------|--------------------|--------------------|
| 1 A write | B am writing | C will write | D will be writing |
| 2 A will have visited | B are visiting | C visit | D will be visiting |
| 3 A will pick | B will be picking | C am picking | D pick |
| 4 A Until | B After | C By the time | D While |
| 5 A will be visiting | B will have visited | C are visiting | D visit |
| 6 A is | B will be | C is going to be | D have been |
| 7 A see | B will have seen | C will see | D are going to see |
| 8 A after | B as soon as | C before | D while |
| 9 A will have seen | B will see | C will be seeing | D see |
| 10 A will need | B will be needing | C will have needed | D need |

8. Choose the correct item A, B, C or D.

- I expect we there in half an hour.
A are being B will be C are D will have been
- I see the Picasso exhibition at the National Gallery tomorrow.
A am going to B will have gone to C will be going to D will go to
- Andrew thirteen years old on September 3rd.
A is being B is going to be C will be D will have been
- He to Frankfurt by the time I arrive in London.
A will have flown B will be flying C is going to fly D will have been flying
- This time next week, I to Jamaica.
A fly B will be flying C will fly D am going to fly
- It's really cold today. I think it
A will be snowing B is going to snow C will snow D will have been snowing
- John in London for three years by the end of the month.
A will be working B will have been working C will work D is going to work
- I'm sure we the match tomorrow.
A will be winning B are going to win C are winning D will win

9. Complete the dialogue using the correct future form.

A: What 1) (do) tonight Bob?

B: I 2) (try) to finish my homework because I 3) (go) to my cousin's wedding on Saturday and I 4) (not/be able) to do it then.

A: What time 5) (the wedding/start) on Saturday?

B: The ceremony 6) (begin) at 2 o'clock. Afterwards we 7) (go) to the reception.

A: 8) (any of your friends/be) there?

B: No, but my cousin says I can bring a friend. 9) (you/do) anything on Saturday night?

A: No, but I 10) (feel) shy not knowing anyone else there.

B: Don't worry. It 11) (be) a big party and I'm sure you 12) (have) a great time.

A: OK, then! Thanks for inviting me.

10. Chose the right variant.

1. Jim was tidying up in the kitchen while Jen the dog.

A is feeding

C was feeding

B has been feeding

D had been feeding

2. I lunch with Sergei tomorrow.

A am having

C have had

B have been having

D had had

3. You can't leave the table until you your dinner.

A finished

C are going to finish

B finish

D will finish

4. Dave in Manchester for several years before he decided to move to London.

A will have worked

C had been working

B has worked

D works

5. Don't phone me tonight. I for my French exam.

A will study

C study

B will be studying

D will have studied

6. These cakes delicious! Can I have one more, please?

A tastes

C tasting

B are tasting

D taste

7. There was no lemonade left because the girls it all.

A had been drinking

C had drunk

B are drinking

D were drinking

8. Eric was sunburnt because he on the beach for six hours.

A had been sitting

C has been sitting

B has sat

D is sitting

9. When I was a child, I go to the cinema on Sundays.

A use to

C used

B would

D get used to

10. What at 10 o'clock last night?

A have you done

B had you done

- C were you doing
D have you been doing
11. Pierre as a chef for five years, then he opened his own restaurant.
A works
B has worked
C worked
D has been working
12. Sarah a bike to work but now she drives a car.
A used to ride
B would ride
C had ridden
D used to riding
13. He's a famous musician. He lots of concerts so far.
A is giving
B has given
C gives
D had been giving
14. I'm afraid I to come to the party.
A don't go
B won't be able
C won't
D can't
15. While Jo the carpets, the bell rang.
A hoovers
B was Hoovering
C has been Hoovering
D had Hoovered
16. Stephen won't phone us until he some news.
A had
B is having
C will have
D has
17. to the bank later? If you are, can you please deposit this cheque for me?
A Will you be going
B Have you gone
C Do you go
D Did you go
18. They will have finished their work 6 o'clock.
A until
B since
C by the time
D by
19. They Paris twice this year.
A have gone in
B had gone to
C have been to
D had been in
20. Mary is a good girl. She her mother with the housework.
A always helped
B always helps
C had always helped
D was always helping

11. Complete the letter with the appropriate tense form.

Dear Maggie,

I'm sorry 1) (not/be) in touch lately but 2) (study) hard for my exams. I can't wait to finish!

Anyway, I've got some great news! After the exams, 3) (go) on holiday for a week. Guess where? Madrid! My pen friend Gabriela 4) (live) there and she 5) (invite) me to visit.

I 6) (already/book) my flight. It 7) (leave) on June 10th. Her dad 8) (wait) for me at the airport. After I arrive, Gabriela and I 9) (visit) famous Sights such as the Prado Museum and the Opera House. Of course, there 10) (be) time for me to do my shopping as well.

o'clock tomorrow morning? — She ... (to *help*) mother with the house chores. 7) By 2 p.m. the boys ... (to *fish*) for five hours. 8) ... you ... (to *use*) your car tonight? Can I borrow it? 9) Don't phone me before 11 o'clock tomorrow. I ... (to *sleep*).

16. Translate into English.

1) Завтра в цей час ми будемо обідати з друзями моїх батьків у ресторані. 2) Автобус прибуде завтра на місце до дев'ятої вечора. 3) До початку наступного місяця виповниться рік, як мій брат працює в цьому банку. 4) Джек пофарбує твій велосипед до кінця робочого дня. 5) Ви будете працювати за комп'ютером сьогодні ввечері? Можна мені відправити електронного листа своєму другові? 6) В цей час наступного тижня ми будемо подорожувати Європою. 7) Ви будете чекати на мене завтра о восьмій? — Так. 8) Таксі приїде завтра до п'ятої години? — Так. 11) Завтра до сьомої вечора Джек привезе вам фотографії. 12) В цей час наступного понеділка ми будемо летіти над океаном до Бразилії. 13) До кінця наступного місяця виповниться тридцять років, як вона працює медсестрою. 14) Наступного четверга з двох до шести Том буде проводити переговори з італійцями. 15) Завтра о сьомій годині ви будете тренуватися в спортзалі? - Ні, завтра о сьомій я буду дивитися футбольний матч на стадіоні. 16) Хто надрукує текст цього документа до початку семінару? - Мій секретар. 17) До третьої години буде вже п'ять годин, як вони катаються на лижах. 18) О котрій завтра Стів буде фарбувати дах будинку? - Він буде фарбувати дах завтра о десятій ранку. 19) О п'ятій буде вже дві з половиною години, як Анна грає в теніс. 20) Ви будете йти на ланч пізніше? Принесіть мені морозива, будь ласка.

THE PASSIVE VOICE

1. Decide whether the sentences are written in Active or Passive.

1. They often listen to music.
2. She is reading the newspaper now.
3. These cars are produced in Japan.
4. Alan teaches Geography.
5. German is spoken in Austria.
6. Lots of houses were destroyed by the earthquake in 1906.
7. Henry Ford invented the assembly line.
8. The bus driver was hurt yesterday.
9. You should open your workbooks.
10. This house has been built by my father.

2. Use *by* or *with* to complete the sentences.

1. The room was tidied up ... my brother.
2. A lot of goods have been bought ... customers.
3. The tree will be cut down ... a saw.
4. This dictionary is often used ... our students.
5. He was hit in the eye ... a snowball.
6. The mixture must be stirred ... a fork.
7. In the future big cities will be blocked ... cars.
8. The car will not be repaired ... William.
9. Was this circle drawn ... a pencil?
10. Could the dog be fed ... you?

3. Introduce correct passive forms of the verb in Simple Tenses:

1. Jam ... (make) from fruit, from strawberries, for example.
2. The results of geography test ... (announce) next Friday.
3. Two people ... (injure) in the accident that I saw last night.
4. ... speaking loudly ... (forbid) in the libraries?
5. I ... (wake) up by some loud screams yesterday morning.
6. That conversation ... (not/finish) until we reach a deal.
7. We ... (warn) against thieves in the place we stayed last summer.
8. All prizes ... (hand) in tomorrow at 4 o'clock.
9. The letter ... (not/post) a week ago, it was earlier.
10. ... your shop ... (close) for a long time? I hope it won't.
11. My flowers ... (not/water) every day. I do it every three days.
12. ... that car ... (produce) in Sweden or Italy? How old was it?
13. My car ... (drive) by a friend of mine tomorrow.
14. Mike and I ... (catch) reading my sister's diary yesterday.
15. I ... (tell) to be quiet at least twice during each lesson. I'm used to it.

4. Introduce correct passive forms of the verb in Present and Past Tenses:

1. He ... (offer) a new job last week.
2. The bridge ... (blow up) yesterday.
3. This novel ... (write) by Hemingway.
4. Flies ... (catch) by spiders.
5. All the trees ... (cut) down yesterday.
6. We ... (tell) to go home now.
7. Their purse ... (steal) yesterday night in the disco.
8. Rain ... (hold) up by fog.
9. He ... (admit) to the University a week ago.
10. Pigs ... (use) to find truffles.
11. The old theatre ... (reopen) last Friday.
12. She ... (ask) about the accident by the police yesterday.
13. Rotten eggs ... (throw) at him last month in Bristol.
14. Mice ... (catch) by cats.
15. I ... (often / ask) for her address.

5. Introduce correct passive forms of the verb in Continuous Tenses.

1. A lot of new supermarkets ... (build) in Warsaw now.
2. The door ... (lock) when I arrived.
3. I'm sure my house ... (watch) at the moment.
4. My trousers ... (mend) at the moment.
5. The cause of the accident ... (investigate) for five months last year.
6. The ship ... (unload) from 3am till 7pm yesterday.
7. Her books ... (not/sell) in many bookshops now.
8. My letter ... (copy) when I entered the office.
9. Spanish ... (learn) by more and more people now.
10. Her novel ... (read) by George now.
11. Our beds ... (make) when we came back to our room.
12. Mary's hair ... (do) by my sister when I entered the room.
13. The car ... (repair) so we have to wait for a while.
14. The quiz contestants ... (inform) about the rules when I switched on TV.
15. The amount of fat ... (reduce) in our diets now.

6. Introduce correct passive forms of the verb in Perfect Tenses.

1. ... you ever ... (rob) in the street? Yes, once.
2. The house ... completely ... (burn) before the fire brigade arrived.
3. Our conversation ... interrupt by phone calls three times so far.
4. Your wages ... (not/pay) by next Tuesday.
5. After all exams ... (pass), we went on holiday.
6. How ... your ideas ... (receive) since you came back to work.
7. Jack's flat ... nicely ... (furnish) before he invite us to visit him.
8. ... your town ... (invade) with so many tourists before? No, it is the first time.
9. The letter ... (open) before Jim came back from work.
10. Not much ... (say) since I joined my friends.

11. All the cash ... (spend) by the end of next week.
12. My street ... (not/sweep) even once since I moved in.
13. Such bad weather ... (not/expect) so we were all angry.
14. Everything we learned ... (forget) by the end of our holiday.
15. That song ... already ... (play) five times! I can't listen to it any more.

7. Provide correct forms of modal verbs in the passive.

1. I'm afraid this task can't ... (do) right now.
2. That book should ... (give) to Kate on her birthday next week.
3. Helen shouldn't ... (criticize) for her work yesterday.
4. Umbrellas must ... (leave) in the cloakroom.
5. John can't ... (see) yesterday as he was home all day.
6. The meeting on Wednesday might still ... (cancel).
7. Sue must ... (tell) the good news because she looks so happy.
8. That milk ought to ... (use) two days ago. Throw it away.
9. It could ... (do) in a different way. Let's try.
10. Your bicycle can ... easily ... (repair). It's not a problem.
11. The dinner should ... (prepare) before I came.
12. I may not ... (forgive) for lying to him at the time.
13. The problem that we had couldn't ... (solve) in any easier way.
14. Your room ought to ... (clean) at last. It's so messy!
15. Ann may ... (recognize) by George at the party yesterday.

8. Put into passive.

1. We ... (observe) when we were going home last night.
2. My parents ... (expect) to come back next Monday.
3. My article ... (comment) on in tomorrow's paper.
4. George felt ill and he ... (examine) by a doctor yesterday.
5. I ... (not/ask) out since last summer.
6. Her work can't ... (continue) right now.
7. I'm afraid the bank ... (close) at the moment.
8. I could ... kill in that accident if I hadn't fastened a seat-belt.
9. The date of the meeting ... (not decide) yet.
10. The delay of our plane ... (announce) when we reached the airport.
11. You ought to ... (instruct) in the use of a computer a long time ago.
12. That sculpture ... (create) by a friend of mine last year.
13. Washing up ... (do) by my sister as I prefer hoovering the flat.
14. Jane shouldn't ... (promise) that car last year.
15. Our journey must ... (plan) carefully before we go.

9. Change the sentences below into the correct passive tense.

1. Someone burgled my house while I was away. My house ... while I was away.
2. He started to leave before they had given him the directions. He started to leave before he ... directions.

3. I went to the showroom but was informed that they had sold all the houses. I went to the showroom but was informed that all the houses
4. They were still building the hotel when we stayed there. The hotel ... when we stayed there.
5. They sent my son home from school for being cheeky to the teachers. My son ... home from school for being cheeky to the teachers.
6. My doctor prescribed me some medicine for my cough. I ... some medicine for my cough.
7. They haven't finished fixing my car yet. They're so slow! My car ... yet. They're so slow!
8. I visited my home town last year, only to find that they'd demolished the house I'd grown up in. I visited my home town last year, only to find that the house I'd grown up in ...
9. Someone stole my bike while I was in the shop. My bike ... while I was in the shop.
10. They've just repaired the bridge in the park. The bridge in the park
11. They were always changing the bus timetable. It was really annoying. The bus timetable
12. They discharged my brother from hospital yesterday. My brother ... from hospital yesterday.
13. My lawyer informed me of the changes to the contract. I ... by my lawyer of the changes to the contract.
14. When I arrived at the cinema I found that they had cancelled the film. When I arrived at the cinema I found that the film
15. After six weeks the shop still hadn't sent my books. After six weeks my books still

10. Change these active sentences to passive. Choose if you need the agent or not.

1. People speak Portuguese in Brazil.
2. The Government is planning a new road near my house.
3. My grandfather built this house in 1943.
4. Picasso was painting Guernica at that time .
5. The cleaner has cleaned the office .
6. He had written three books before 1867.
7. John will tell you later.
8. By this time tomorrow we will have signed the deal.
9. Somebody should do the work.
10. The traffic might have delayed Jimmy.
11. They are building a new stadium near the station.
12. At six o'clock someone was telling a story.
13. Somebody has drunk all the milk!
14. I had cleaned all the windows before the storm.
15. By next year the students will have studied the passive.

11. Correct the mistakes in these passive voice sentences.

1. All bottles was frozen before transportation.
2. Everything are forbidden.
3. Everything is going be forgotten.
4. Everything that had is overheard remained a secret.
5. I have not be given the money.
6. It had not been knew for years.
7. It are said that learning English is easy.
8. South Florida and Hawaii has been hit by a hurricane.
9. The battles for liberation had been fought before the liberation of the Iron Curtain.
10. The best way will been found.
11. The money have not been given to me.
12. The picture is beeing lent to a famous museum.
13. The treasure must has been hidden.
14. Peter and Tom was hurt in an accident yesterday.
15. The thing could not been kept secret.

12. Change from passive into active.

1. Your test should be checked before handing in.
2. He was offered a new bank loan by my cousin.
3. Mobile phones are used by many young people.
4. My wallet has been taken by Amanda.
5. The packtes are being packed into the plastic boxes.
6. Who was the prize won by?
7. Harry is being questioned by the police.
8. Will a new decision be made soon?
9. My jewellery has been stolen!
10. The portrait was painted by an unknown artist.
11. I was told by my mum to get ready to the flight.
12. Has it been decided by the school authorities that Mr. Anderson will come back?
13. The form will have to be filled in.
14. She was found two weeks ago.
15. Where was he seen?

13. Active or passive. Choose the correct tense.

1. They often ... (listen to) music.
2. She ... (read) an e-mail at the moment.
3. Houses ... (build) few months ago.
4. Boys ... (play) soccer every weekend.
5. This room ... (paint) blue now.
6. Cricket ... (play) in Australia every summer.
7. I ... (give) a prize by president right now.
8. We ... (do) our homework last Sunday.
9. The report ... (complete) last Friday at 5 o'clock.

10. They ... (sing) a song yesterday at 5.00.
11. A letter ... (write) to her a month ago.
12. The bike ... (repair) at the moment.
13. You ... (see) dolphins here in two weeks.
14. The telephone ... (invent) by Alexander Graham Bell.
15. The electricians ... (test) the fire alarm yesterday.

14. Translate into English.

1. Ці питання зазвичай обговорюються після роботи.
2. Багато будинків будується в вашому місті?
3. Чи знаєте ви, що ця книга була перекладена на англійську мову тільки два роки тому?
4. Мене попросили допомогти йому закінчити цю роботу сьогодні, тому я повинен був залишитися в установі після роботи.
5. Йому можуть дати журнал у понеділок вранці.
6. Вам показали все, що ви хотіли подивитися?
7. Його треба зараз же знайти,
8. Про цей фільм багато говорять.
9. Лекції Петрова слухають з інтересом.
10. Треба зараз же послати за товаришем Івановим.

15. Translate into English.

1. Скільки разів на день годують риб? - Їх годують один раз в день.
2. Коли побудували вашу школу? - Її побудували п'ятнадцять років тому.
3. Піцу вже принесли? - Ні, її зараз готують.
4. Коли відремонтують цю дорогу? - Її отремонтує до кінця місяця.
5. Мені вчора не сказали про ваш візит.
6. Де Джек? Його чекають.
7. Вас коли-небудь вчили, як поводитися?
8. Дітей відправили спати перед тим, як почасвся фільм.
9. Де Лінда? - Їй зараз показують її нову кімнату.
10. Щось потрібно зробити для цих людей.

16. Translate into English.

1. На цьому заводі виробляють сільськогосподарські машини.
2. Читальний зал провітрюється чотири рази на день.
3. Ця фабрика була збудована десять років тому.
4. Підручники продаватимуться завтра.
5. Коли було видано цю книгу.
6. Їй дали українсько-англійський словник.
7. Йому запропонували квиток на концерт.
8. Вам заплатять за цю роботу завтра.
9. Їм наказали залишити зал.
10. Солдатам було наказано переправитися через річку.
11. Її попросили заспівати цю пісню ще раз.
12. Мене запитали, чи ми підемо в театр.
13. Якщо мене запитають, я їм все розкажу.
14. Це питання зараз обговорюється на зборах.
15. Коли я зайшов до залу, це питання обговорювалось.
16. Міст було зруйновано, перш ніж ми прибули туди.
17. Учитель сказав, що наші диктанти вже перевірені.

INDIRECT SPEECH

1. Change from direct into indirect speech.

1. Roger remarked, "The waiter is in no hurry to serve us".
2. Mary said, "My mother plays the piano very well".
3. Mum said, "I have already calculated all the expense".
4. Bob said, "You should read the instruction first".
5. Liz said, "I don't like to sweep the floor".
6. Alan said, "I'm going to take a shower".
7. My colleague said, "The boss wants to see you immediately".
8. The actress said, "I won't speak to the reporters".
9. She said, "I can't ride a horse".
10. Bess said, "I haven't sent the fax yet".
11. Granny said, "You must take several sandwiches with you".
12. Mr. Jones said, "My son never begs for money".
13. The teacher said, "You needn't do this exercise in writing".
14. Jerry said, "I'm finishing my composition now".
15. Joan said, "I looked through some fashion magazines yesterday".
16. The traveler said, "You should visit South America".
17. Our relatives said, "We enjoyed the play immensely".
18. Mary said, "I used to take dancing lessons at the club".
19. He said, "I have always been fond of fishing".
20. My aunt said, "Polly was quite ill yesterday".
21. I told the nurse, "The doctor examined me a few minutes ago".
22. Pete said, "I seldom dine out".
23. John said, "I will be very busy tomorrow".
24. Sheila said, "I took the children to the Zoo yesterday".
25. The speaker said, "The economic situation is gradually improving".

2. Translate into English.

1. Ненсі помітила, що Тед ніколи не розуміє жартів.
2. Бетті сказала, що вона приглядає за всім, що діється у домі.
3. Хлопчик вигукнув, що автобус наближається.
4. Професор сказав студенту, що той повинен працювати ще більше.
5. Тато сказав, що він не розуміє, до чого я хилю.
6. Дідусь сказав, що в нього закінчилися ліки.
7. Вона сказала, що не вміє готувати суп.
8. Він незадоволено пробуркотів, що чекає мене вже півгодини.
9. Хелен сказала, що почне переклад тільки завтра.
10. Донька сказала мамі, що на сніданок вона їла варене яйце.
11. Сем сказав, що буде чекати мене завтра з 3-ої до 4-ої години.
12. Мама сказала, що завтра я зможу поспати довше.
13. Студент сказав викладачеві, що він закінчить курсову роботу до понеділка.
14. Сусід сказав, що він бачив, що ми закінчуємо будівництво.

15. Ларрі сказав, що купив це авто минулого року.
16. Він сказав, що, на щастя, зараз йому не потрібно прокидатися рано.
17. Вона з гордістю сказала, що її син закінчив школу з відзнакою.
18. Я зізнався, що ніколи не був у музеї.
19. Мій дядько сказав, що завжди віддавав перевагу сигарам, а не сигаретам.
20. Лінда сказала, що вони товаришують з дитинства.
21. Енн сказала, що вона завжди мріяла про таку сукню.
22. Вона прошепотіла мені на вухо, що мені потрібно зачесатися.
23. Онук сказав дідусеві, що йому подобається працювати на фермі.
24. Вона сказала, що вчора з другої до шостої години працювала у читальному залі.
25. Вона пояснила, що нюхає м'ясо, бо воно має дивний запах.

3. Change from direct into indirect speech.

1. She begged, "Let me go to the party".
 2. The teacher said, "Open your books at page 10".
 3. Mother said, "Hurry up, otherwise we'll miss the train".
 4. The doctor said, "Take this medicine three times a day".
 5. Granny asked, "Turn on the lights, please, it's dark already".
 6. The husband asked, "Give me something to eat, I'm starving".
 7. The manager warned, "Be careful when speaking to him".
-
8. Mother said, "Don't go out today, you're coughing".
 9. She advised, "Go to bed early if you want to feel better tomorrow".
 10. Mary commanded, "Wipe your feet and then come in".
 11. Mr. Brown said, "Don't wait for the postman, he has fallen ill".
 12. The officer ordered, "Do your bed again".
 13. The secretary said, "Leave your application form here".
 14. The detective said, "Don't lose sight of him even for a minute".
 15. The lab assistant said, "Add some more acid into the pipette".
 16. Mother said, "Stop crying, let me see your scratched knee".
 17. The child begged, "Mummy, buy an ice-cream, please".
 18. The teacher said, "Read louder if you want to get a good mark".
 19. The girl asked, "Don't ask any questions now".
 20. Father said, "Take the dog out for at least five minutes".
 21. The receptionist said, "Fill in the form, please".
-
22. The doctor said, "Give up smoking before it's too late".
 23. I asked the librarian, "Give me something about travelling, please".
 24. She said, "It looks like rain, take your umbrella".
 25. We suggest, "Let's arrange a picnic on Saturday".

4. Translate into English.

1. Мій сусід праворуч попросив мене передати йому хліба.
2. Сестра попросила мене не відкривати вікно, тому що вона змерзла.

3. Вона благала мене не гніватися на неї та про все забути.
4. Генерал наказав офіцерам провести навчання.
5. Брат запропонував мені помінятися кімнатами.
6. Кондуктор попросив показати квитки.
7. Продавець попросив сплатити за куплене в касу.
8. Лікар звелів мені прийти на прийом наступного дня.
9. Учитель порадив мені більше читати вголос.
10. Мама сказала мені купити хліба і молока по дорозі зі школи.
11. Декан звелів мені негайно зайти до нього в кабінет.
12. Саллі попросила мене, щоб я допомогла їй вибрати подарунок для мами.
13. Таксист попросив, щоб ми трішки зачекали.
14. Бабуся попросила мене, щоб я заварила чай.
15. Тренер сказав спортсмену, щоб той раніше лягав спати.
16. Вона попросила мене не хвилюватися і вислухати її дуже уважно.
17. Провідник попросив проводжаючих вийти з вагону.
18. Начальник наказав мені здати звіт.
19. Чоловік попросив, щоб я випрасувала його сорочку.
20. Вчитель запропонував нам організувати екскурсію.
21. Я попросила їх не обговорювати рецензію без мене.
22. Поліціант попросив свідків детально описати зовнішність злочинця.
23. Я сказала братові, щоб він не затримувався допізна.
24. Філіп попросив мене не запізнюватися.
25. Тато порадив мені навчитися грати в баскетбол.

5. Change from direct into indirect speech.

1. Linda asked, "Are you looking forward to your trip?"
2. Jerry asked, "Do you feel better now?"
3. The dean asked, "Can you remind me about it tomorrow?"
4. My friend asked, "Shall I go to the post-office at once?"
5. The hostess asked, "Would you like some tea?"
6. The passerby asked, "Is it far from here to the market place?"
7. Mother asked, "Did you see Jean yesterday?"
8. Fred asked, "Have you been working at it long?"
9. Lily asked, "Were you translating the whole day yesterday?"
10. Sandy asked, "Do you really like semolina?"
11. She asked, "Was it difficult to catch up with the others?"
12. He asked, "May I use your phone?"
13. My fiancé asked, "Are you thinking of your work again?"
14. Mother asked, "Did the vegetables taste good?"
15. The salesman asked, "Have you made your choice?"
16. He asked, "Were you discussing it all meeting long?"
17. Frieda asked, "Do I want too much?"
18. The judge asked, "Have you finished the cross-examination?"
19. Mother asked, "Are you sure you aren't hungry?"

20. Father asked. "Will you have come back by Saturday?"
21. The speaker asked, "Can everybody hear me well?"
22. The waitress asked, "Did you visit our café long ago?"
23. He asked, "Must they do all these corrections themselves?"
24. Granny asked, "Had they all come by your arrival?"
25. She inquired, "Have you brought the magazine?"

6. Translate into English.

1. Лікар запитав, чи часто в мене болить горло.

2. Перехожий запитав, чи є десь поблизу телефон-автомат.
3. Учитель запитав, чи прийдуть його батьки на батьківські збори.
4. Мама запитала, чи почистила я овочі.
5. Джон запитав Саллі, чи згодна вона з ним одружитися.
6. Директор крамниці запитав продавця, чи добре розпродаються книги цього автора.
7. Тато запитав, чи зустрівся я вчора з приятелем.
8. Екзаменатор запитав, чи готовий я відповідати.
9. Бабуся поцікавилася, чи купив я усе, що вона просила.
10. Я запитала у сестри, чи можна мені увімкнути телевізор.
11. Коли я прийшов додому, мама запитала, чи на вулиці потеплішало.
12. Джина поцікавилася, чи встиг я здати твір до дзвінка.
13. Дивлячись на його розпатлане волосся, я запитав, чи розчісується він хоча б інколи.
14. Секретарка запитала, чи повинна вона підготувати папери на підпис.
15. Медсестра увійшла до палати і запитала, чи добре всі себе почувають.
16. Банкір поцікавився, чи зросли ціни на землю за останній тиждень.
17. Журналістка поцікавилася в археологів, чи давно вони ведуть розкопки цього кургану.
18. Я запитала у хімчистці, чи буде моє замовлення виконано до завтра.
19. Ми запитали адвоката, чи має це якесь відношення до нашої справи.
20. Я дивився на неї і думав, чи справді вона така наївна, якою здається.
21. Редактор запитав, чи можна йому викреслити зі статті непотрібне.
22. Фанні запитала нас, чи не хотіли б ми зайнятися своїми справами і дати їй спокій.
23. Я запитала містера Сміта, чи закінчатся збори до шостої години.
24. Саймон поцікавився, чи не про нього я мрію.
25. Кітті запитала, чи не зможу я допомогти їй перевезти речі на нову квартиру.

7. Change from direct into indirect speech.

1. The chairman asked, "How long do you intend to speak?"
2. The girl asked, "Where did you buy this wonderful doll?"
3. The friend asked, "How did you manage to make so much money in such a short time?"
4. He asked, "Why are you so anxious about his departure?"

5. My brother asked, "What else can you see through the window?"
6. Margaret asked, "Who knows what it means?"
7. The student asked the scientist, "How long have you been watching these birds?"
8. The policeman asked, "When did your driving licence expire?"
9. Mary asked Nancy, "Why are you wearing this funny dress today?"
10. The hostess asked, "Why won't you taste this meat pie?"
11. Jerry asked, "How much did Harry pay for his new car?"
12. Ann asked, "Where can I get any information on this subject?"
13. The customer asked, "Why is this computer twice as expensive as that one?"
14. Mrs. Fox asked, "How did you like his latest novel?"
15. One of the guests asked, "Where were these photos taken?"
16. She asked, "Why did he change so much? Has he been working too much lately?"
17. Mother asked her daughter, "Where did you learn it all from?"
18. Father asked angrily, "How could you fail your finals?"
19. Susan scolded her little sister, "Why didn't you take the dog out?"
20. He asked, "When are you going to see your family in the country?"
21. Lucy asked, "Where is he again? Has he gone on business again?"
22. My roommate asked, "Why have you been sitting over your textbook for so long?"
23. She asked, "Where were you yesterday? I kept calling you the whole day, but nobody answered".
24. He asked, "Why is Sam still working day and night? Hasn't he passed his exams yet?"
25. My aunt asked, "How did you spend your last weekend?"

8. Translate into English.

1. Мати запитала сина, чому він досі вдома, якщо уроки почалися вже 15 хвилин тому.
2. Я запитала її, чим вона зараз займається.
3. Я запитала Кейт, хто той юнак, що стоїть біля вікна.
4. Оглядач запитав у гостя програми, чому в країні зростає безробіття.
5. Кожного разу, коли я приходив до них додому, стара місіс Сімпсон запитувала у мене, звідки я родом.
6. Вона запитала, як я дивлюсь на яєчню з шинкою на вечерю.
7. Вона запитала мене, якою електричкою я їжджу додому.
8. Я не хотіла, щоб мене розпитували, чому я пішла з вечірки.
9. Він поцікавився, чому ми так довго робимо ремонт.
10. Щойно увійшовши до хати, вона запитала, коли приходив сантехнік.
11. Мене запитали, відколи я стала такою нервовою.
12. В анкетах завжди запитувалось, який навчальний заклад ви закінчили.
13. Уранці всі сусіди запитували один одного, чий собака всю ніч гавкав під вікнами.
14. Вона поцікавилася, скільки часу я витрачаю на дорогу.
15. Її годинник зупинився і тому вона постійно питала, котра година.

16. Вона не могла зрозуміти, чому ставлення до неї так змінилося.
17. Він запитав, навіщо я цілий день сиджу над кросвордом.
18. Я запитала у нього, де він так добре навчився говорити англійською мовою.
19. Коли б я її не зустріла, вона завжди в першу чергу питала, як я себе почуваю.
20. Мене запитали, чому я кинула займатися спортом.
21. Хлопчаки запитали у письменника, звідки він знає так багато про індіанців.
22. Вона здивувалася, що я не слухаю останні новини.
23. Вона запитала у швейцара, де їй зупинити машину.
24. Я запитав у дружини, як їй вдалося дістати квитки на цей спектакль.
25. Мене запитали, коли ми почнемо експеримент.

9. Change from direct into indirect speech.

1. "Wait for him a little. He will be ready soon", John's mother said to us.
2. "Whom are you waiting for?", he asked them.
3. "I want to talk to you about this", said the boy's mother. "What's this?"
4. She said: "My grandmother hates leaving doors open".
5. "Do you think you always right?" she asked me.
6. "Is there something wrong with you?" my friend said to me. — "What can I do for you?"
7. "You told me to objective and that's what I do", said Mary to her mother.
8. Frank said to Jane: "I suppose nothing will change your decision".
9. "Please, don't help him!" said woman. - "He can do it himself".
10. "Which of you is free now?" asked the teacher.
11. "Don't criticise your friend", said Nike.
12. Rita said to me: "What has mother told you to do today?"
13. "I can look after myself", said the old man.
14. "Why did you use the phone without asking?" said John.
15. "Don't fold back the pages of my book!" Frank said to Mary.
16. Mark said to me: "You have never been so insulted!"
17. "Do you think it's strange that he wants sleep on the floor?" Julie asked Tom.
18. "If I feel better, I will come to see you tomorrow", said Helen to me.
20. She asked me: "What are you planning for summer"»
21. "Don't smoke in the compartment", asked the passenger.
22. "Why did you return home so late last night?" my mother said to me.
23. He asked Jane: "How long have you been waiting for your cousin?"
24. "I'm not paying for your lunch, Tom", said his friend. "I haven't got any money".
25. She said to Mabel: "I've never heard anyone worse. He is a bad singer".
26. "When did they leave the country?" he asked Helen.
27. Bob said: "I don't think it will happen".
28. "I won't eat until you give me some money", said the boy.
29. "What is that book in your hands?" he asked me.
30. "Please, let me go", she said.
31. "What do you think we will do on Sunday?" my son asked me.

32. Paul said to me: "If he phones, tell him that I am not at home".
33. "Do you think that the doctors are good?" asked Lucy.
34. "Listen, Ann!" said her friend. — "I've met Boris with another girl".
35. "What's the weather like? Is it still raining?" asked my aunt.
36. "Don't be late. We will be waiting for you", they said to me.
37. "Do you believe him?" said the old lady.
38. "What is this play about?" said Tom to Mary.
39. Jenny's father said to her: "Stop talking!"
40. "Have you left a message on an answer phone?" I asked him. '
41. My granny said to me: "Turn off the radio immediately".
42. "Why hasn't Bruno finished the conversation?" said Ron.
43. She said to the policeman: "Can you show the right direction?"
44. "Get out of the car and don't move!" they told him.
45. "Do you think hole ozone layer will get bigger?" asked the scientist.
46. I asked my friend: "What did they tell you to do?"

10. Cross out the unnecessary word.

1. Our friends told us that we had better to avoid the city center.
2. Annabelle asked Tony where he was being going for his holidays.
3. They asked me if I would like to buy her a gift and I said I would so.
4. Paul suggested that they should to inform the police as soon as possible.
5. Rebecca told to her husband that the postman had delivered a parcel for him.
6. The man wanted to know if where the nearest post office was.
7. Melissa promised that to call us as soon as she reached Madrid.
8. The teacher told us do not to make any noise.
9. Rhonda asked me that what I would like for my birthday.
10. He insisted on that we should tell the truth about the incident.

11. Find the mistake and correct it.

1. They suggested to see the film.
2. She asked me where was I going.
3. Can you tell me what time is it?
4. He told me to not touch the parcel.
5. I wonder why did he lie to me.
6. The suspect denied to murder the young woman.
7. They accused him to have committed the crime.
8. She asked me where is the bank.
9. They asked me where was I going.
10. He told me to not touch the parcel.

12. Translate into English.

1. Я запитала, чи справді вся їхня родина щонеділі ходить до церкви.
2. Вона роздратовано запитала, невже я не чую, що в двері дзвонять.
3. Я знаю, чому він не хоче розповідати мені всієї правди.

4. Він поцікавився, де ми зазвичай граємо у волейбол.
5. Вона наказала нам зайнятися обідом, а сама кудись пішла.
6. Вона запитала, як довго я вже шукаю роботу.
7. Я боялася запитати, як пройшла операція.
8. Вона запитала, як я дістаюся до роботи, коли запізнююсь.
9. Офіцер наказав солдатам підготуватися до зустрічі командира полку.
10. Студенти сказали, що останнім часом у них змінилося три викладача англійської мови.
11. Він сказав, що дуже втомився, тому що останнім часом працював у нічну зміну.
12. Я дуже розлютилася на нього і сказала, щоб він йшов і більше ніколи не повертався.
13. Мама запитала мене, чому я повернулася так пізно, якщо уроки закінчилися раніше, ніж зазвичай.
14. Вона сказала, що стала забувати імена людей, яких колись знала.
15. Вона запитала мене, чи не приготую я сьогодні вечерю, тому що вона смертельно втомилася.
16. Він поцікавився, яким видом транспорту я зазвичай користуюся.
17. Чарлі запитав, де я зараз працюю.
18. Вона довго розповідала нам в усіх деталях, яку аварію вона бачила на перехресті.
19. Вона зробила вигляд, що вперше його бачить, і не стала з ним розмовляти.
20. У приймальні мені сказали почекати, тому що лікар саме оглядає пацієнта.
21. Мені завжди хотілося знати, скільки часу вона зазвичай витрачає на свою зачіску.
22. Вона запитала, хто може позичити їй трохи грошей до завтра.
23. Вона запитала, чому я завжди позіхаю.
24. Коли містер Хадсон запитав, де покоївка, йому пояснили, що вона розкладає чисту білизну.
25. Вона завжди розпитувала про все, що трапилося зі мною за день.

CONDITIONALS

1. Put the verb into the correct form.

1. If it (to rain) we'll have to stay at home.
2. If he (to work) hard he would have achieved great progress.
3. If it is not too cold I (not to put) on my coat.
4. I (to write) the composition long ago if you hadn't disturbed me.
5. If he (not to read) so much he wouldn't be so clever.
6. If my friend (to be) at home he will tell us what to do.
7. If he weren't such an outstanding actor he (not to have) so many admirers.
8. If you (to give) me your address I'll write you a letter.
9. If she (not to be) so absent-minded she would be a much better student.
10. If my sister does not go to the south we (to spend) the summer in Kyiv together.
11. If they (not to go) to Lviv last year they would not have heard that famous musician.
12. If you (not to get) tickets for the Philharmonic we'll stay at home.
13. If you were not so careless about your health you (to consult) the doctor.
14. If she (to ask) me yesterday I'd certainly have told her all about it.
15. If you (to do) your morning exercises every day your health would be much better.
16. If he (to be) here now, he could give you a good advice.
17. He wouldn't have been so upset if Susan (to write) to him earlier.
18. If I (to work) at this firm, I'd earn more.
19. If she (to fail) in her present job, she could think about another one.
20. If he (to know) that Chinese was going to be so difficult, he would never have started to learn it.
21. If father (to manage) to repair his car, he could have driven us to Kyiv.
22. If they (can have) some more lessons, they could improve their pronunciation.
23. If Emma (to know) the clue, our team could solve it.
24. If I offered them money, they (to stay) here?
25. If she (to borrow) your book, she might return it.
26. Tell us if there (to be) anything wrong.
27. If I (not to be) in the bathroom, I would answer the call.
28. We wouldn't have gone to this party if we (to know) the truth.
29. He might have heard the news if he (not to turn off) the radio.
30. If Sally (to have) spare time, she could pay you more attention.
31. If I lived in France, I (to speak) French well.
32. If they (to lock) the doors, the burglars wouldn't have got in.
33. We (to have) a party, if Alan passes his driving test.
34. I (to give) John your message if I should see him today.
35. They (not to have) any money if their cousin hadn't lent them some.
36. Those plants (not to grow) if you don't water them. _ =
37. I would buy that bag if it (to be) cheaper.
38. If she (to open) the letter, she would have been surprised.

39. If I (to know) the result now I would phone her immediately.
 40. If you had let me know yesterday I (to bring) you my book.

2. Analyze sentences 1 – 10 and find the ending for each one from the list a – o.

1. Had Tom studied the English language well enough when he was at school ____
2. The English proverb says that you can take the horse to the water ____
3. If I told him that you would come tomorrow ____
4. Discovering that he had a talent for music ____
5. The teacher gave the pupil his book ____
6. However hard he might try, he will ____
7. The first part of the work having been completed ____
8. It was raining all day yesterday ____
9. The morning being very cold ____
10. If I went to the cinema with you today ____

- a) but you cannot make him drink.
- b) Nick put on his hat and overcoat.
- c) never be at the head of the class in the competition.
- d) and you can make him drink.
- e) the shop assistant gave up his job to become a professional singer.
- f) he will be very glad.
- g) he would be glad.
- h) they publish the results in the form of an article.
- i) the results were published in the form of an article.
- j) and children are at home.
- k) the children had to stay indoors.
- l) I should not be able to finish my composition.
- m) he would have been able to read any book without a dictionary.
- n) so that he may learn the poem.
- o) so that he might learn the poem.

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

1. A: I wish I _____ (play) a musical instrument.
 B: You should take lessons.
2. A: If only the wind _____ (stop) blowing so hard.
 B: Yes, it's very windy today, isn't it?
3. A: I wish John _____ (come) with us.
 B: So do I. He would have really enjoyed it.
4. A: Paul, I wish you _____ (stop) making so much noise.
 B: Sorry, I'll try.
5. A: I wish I _____ (study) more when I was at school.
 B: It doesn't matter now. You've got a good job.
6. A: I wish I _____ (be) young again.
 B: So do I. We had some good times back then.

7. A: I wish I _____ (not/speak) to Jane like that.
B: Don't worry. I'm sure she'll forgive you.
8. A: If only Bob _____ (call) me.
B: Well, he promised to call today.
9. A: I'm exhausted. I wish I _____ (do) some of the housework yesterday.
B: Sorry I wasn't here to help you.
10. A: I wish you _____ (make) less noise when you come in.
B: It's not my fault. The door squeaks when you open it.
11. A: Are you going to your school reunion party next week?
B: No. I wish I _____ (go) because I would like to see everyone again.

3. Rephrase the following sentences using the beginnings given.

1. You'd better see a doctor.

If _____.

2. He won't help you if you don't ask him.

Unless _____.

3. Take your medicine, otherwise you won't get better.

If _____.

4. You won't make any spelling mistakes provided you use a dictionary.

If _____.

5. If you park here, you'll be fined \$20.

Don't _____.

6. You'd better confess your crime.

If _____.

7. She went home early because she was exhausted.

If _____.

8. You won't understand the story unless you finish the book.

If _____.

9. She can't go out if she doesn't promise to be back early.

Unless _____.

10. The bee won't sting you as long as you stay still.

Provided _____.

4. Translate into English.

1. Я подзвоню тобі, якщо матиму час.

2. Якщо ця сукня коштуватиме надто дорого, я куплю іншу.

3. Лікарі допомогли б тобі, якби ти слухав їхні рекомендації.

4. Якби її чоловік був тут, вона була б щасливою.

5. Ми пішли б на ту вечірку, якби знайшли няньку для малюка.

6. Якби він склав останній іспит, він вступив би до університету. Але цього не сталося.

7. Якщо я буду вільний завтра ввечері, я піду з вами до нічного клубу.

8. Якби він хотів, він міг би багато чого домогтися.

9. Якби ти вчилась торік старанно, ти б успішно склала іспити.

10. Якщо ви не поллете квіти, вони засохнуть.
11. Якби вона не хотіла тебе бачити, вона не телефонувала б.
12. Він, звичайно, відповів на телефонний дзвінок, якби був вдома вчора.
13. Я буду радий якщо ви приймете мою пропозицію.
14. Якби я мала більше часу, я б із задоволенням ходила до театру.
15. Якщо вас цікавлять гуманітарні науки, вам слід вступити до нашого університету.
16. Якщо бар буде надто людним, ми підемо в інший.
17. Що ти робитимеш, якщо таксі не прийде?
18. Якби вона працювала наполегливіше, вона б заробляла більше.
19. Якби ми мали час, я б міг розказати тобі більше.
20. Що б вони робили, якби я не позичив їм вчора грошей?
21. Якби я зустрів її раніше, я б одружився з нею, я не з Марією.
22. Якщо ви відмовитеся від роботи зараз, вам ніколи більше не трапиться така блискуча нагода.
23. Якби він працював, йому б не довелося постійно просити гроші у матері.
24. Якби в мене був час вчора, я б прийшла раніше.
25. Я не піду туди, якщо дощ не припиниться.
26. Якби я не була ледачою, я б вчилася на «відмінно».
27. Якби ти прийшла на вокзал дві години тому, то зустріла б його.
28. Я поговорю з ним про це, якщо зустріну його.
29. Якщо ви будете працювати наполегливо, то до кінця дня закінчите роботу.
30. Якби я зустрів тебе десять років тому, моє життя склалося б інакше.

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