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АНГЛИЙСКИЙ ЯЗЫК

Деловое общение и деловая переписка

Учебно-методический комплекс
для студентов неязыковых специальностей

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Построен по блочно-модульному принципу: весь курс разбит на модули, которые, в свою очередь, состоят из учебных блоков.

Материалы способствуют развитию навыков говорения и письма на английском языке, овладению навыками делового общения, монологического и диалогического высказывания. Приводится большое количество упражнений, снимающих лексические трудности.

Предназначен для студентов неязыковых специальностей.

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ВВЕДЕНИЕ

Предлагаемый УМК предназначен для студентов 2 курса неязыковых специальностей и разработан в соответствии с базовой программой, разработанной кафедрой иностранных языков УО «ПГУ» для дисциплины «Английский язык (профессиональное общение)». Может использоваться как на аудиторных занятиях, так и для самостоятельной работы студентов. При этом предполагается, что студенты владеют английским языком на базовом уровне.

Целью преподавания дисциплины является развитие коммуникативной компетенции на лингвистическом и межкультурном уровне, невербальной компетенции, а также повышение общей компетенции студентов. Так как развитие навыков монологической и диалогической речи является необходимым условием знания иностранного языка, то основными задачами данного УМК являются:

- обучение студентов основам делового общения в устных и письменных формах в типичных ситуациях;
- тренировка переводческого навыка свободного переключения с одного языка на другой (перевод диалогов);
- формирование навыков реагирования в конкретной ситуации (составление диалогов);
- развитие навыков диалогической речи на английском языке, закрепление изученного материала (обыгрывание тематических ситуаций с использованием изученных фраз);

Учебно-методический комплекс построен по блочно-модульному принципу. Состоит из четырех модулей, каждый из которых, в свою очередь, – из 5 – 8 учебных элементов, которые раскрывают самые важные темы делового общения (ведение телефонных переговоров, составление деловых писем, составление электронных сообщений, подготовка и проведение презентаций, собраний и переговоров).

Несомненным достоинством издания является наличие диалогов и речевых образцов, а также упражнений на закрепление усвоенных моделей. Все модули снабжены теоретическими, практическими и контролирующими учебными элементами (блоками). Предложены несколько приложений, которые можно использовать и в аудитории, и для самостоятельной работы в элективном режиме, некоторые из них предназначены для экономических специальностей.

УМК составлен с учетом оптимальной сбалансированности теоретического и практического материала и способствует реализации основных принципов дидактики.

При составлении УМК использовались материалы современных зарубежных и отечественных учебников, а также отечественные и зарубежные словари.

ФОРМЫ КОНТРОЛЯ

Программа предусматривает текущий контроль в форме письменных и устных тестов по всем видам речевой деятельности, семестровый зачет в зимнюю сессию и курсовой экзамен или дифференцированный зачет (для ряда специальностей) в письменной и устной форме в летнюю сессию.

Содержание зачета

Зачет носит характер накопительного, который предусматривает посещение 75 – 100 % практических занятий и усвоение 95 – 100 % программного материала.

Содержание экзамена

Экзамен включает письменную и устную формы тестирования, по результатам которого выставляется общая оценка.

Письменное тестирование:

1. Лексико-грамматический тест.
2. Написание делового письма по одной из заданных в программе тем.

Устный экзамен:

1. Монологическое высказывание по одной из заданных в программе тем.
2. Диалогическое высказывание по одной из заданных в программе тем.

Оценка письменных тестов

Шкала перевода в десятибалльную систему в соответствии с Приложением к постановлению Министерства образования Республики Беларусь от 1.04.2004 г. №22:

100 – 95 % правильных ответов	10 баллов
94,8 – 90 % правильных ответов	9 баллов
89,6 – 83 % правильных ответов	8 баллов
82,6 – 75 % правильных ответов	7 баллов
74,6 – 65 % правильных ответов	6 баллов
64,7 – 50 % правильных ответов	5 баллов
49,7 – 35 % правильных ответов	4 баллов
34,7 – 20 % правильных ответов	3 баллов
19,7 – 10 % правильных ответов	2 баллов
9,7 – 1,8 % правильных ответов	1 баллов
1,4 – 0 % правильных ответов	0 баллов

Наименьшая положительная оценка – 4 балла – выставляется при правильном выполнении не менее 2/3 заданий. Отсутствие работы или отказ от выполнения соответствуют оценке 0 баллов.

МОДУЛЬ I. TELEPHONING

Учебный элемент 1 (УЭ – 1)

Telephoning – making and taking calls

In the dialogue below Celine Perez (CP) calls Maurice Cassidy (MC) on his direct line.

MC: Maurice Cassidy.

CP: Hello Maurice, this is Celine Perez speaking.

MC: Celine - how nice to hear from you! How are things over in Paris?

CP: Fine, fine. Maurice - is this a good time to talk? Are you in the middle of something?

MC: No, now is good. Just let me close down this document I've been working on. OK - what can I do for you?

CP: The reason I'm calling is because of the first quarter sales figures. Have you seen them?

MC: Yes, I have. Sales in France were below target, right?

CP: Exactly. The sales report doesn't give any explanation for that. I thought you might have some ideas.

MC: I do have some ideas, but I'd like to speak to Anna in Marketing about it. Can I get back to you tomorrow about this?

CP: Sure.

MC: OK, leave it with me. I'll call you tomorrow afternoon.

CP: Great - I'd appreciate that. Thanks for your time. Bye.

In the second dialogue below Monika phones a company to ask about their market research services. She speaks first to the receptionist.

Receptionist: Good morning, ICT Communications. Teresa speaking. How can I help you?

Monika: Oh, good morning. I'd like to speak to someone in your market research department. Receptionist: Can I have your name, please?

Monika: Yes, it's Monika Weber.

Receptionist: OK, Monika, please hold while I try to connect you.

Gianfranco: Market Research. Gianfranco speaking.

Monika: Oh, hello. My name is Monika Weber from Springer Media and I'm calling to ask a few questions about your market research services.

Gianfranco: Of course, Monika. How can I help you? Monika: I'd like to know ...

The phrases you need

Answer the phone

(receptionist) *Good morning, ICT. Teresa speaking. How can I help you?*

(internal phone) *Hello. / Sales Department. / Nick Hamilton.*

Connect the caller

Please hold while I try to connect you.

I'll try her number for you.

Say who's calling + why

This is ... speaking / My name is ...

This is ... (here).

Can I speak to ... please?

I'd like to speak to someone about ...

The reason I'm calling is ...

I'm calling to ask a few questions about ...

I'm calling in connection with ...

Greetings

Hello! How are you!

How nice to hear from you! How are things in Paris?

Oh! I didn't recognize your voice!

Thanks for calling - did you get my email?

Check it's a good time

Is this a good time to talk?

Are you in the middle of something?

Do you have a second?

End the call

Is there anything else I can help you with today?

Thanks for calling / It's been nice talking to you. Bye.

Thanks for your time.

OK, leave it with me. I'll call you tomorrow afternoon.

Exercises

1. Try to remember the words below. (The last letters have been given.)

1. Hello Maurice, _ _ _ s is Celine Perez _ _ _ _ _ g.

2. Celine – how _ _ _ e to _ _ _ r from you!

3. Is this a _ _ _d _ _ _ e to talk? Are you in the _ _ _ _ _e of something?
4. Just let me _ _ _ _ se _ _ _ wn this document I've been working on.
5. The _ _ _ _ on I'm calling is _ _ _ _ _ se of the first quarter sales figures.
6. The sales report doesn't give any explanation for that. I _ _ _ _ght you _ _ _ght have some ideas.
7. Can I _ _ _ t _ _ _ck _ _ _ o you (= contact you again) tomorrow about this?
8. OK, _ _ _ _ ve it _ _ _th me.
9. Great – I'd _ _ _ _ _ _ _ate that.

2. Put the words below into order to make phrases.

- 1) have; you; a; second; Do?
- 2) me; Do; want; later; you; to; back; call?
- 3) now; right; you; Are; busy?

3. We often use a past tense to make our language polite or indirect (to make the other person feel they are under no pressure).

I wanted to speak to someone about my order. (= I'd like to)

I was just calling about the sales figures. (= I'm calling)

I thought you might have some ideas. (= Do you have any ideas?)

Rewrite each sentence using one of the structures above.

1. I'm calling to see if everything's OK for Friday.

2. I'd like to ask you a question about Simon.

3. I know you'll be interested in this.

4. Underline the alternative in italics below that is more natural.

1. Good morning, ICT. Teresa speaking. *Can I help you?* / *How can I help you?*

2. *I want to speak* / *I'd like to speak* to someone in your market research department.

3. *Please can I have your name?* / *Can I please have your name?* / *Can I have your name, please?*

4. *I'm / It's* Monika Weber.
5. OK, please *hold / wait in line* while I try to connect you.
6. *Gianfranco speaking / I'm Gianfranco.*
7. I'm calling *to know / ask* a few questions *of / about* your market research services.
8. Of course, Monika. How *can / would* I help you?

5. Look at phrases a-e then mark the statements below True (T) or False (F).

- a I'd like to speak to ...
- b Can I speak to ...?
- c Could I speak to ...?
- d I must speak to ...
- e I need to speak to ...

1. In practice, phrases *a-c* are more or less the same – the listener probably won't even notice. T / F
2. Phrase *d* is direct and urgent, but is OK in business. T / F
3. Phrase *e* is direct and urgent, but is OK in business. T / F

6. Look at phrases a-d then answer the questions below.

- a The reason I'm calling is ...
- b Perhaps you could help me. I'd like to speak to someone about ...
- c I'm calling in connection with ...
- d I don't know if I'm through to the right department, but I'm calling to ask a few questions about ...

1. Which two phrases immediately give the reason for your call?
2. Which two phrases ask for help or general information?

Read the dialogues aloud. Do it by yourself or with a colleague (changing roles at the end). Practise several times until you're fluent.

7. Speaking practice: listen and repeat. Repeat each phrase you hear and then listen to check.

Учебный элемент 2 (УЭ – 2)
Telephoning – messages

In the dialogue below the caller (C) wants to speak to someone who isn't available. The receptionist (R) takes the call.

R: ICT. Teresa speaking. How can I help you?

C: I'd like to speak to Stefan Lipska, please.

R: I'll try his number for you. Hello?

C: Hello.

R: I'm not getting any reply. Just bear with me for a moment while I try another number.

C: OK.

R: I'm sorry, I'm not having any luck – he must be in a meeting. Would you like his voicemail?

C: No, I need to talk to him personally.

R: I can ask him to call you back.

C: Yes, please do that. It's Frank Hayden here. He knows me.

R: OK, I'll just make a note of your name. Frank Hayden. Is that with an 'i' or an 'e' at the end?

C: It's an 'e', 'e' as in Egypt. H-A-Y-D-E-N.

R: OK, Mr Hayden, I'll tell him as soon as he comes out of the meeting.

C: Thank you. Goodbye.

Notice how the caller clarifies the spelling by using a place name.

In the next dialogue the caller (C) gets through to a secretary (S).

C: Hello, can I speak to Stefan Lipska, please?

S: I'm sorry, Stefan Lipska is out of the office this afternoon. This is his secretary speaking. Would you like to leave a message?

C: Yes please. Can you ask him to call me back?

S: OK. Let me just get a pen. Right. Can you give me your name and number?

C: Yes, it's Ella Vogelaar.

S: Can you spell that?

C: It's Ella, E-double L-A, Vogelaar, V-O-G-E-L-double A-R.

S: And the number?

C: It's 0031, that's the code for the Netherlands, 20 512 6149.
S: OK, so that's Ella Vogelaar on 0031 20 512 6149.
C: That's right.
S: Anything else?
C: No, that's all. Just ask him to call me as soon as possible. It's an urgent matter.
S: I understand. I'll make sure he gets the message.
C: Thank you. Goodbye.
S: Goodbye. Thank you for calling.

The phrases you need

Ask the caller to wait

Just bear with me for a moment.

Can I put you on hold?

Right, sorry to keep you waiting.

Explain someone is unavailable

He must be in a meeting.

Sorry, she's out of the office I on another call.

Ask for information

What's it in connection with?

Can you give me your name?

Can I take your number?

Leave a message

Do you know how long he'll be?

Can I leave a message?

This is ... / It's ... / My name is Frank Hayden.

Can you ask him to call me back?

Take a message

Would you like to leave a message?

Let me just get a pen.

OK. Go ahead.

Can you spell that (for me)?

Is that with an 'i' or an 'e'?

Is that 'i' as in Italy, or 'e' as in Egypt?

Let me read that back to you.

Promise action

I'll tell him as soon as he comes out of the meeting.

I'll make sure he gets the message.

Exercises

1. Complete each sentence below with a verb, a preposition, or both.

ask bear call leave let make make must need put read speak

back back for for in in of on on on out of to with

1. C: I'd like to _____ Stefan Lipska, please.
2. R: I'll try his number _____ you.
3. R: Just _____ me for a moment.
4. R: I'm not having any luck – he _____ be _____ a meeting.
5. C: I _____ to talk to him personally.
6. R: I can ask him to _____ you _____.
7. R: I'll just _____ a note _____ your name.
8. C: It's 'e' as _____ Egypt.
9. S: Stefan Lipska is _____ the office this afternoon.
10. S: Would you like to _____ a message?
11. S: _____ me just get a pen.
12. C: That's the code _____ the Netherlands.
13. S: OK, so that's Ella Vogelaar _____ 0031 20 512 6149.
14. C: Just _____ him to call me as soon as possible.
15. S: I'll _____ sure he gets the message.
16. Can I _____ you _____ hold?
17. Sorry, she's _____ another call.
18. Let me _____ that _____ to you.

2. Underline the correct words in italics.

1. I'll tell him *as* / *so* soon as I see him.
2. Can you spell *it* / *that*?
3. Is there *anything* / *something* else?
4. Thank you for *your calling* / *calling*.

3. Put the words in the right order. Write the answers under the correct heading below.

- a) can me to ask you back him call.
- b) do you be he'll know how long?
- c) hold check just on a moment I'll.
- d) I'll sure the message make she gets.
- e) I'm sorry she's maternity leave but on.
- f) right you waiting to keep sorry.
- g) she's at desk her at the moment not.
- h) what's connection with it in?

Ask the caller to wait

1 _____

After waiting

2 _____

Explain someone is unavailable

3 _____

4 _____

Ask for information

5 (caller) _____

6 (secretary) _____

Leave a message

7. _____

Promise action

8 _____

4. Put the dialogue between secretary and caller into the correct order.

(Secretary's phrases)

- a Sorry, she's out of the office right now.
- b Of course. Can you give me your name?
- c Good morning, Logistica.
- d Right, I've got that. It's James Matthews about the containers in Hamburg.
- e Is there anything else?
- f And what's it in connection with?

(Caller's phrases)

- g No, that's all. Thank you for your help. Goodbye.
- h Hello. I'd like to speak to Lena, please.
- i It's about the containers in Hamburg.

- j Could you ask her to call me back?
 k Yes, that's right.
 l Yes, it's James Matthews. Lena knows me.

1 (s)	2 (c)	3 (s)	4 (c)	5 (s)	6 (c)
7 (s)	8 (c)	9 (s)	10 (c)	11 (s)	12 (c)

Read the dialogues aloud. Do it by yourself or with a colleague (changing roles at the end). Practise several times until you're fluent.

5. Speaking practice: listen and repeat. Repeat each phrase you hear and then listen to check.

Учебный элемент 3 (УЭ – 3)

Telephoning – checking, clarifying, active listening

Erik (E) is on a business trip. In the dialogue below he calls his colleague Maria (M) from the local office.

- E: Maria? I'm on a train from the airport. My flight arrived late.
 M: Erik? It's a really bad line. You keep breaking up.
 E: We're going through tunnels. I was saying that my flight arrived late. I'll have to change plans.
 M: Right.
 E: Instead of going to the hotel to change, I'll go straight to the conference venue.
 M: Sorry, I didn't catch that. Do you want to change the hotel?
 E: No, no. I was saying I don't have time to change my clothes at the hotel. I need to go straight to the conference venue. But I ... Hello?
 M: Hello?
 E: We got cut off. I don't know what happened. Yes, I need to go straight to the venue. I'll see you at the registration desk at two.
 M: I understand. I'll meet you at two o'clock at the registration desk.
 E: Exactly.
 M: Thanks for letting me know.
 E: OK, I have to go now. I have another call to make. See you at two. Bye.

In the next dialogue Erik has some good news for Maria.

E: Hello? Maria? It's Erik here.

M: Hi Erik. Nice to hear from you. It sounds like you're having a party! Can you speak up a bit?

E: I'm calling from a restaurant. It's very noisy in here – I'll just go outside. (...) Can you hear me now?

M: Yes, that's fine now.

E: Good. I was just calling to tell you the news about the contract. We got it! We got the contract!

M: Fantastic! That's wonderful!

E: They're going to pay two hundred and fifteen thousand.

M: Did you say two hundred and fifty -- five, zero?

E: In your dreams! No, two hundred and fifteen -- one, five. It still gives us a very good margin.

M: And did they agree to the time schedule we proposed?

E: Well, I had to move a little on that in the discussions.

M: What exactly do you mean by 'move a little'?

E: I said that we could start work in early March and finish the installation by the middle of April.

M: Now, wait a minute. Let me just check that I understand. Are you saying that we have just six weeks to do the whole job?

E: That's right.

M: I see. That's going to be difficult, you know.

E: Well, there is a way we can do it. Look, my battery is very low. I think we're going to get cut off. I'll give you a call tomorrow.

M: OK. Great news anyway. Thanks for calling. Bye.

The phrases you need

Comprehension problems

I'm sorry, I don't understand.

Can you speak more slowly, please?

Ask for repetition

Can you repeat that?

Sorry, I didn't catch that.

Would you mind saying that again?

Did you say fifty, five-zero?

Clarify

What exactly do you mean by ... ?

Let me just check that I understand. Are you saying that ... ?

Can I just go over that again?

Active listening

Right. / I see. / I understand. / OK.

Really? / That's interesting.

(confirming) Exactly. / Yes, that's right. / Correct.

(pleasure) Great! / Fantastic! / That's wonderful!

Technical problems

Can you speak up a bit?

It's a really bad line. You keep breaking up.

My battery is very low. I think we're going to get cut off.

It's very noisy in here. I'll just go outside. Can you hear me now?

Returning after problems

We got cut off. I don't know what happened.

Sorry about that. Where were we?

Exercises

1 Make phrases by matching an item from each column.

(first dialogue)

- | | |
|-----------------|------------------|
| 1 It's a really | breaking up. |
| 2 You keep | cut off. |
| 3 I didn't | go now. |
| 4 We got | letting me know. |
| 5 Thanks for | bad line, |
| 6 I have to | catch that. |

(second dialogue)

- | | |
|-----------------|-------------------------|
| 7 Can you speak | hear me now? |
| 8 I'll just go | up a bit? |
| 9 Can you | check that I understand |
| 10 What exactly | outside. |
| 11 Let me just | do you mean by ...? |

- | | |
|-------------------|------------------|
| 12 Are you saying | get cut off. |
| 13 My battery | a call tomorrow. |
| 14 We're going to | that ...? |
| 15 I'll give you | for calling. |
| 16 Thanks | is very low. |

2. Fill in the letters to make phrasal verbs. The definitions are given to help you.

1. We got _ _ _ _ . I don't know what happened.
(= interrupted in the middle of the call because the telephone line stopped working)
2. Can you _ _ _ _ _ a bit?
(= talk more loudly)
3. It's a really bad line. You keep _ _ _ _ _ .
(= your voice is dividing into short separate noises)
4. Can I just _ _ _ _ _ that again?
(= repeat a series of things in order to understand them)
5. Please _ _ _ _ _ while I get a pen.
(= wait a moment)
6. I've been trying to call Erik but I can't _ _ _ _ _ .
(= succeed in talking to him by phone)

3. 'Active listening' is very important in a telephone call. Put the phrases in the box under the most appropriate heading in the table at the top of the next column.

<p><i>And why was that? Did you? Exactly. Great! Half a million euros! Has she? Right / I see / Sure. So what did you do? That's right. That's wonderful! Vietnam! Yuh / Mmm / Uh-huh.</i></p>
--

Little words and noises

1 _____

2 _____

Confirming

3 _____

4 _____

Showing pleasure

5 _____

6 _____

Auxiliary + pronoun

7 _____

8 _____

Key words (as an echo)

9 _____

10 _____

Asking for details

11 _____

12 _____

4. Use a word or phrase from exercise 3 to complete these telephone responses. Find a solution that uses one example from each category except 'Little words and noises'.

- 1 Guess what! We got the contract! Great!
- 2 Well, I've heard that they're moving all their production to Vietnam. _____
- 3 Before we finish, did you know that Laura has been promoted to Marketing Director? _____
- 4 So what you're saying is that sales are probably going to be below target this quarter. _____
- 5 Anyway, I looked everywhere but I couldn't find the USB stick with my presentation on it. _____

5. Erik ends the first dialogue by saying 'OK, I have to go now. I have another call to make'. Put the words below into order to make other phrases to end a call.

1. I'll stop to have there. I have to see me waiting someone.
2. it's talking to you nice been. And I'll send the email you wanted by details. Bye.
3. anyway, you I won't any keep longer. I'm busy you're sure.
4. is there help you with I can anything else today?

Read the dialogues aloud. Do it by yourself or with a colleague (changing roles at the end). Practise several times until you're fluent.

6 Speaking practice: listen and repeat. Repeat each phrase you hear and then listen to check.

Учебный элемент 4 (УЭ – 4) **Telephoning – arranging a meeting**

In the dialogue below Monika (M) calls Liviu (L) to arrange a meeting.

M: Hello. I'd like to speak to Liviu Balanescu, please.

L: Speaking.

M: Oh, good morning. My name's Monika Dannemann and I sent you an email last week about the construction project in Bucharest.

L: Oh, yes, of course. Nice to hear from you, Monika. Your email sounded very interesting. And I'd like very much to meet you to discuss it further.

M: That's great. What day would suit you? I'll be in Bucharest from the eighteenth to the twenty-first.

L: Let me just check. What about Tuesday the nineteenth?

M: That sounds fine. What time would be good for you?

L: Shall we say two pm?

M: I'd prefer a bit later if you don't mind. Could we make it three?

L: Perfect. We can meet here in my office on Tuesday the nineteenth at three o'clock.

M: And where exactly is your office?

L: It's in the centre – it's very easy to get to. I'll send an email to confirm the meeting and with a link to our website. You'll find a map and a lot of other information on there.

M: Very good. I look forward to meeting you on the nineteenth.

L: Bye, and thanks for calling.

In the next dialogue Liviu's secretary (S) calls Monika (M) to change the arrangements.

S: Good morning. Is that Monika Dannemann?

M: Yes.

S: Oh, hello Monika. This is Mr Balanescu's secretary. He asked me to call you. Unfortunately Mr Balanescu can't make the meeting with you on Tuesday the nineteenth.

M: Oh, I see.

S: Yes. He apologizes – he has to be out of the office all day. He suggests that you meet the following day instead.

M: The day after? OK, that's no problem. What time are you thinking of?

S: Any time in the afternoon – whenever is convenient for you.

M: How about three o'clock again?

S: That sounds fine. Three o'clock on the twentieth. Just give your name at reception and I'll come down to meet you. And I'm sorry again about the change.

M: No problem at all. Goodbye.

The phrases you need

Refer to last contact

I sent you an email last week.

We met at the conference and you gave me your card.

Open suggestions

Can we meet up?

What time would be good for you?

What time are you thinking of?

Concrete suggestions

What about next Tuesday?

How about 9 February?

Shall we say...?

Could we make it... (instead)?

Would eleven-thirty suit (= be convenient for) you?

Responses

Yes, that's fine. / That sounds fine.

I'd prefer a bit later if you don't mind.

No, sorry, (BrE I'm afraid) I can't make it then.

My schedule is quite full that day.

Confirm

Perfect. We can meet here on ... (day) at ... (time).

I'll send an email to confirm the details.

Change arrangements

Unfortunately I can't make next Tuesday. I'm out of the office all day. How about...?

We have an appointment for two, but I can't make it at that time.

Something urgent has come up. Can we reschedule?

I'm sorry again about the change. I hope it's not a problem for you.

Exercises

1. In the telephone call below, Andy (A) calls Bulent (B) to arrange a meeting. Complete the dialogue with the words in the box.

<p><i>a little more depth be my guest by the way if you don't mind instead meet up shall we say sounds fine suit you thinking of this is two blocks away</i></p>
--

A: Good morning, is that Bulent Gul?

B: Yes.

A: Oh hello, ¹ _____ Andy Cutting here. We met at the conference in Istanbul last week. We were introduced by Mr Arif.

B: Of course, I remember very well, we exchanged business cards. How are you Andy?

A: Fine. Fine. Look, I'm going to be in Istanbul again at the end of next month. Can we ² _____ sometime? We can talk about your plans for the future in ³ _____, and I can show you how our company can add value to your ideas.

B: Yes, it would be a good opportunity to talk some more. What day are you ⁴ _____?

A: I'll be over there from the twenty-eighth to the thirtieth of October.

B: Which of those days would ⁵ _____ best?

A: ⁶ _____ Tuesday the twenty-ninth?

B: That ⁷ _____. What about the time? Is nine o'clock OK?

A: I'd prefer a bit later, ⁸ _____. Could we make it eleven ⁹ _____?

B: Perfect. I'll see you here at my office at eleven o'clock on Tuesday the twenty-ninth. And afterwards I hope that you will ¹⁰ _____ for lunch.

A: That's very kind of you. I would really like that. Thank you very much.

B: OK. Oh, ¹¹ _____, do you know how to find our offices?

A: If I give your card to the taxi driver, will they know the address?

B: Yes, they will. It's in the business district – just ¹² _____ from the Marriott.

A: OK, I'll find it. Goodbye.

2. In the next call, Bulent calls Andy to change the arrangements. Complete the dialogue with the words in the box.

<p><i>can't make it come up fits my plans for the time of year</i> <i>'ll look over there reschedule sorry again</i> <i>still open these things happen would be good</i></p>
--

B: Hello Andy. This is Bulent Gul here - from Istanbul.

A: Oh, hello Bulent. How nice to hear from you! How are things ¹ _____ in Turkey?

B: It's very hot - much hotter than usual ² _____. What about the UK?

A: We're having a lovely autumn. I can see the trees from my window.

B: Very nice. ³ _____, Andy, I'm calling about our meeting at the end of the month. Unfortunately I ⁴ _____ on the twenty-ninth. Something urgent has ⁵ _____.

A: Don't worry about that. ⁶ _____.

B: Can we ⁷ _____? Are you free the previous day - the Monday?

A: Let me just check. Yes, that's fine. I have an appointment but the timing is ⁸ _____. What time ⁹ _____ for you?

B: The same time? Eleven?

A: Yes, that's fine.

B: Good. I'm ¹⁰ _____ about the change. I hope it's not a problem for you.

A: No, no problem, I can make it on the Monday. Actually it ¹¹ _____ quite well.

B: OK. I ¹² _____ see you on the twenty-eighth and I'll send an email to confirm.

A: See you then. Bye.

3. Can you fill in the missing word?

An _____ is an arrangement to see someone at a particular time, especially for a business meeting or a professional service.

Read the dialogues aloud. Do it by yourself or with a colleague (changing roles at the end). Practise several times until you're fluent.

4. Speaking practice: listen and repeat. Repeat each phrase you hear and then listen to check.

Учебный элемент 5 (УЭ – 5)

Telephoning – complaints

Read the dialogue below. A customer (C) calls a supplier (S) to make a complaint.

C: I'm calling in connection with my order, reference number LN0064.

S: Thank you. Please wait one moment while I bring your details up on the screen. ... OK. For security purposes, can you confirm your name and the company name please?

C: Yes, it's Mr. Chen from Zed Technika.

S: That's fine. How can I help you today?

C: I have a complaint. We received the order this morning but you only shipped 80 pieces. The order was for 100 pieces.

S: I'm sorry to hear that. Can you leave it with me? I'll look into it and get back to you this afternoon.

C: No, I'm sorry, that isn't good enough. We need those items urgently. I want you to authorize the shipping of the missing 20 pieces and then send them today.

S: I understand how you feel. But I do need to check at this end and see what's going on. I'll call you back within an hour, and of course we can send the pieces again if necessary.

C: What do you mean 'if necessary'? Can I have your name please?

S: Yes, of course, it's Sandra Lewis.

C: OK, Sandra, I expect your call by twelve o'clock at the latest. Goodbye.

In the next dialogue Sandra returns the customer's call.

S: Oh hello, is that Mr. Chen?

C: Speaking.

S: This is Sandra Lewis here, from Shiro Semiconductors, calling you back about the missing pieces.

C: Oh yes.

S: I do apologize once more, Mr. Chen, but I have good news for you. I've had a word with the warehouse and it seems they sent a partial order – they only had 80 pieces in stock. However they do now have more pieces. I'll make sure that the missing items are sent to you this afternoon by special delivery.

C: OK.

S: I'm sorry again for any inconvenience this has caused.

C: OK, it's sorted out now. Thank you for your help.

S: Is there anything else?

C: No, that's all. Goodbye.

The phrases you need

Make a complaint

I'm calling in connection with my order, reference number...

We received the order this morning but you only shipped ..., pieces.

We still haven't received the ... There's a fault with the ...

There seems to be a problem with the invoice. I'm sorry, that isn't good enough.

Show understanding

I'm sorry to hear that.

I do apologize.

I understand how you feel.

I'm sure we can sort it out.

Get the facts

What exactly is the problem?

Do you have a reference number?

I need to ask you a few quick questions.

No action

It's not our policy to ... I understand exactly how you feel, but it's not our responsibility to ..

Promise action

Can you leave it with me? I'll look into it and get back to you this afternoon.

I need to check at this end and see what's going on.

I'll call you back within an hour. Is that OK?

I'll send a replacement immediately by special delivery.

It should be with you tomorrow.

I'll make sure that...

End the call

I'm sorry again for any inconvenience this has caused.

If you have any more problems, please let me know.

Exercises

1. Make phrases by matching the beginning of each sentence 1 – 12 with its correct ending a – l. Not all the phrases appear opposite.

1. I'm calling in ...
2. We received the order but you only ...
3. The machine arrived but there's ...
4. We still ...
5. The printer isn't working ...
6. One of the items was damaged ...
7. There's an intermittent fault ...

8. The quality isn't as good as ...
9. You sent me a new part ...
10. There seems ...
11. I keep emailing you but ...
12. I'm sorry, that isn't good ...

- a on the control panel.
- b connection with my order number LN0064.
- c to be a problem with the invoice.
- d your original sample.
- e I just get automatic replies.
- f shipped 80 pieces.
- g in transit.
- h haven't received the goods we ordered.
- i enough.
- j but it doesn't fit.
- k properly. It's been fine up to now.
- l no instruction manual.

2. Match each complaint above to a response below. Write the answer as 'number + letter'.

1. Thank you. Please wait one moment while I bring your details up on the screen.
2. I see. Is it still under warranty?
3. I'm sorry about that. I'll put you through to the accounts department and I'm sure they can sort it out.
4. Really? That's very strange. I'll send you a pdf by email right now and put a paper copy in the post as well.
5. I understand how you feel. But I do need to check at this end and see what's going on. I'll call you back within an hour.
6. OK. I need to ask you a few quick questions to try to diagnose the problem. Do you see any flashing lights on the display while the fault occurs?

3. Make phrases by matching an item from each column.

- | | |
|------------------|------------------------|
| 1. Can you leave | to you this afternoon. |
| 2. I'll look | apologize once more. |
| 3. I'll get back | it with me? |
| 4. I understand | to check at this end. |

- | | |
|--------------------|--|
| 5. I need | how you feel. |
| 6. I do | into it. |
| 7. I'm sure we can | word with the warehouse. |
| 8. What exactly | sure the items are sent to you |
| 9. Sorry again | sort it out. |
| 10. I'll send a | is the problem? |
| 11. I'll make | replacement immediately. |
| 12. I've had | a for any inconvenience this has caused. |

4. In the second dialogue Sandra tries to minimize the problem by using 'seems': It seems they sent a partial order. Rewrite the sentences below so that they minimize a problem. Use the words in brackets.

1. There's a problem with our suppliers, (I think / may be / issue).
2. It's going to be difficult to send a technician today, (not / easy).
3. There will be a delay while we process the new order, (might / short).
4. There is a problem with the invoice, (there / seems / be /small).
5. I need to speak to my level two supervisor about this, (just / have a quick word with).
6. It would be easier for you if we simply issued a new invoice, (wouldn't?).

5. This sentence refers to promising action: I'll investigate it, find an answer, and call you again tomorrow. Fill in the missing letters to write a sentence with the same meaning using phrasal verbs.

I'll I _ _ _ i _ _ _ it, s _ _ _ it o _ _ , and g _ _ b _ _ _ t _ you tomorrow.

Read the dialogues aloud. Do it by yourself or with a colleague (changing roles at the end). Practise several times until you're fluent.

6. Speaking practice: listen and repeat. Repeat each phrase you hear and then listen to check.

Учебный элемент 6 (УЭ – 6) Telephoning – review

1. Fill in the gaps with the words in the box.

back back for from in in on on out of over with

1. I'm calling _____ connection _____ your job advertisement.
2. How nice to hear _____ you!
3. Thanks _____ calling.
4. Can I put you _____ hold?
5. Sorry, she's _____ the office.
6. Sorry, she's _____ another call.
7. Can you ask him to call me _____ ?
8. Is that 'i' as _____ Italy?
9. Let me read that _____ to you.
10. Can I just go _____ that again?

back by for for into of off on up up with with
--

11. Just bear _____ me _____ a moment.
12. Can you speak _____ a bit?
13. It's a bad line. You keep breaking _____.
14. We got cut _____. Where were we?
15. What time would be good _____ you?
16. What time are you thinking _____ ?
17. Can you leave it _____ me?
18. I'll look _____ it and get _____ to you.
19. I need to check and see what's going _____.
20. I'll send a replacement _____ special delivery.

2. Match each phrase 1-8 with a phrase a-h with a similar meaning.

1. Yes, this is (your name) here.
2. Please wait a moment.
3. I'll ask her to get back to you.
4. Would you like to speak to ...?
5. Can I take a message?
6. Can I just repeat everything to check?
7. Can you repeat that?
8. Yes, that's right.

- a Let me just read that back to you,
- b Shall I put you through to ... ?
- c Just bear with me.

- d Sorry, I didn't catch that.
- e Would you like to leave a message?
- f Speaking.
- g I'll ask her to call you back.
- h Exactly.

3. Complete the conversation below using phrases from the previous exercise. The conversation is between a receptionist (R), a secretary (S) and a caller (C).

R: Good afternoon, Pharma International. How can I help you?
 C: Can I speak to Roberta Jarvik, please?
 R: I'll try her number for you. ... Sorry, there's no answer. ¹ _____
 for a moment while I try another extension. ... No, still no answer. ² _____
 her secretary?
 C: Yes please.
 S: Good afternoon, R&D department.
 C: Oh, hello, is that Ms Jarvik's secretary?
 S: ³ _____
 C: I was hoping to speak to Ms Jarvik today. Do you know when she will
 be available?
 S: I'm afraid she's out of the office all day. ⁴ _____?
 C: Yes, please. Can you tell her that Yi Sang called, from Seoul Hospital.
 It's about your new heart drug.
 S: ⁵ _____. Can you give me your name again please?
 C: Yes, it's Yi Sang. That's Y-I, new word, S-A-N-G.
 S: OK, got that. And the message?
 C: I'd like to talk to her about your new heart drug. The one that has just
 passed phase three clinical trials. We might be interested in getting involved in
 phase four trials. I need to speak to her personally about this.
 S: Right. ⁶ _____. Yi Sang called from Seoul Hospital about the
 new heart drug. It's about the phase four clinical trials.
 C: ⁷ _____.
 S: Does she have your number?
 C: Yes, she does.
 S: Fine. ⁸ _____ tomorrow.
 C: Thank you very much for your help. Goodbye.

When you finish, read the conversation aloud. Do it by yourself, or with a colleague (changing roles at the end). Practise several times until you're fluent.

4. Complete the conversation using the words in brackets. Nikos (N) calls Mr Slavicek (S). The receptionist (R) answers.

R: Good morning, NutriFruits. Ivana speaking. _____ (how / help).

N: ¹ _____ (I / like / speak) to Mr Slavicek, please.

R: Please hold ² _____ (while / try / connect).

S: Milan Slavicek.

N: Hello Mr Slavicek. This is Nikos Karouzos from Seven Seas Shipping.

S: Nikos! ³ _____ (how / nice / hear from)! ⁴ _____ (how / things / Athens)?

N: Fine, fine. And in Zagreb?

S: Good. We're very busy at the moment – lots of new business. It seems that everyone wants fruit from Croatia these days.

N: That's good to hear. Look, ⁵ _____ (this / good time / talk)? Do you have a second?

S: ⁶ _____ (just / give / moment) while I finish something.
OK. ⁷ _____ (ahead).

N: ⁸ _____. (reason / calling) because of your next shipment that we're handling. It's for four containers, at the end of November.

S: Yes, that's right.

N: Well, ⁹ _____ (thought / might) interested in a way to save a bit of money.

S: ¹⁰ _____ (course), Nikos, I'm always interested in saving money.

N: We have a small ship leaving Dubrovnik one week earlier. We have some space on that ship for your containers.

S: ¹¹ _____ (let/just check / understand). Are you saying that if we can send the containers one week earlier, there will be a different price?

N: Exactly. For every container that you send on the earlier ship, we'll give you a 2 % discount on the price we quoted.

S: ¹² _____ (just / go over / again)? You mean that if we send all four containers in mid November, we will get a total discount of 8 %?

N: That's right.

S: OK, that's very interesting, but I can't give you an answer right now.
¹³ _____ (I / get back / you) in a day or two.

N: That's fine.

S: ¹⁴ _____ (is / else) we need to discuss while you're on the line?

N: No, I don't think so. That's all.

S: OK, Nikos, ¹⁵ _____ (thanks / calling). Nice talking to you.

N: ¹⁶ _____ (It's / nice / talking / too). Bye.

When you finish, read the conversation aloud. Do it by yourself, or with a colleague (changing roles at the end). Practise several times until you're fluent.

5. Read the dialogue about arranging a meeting. Choose the best variant to fill the gaps below.

Ann: Hi Jim – ¹ _____ Ann.

Jim: Hi.

Ann: Jim – we need to meet up sometime to discuss the Frankfurt Trade Fair.

Jim: OK. What time ² _____ be good for you?

Ann: What about ³ _____ Monday?

Jim: Let me see. No, sorry, I can't ⁴ _____ then. Could we meet on Tuesday ⁵ _____?

Ann: My schedule is quite ⁶ _____ on Tuesday, but I'm free later in the afternoon.

Jim: OK. What time would ⁷ _____ you best?

Ann: ⁸ _____ we say 6pm? Or is that too late?

Jim: Well, it is really. I'd prefer a bit earlier if you don't ⁹ _____.

Ann: Is five OK?

Jim: Yes, that ¹⁰ _____ fine. That's much better,

Ann: Perfect. ¹¹ _____ send an email to confirm

Jim: OK. ¹² _____ calling.

- | | | | | |
|----|---------------|------------------|---------------|--------------|
| 1 | A I'm | B this is | C here is | D speaking |
| 2 | A should | B could | C would | D can |
| 3 | A the next | B at next | C on next | D next |
| 4 | A make | B make it | C be | D arrange |
| 5 | A alternative | B in place | C instead | D instead of |
| 6 | A full | B occupied | C complete | D engaged |
| 7 | A convenient | B suit | C prefer | D advantage |
| 8 | A will | B shall | C how | D what |
| 9 | A mind | B care | C worry | D trouble |
| 10 | A could be | B seems me | C feels | D sounds |
| 11 | A I | B I'd | C I'll | D I'm |
| 12 | A Thanks for | B Thanks for you | C I thank you | D Nice |

МОДУЛЬ II. BUSINESS CORRESPONDENCE

ЧАСТЬ 1. BUSINESS LETTERS

Учебный элемент 1 (УЭ – 1) Parts of a letter, beginning and ending

1A Study section

1.1. Interfon looks for new agents

Interfon, Inc., USA, is looking for new business so they sent a letter to their bank's branch in Bahrain. They received the reply shown.

INTERFON INC.

*Interfon, Inc.
1677 Sea Harbor Drive
Orlando, Florida 35509
USA*

*Eastern Bank
PO Box 3455
Bahrain*

February 8, 2010

Gentlemen:

We are writing to inquire about agents for our products in Bahrain. Your branch in Orlando, Florida, has told us that you may be able to help us.

We are a large manufacturer of mobile telephones. At present, we export to Europe and Latin America, but we would like to start exporting to the Arabian Gulf.

Could you please forward this letter to any companies in Bahrain that might be interested in representing us? We enclose some of our catalogs.

Sincerely yours,
Robert J. Winston
Robert J. Winston
Export Division

EASTERN BANK

*PO Box 3455
Bahrain*

*Tlx 3467 ICB
Tel. 254809*

*Mr. Robert J. Winston
Export Division
Interfon, Inc.
1677 Sea Harbor Drive
Orlando, Florida 35509
USA*

20 February 2010

Dear Mr. Winston

We have received your letter of 8 February, enquiring about agents for your products.

We have passed your letter on to the following companies who will contact you direct:

Arabian Electronics PO Box 26180 Bahrain;
Gulf Communications PO Box 348 Bahrain.

We hope that this will help you.

Yours sincerely

H Duf

Husain Dhaif

Corporate Section

<i>Dear Mr. Winston:</i>	used after the opening in American English.
<i>Gentlemen:</i>	in American English, the opening sometimes used to a company instead of 'Dear Sirs'.
<i>Catalogs:</i>	British English: catalogues.
<i>Sincerely yours:</i>	British English: Yours sincerely / Yours faithfully.
<i>Inquire:</i>	ask.
<i>Forward:</i>	send further, pass on.

1.2. Arabian Electronics replies

Sometime later, Interfon received this letter from Arabian Electronics. They wrote back straight away.

1. What did Arabian Electronics want to know and what was Interfon's answer?
2. Did Mr. Winston enclose the brochures with his letter?

ARABIAN ELECTRONICS

Dear Mr. Winston

Agents in Bahrain

Eastern Bank has passed us your letter of 8 February.

We are interested in importing mobile telephones and we would like to receive some more information. Please could you confirm that the prices in your catalogue are still correct.

We look forward to hearing from you.

Yours sincerely

M a. Al Jalahma

M A Al Jalahma

Managing Director

PO Box 26180, Manama. Bahrain. Tel. 2564 73, Tlx. 9452 AEEE

Confirm: repeat, say that something is correct.

INTERFON INC.

Dear Mr. Al Jalahma:

Agents in Bahrain

Thank you for your letter dated March 3.

I am pleased to send you some of our brochures under separate cover. I can confirm that the prices in our catalog are correct until the end of December.

I am visiting the Middle East soon and I will contact you again shortly to arrange a demonstration of our products.

Meanwhile, please do not hesitate to contact me if you have any further questions.

Best Regards,

Robert J. Winston

Robert J. Winston

Export Division

Under separate cover: in another envelope.

Hesitate: delay because you are not sure.

1.3. Parts of a letter

Most letters have three parts.

Dear ...

An opening

This says why you are writing.

The main message

This gives the details.

The close

This usually talks about the future.

Yours faithfully / sincerely etc.

1.4. Beginning a letter

Here are some ways to begin a letter.

We are writing to enquire about ...

We are writing in connection with ...

We are interested in ... and we would like to know ...

1. How would you start these letters?

- a) You want to know the prices of some air conditioners.
- b) You saw an advertisement in the newspaper yesterday and you want further information.
- c) You want to know if the company you are writing to organizes holidays to Africa.

If you are answering a letter, you can start:

Thank you for your letter of *(date)*,
We have received your letter of *(date)*,

asking if ...
enquiring about ...
enclosing ...
concerning ...

2. How would you start your reply in these situations?

- a) A company wrote to you on 23 July. They wanted to know if you sell photocopiers.
- b) A man wrote to you on 18 December. He wanted employment with your company. He also sent his curriculum vitae.

c) A company sent you a telex on 3 June. They wanted to know if you were going to the marketing conference in London.

d) A lady telephoned you this morning. She wanted to know if her order No. 599 had arrived.

1.5. Ending a letter

Here are some ways to end a letter.

I look forward to receiving your reply / order / products / etc.
Looking forward to hearing from you.

If you gave some information in the letter, you can close:

I hope that this information will help you.
Please do not hesitate to contact me if you need any further information.
Please feel free to contact me if you have any further questions.

1.6. Practice

Here are the main messages from four letters. Choose the correct beginning and ending from sentences (a) – (h) and then add ‘Yours faithfully / sincerely’ or ‘Best wishes’.

Dear Sir

1

We are happy to tell you that the above-mentioned company has always paid our bills on time. We have never had any problems with them.

2

R. J. Smith

R J Smith

Manager

Dear Mr Hugo

3

We sell three kinds of water heaters. The prices are Dfl. 450 (150 litres), Dfl. 680 (200 litres) and Dfl. 740 (250 litres). I enclose some brochures.

4

Jan v Oos

Jan van Oos

Sales Department

Dear Peter

5

I am sorry that I was not in the office when you rang, but here is the information that you wanted. The address of our branch in Singapore is 54 Liu Fang Rd, Jurong Town, Singapore 2262. The manager is Mr. S Rushford.

6

John

John Blake

Dear Ms Wilson

7

I would be very happy to meet you in my office on the day you suggested, 1 August, at 11 a.m.

8

F G Bending

F G Bending

Representative, South East Asia

- a) Thank you for your telephone call today, enquiring about our prices.
- b) Looking forward to seeing you.
- c) Thank you for your letter of 16 February, concerning Arabian Electronics.
- d) I look forward to receiving your order.
- e) Thank you for your telephone call today.
- f) Thank you for your telex of 18 July, concerning your forthcoming visit to Hong Kong.
- g) I hope that this information will help you.
- h) Please feel free to contact me if you need any information about our other branches.

1.7. Letter practice

1. Write a letter to Data Services Ltd, 57 West Road, Paxton, PX3 7JA. You want a word processor and you would like to know if they rent them. You need a small machine with a very good quality printer. Follow this plan:

- Dear ...
- Open the letter. Say what you are writing about.

- Tell them exactly what you need.
- Close the letter.
- Yours ...
- Sign in with your name and title (Office Manager).

2. You are the Personnel Manager at the Provincial Assurance Co. You have received this letter from Miriam Montilla. Write back to her and ask her to send you her curriculum vitae (CV) so that you can review her experience.

Dear Sir

I am writing to enquire if there are any vacancies in your office for a bilingual secretary (Spanish-English).

I have over ten years' experience in office work, including four years with the National Bank of Mexico. At present, I am working for Automoviles Mexicanos in Guadalajara but I will soon move to Mexico City to live.

I look forward to hearing from you.

Yours faithfully

Miriam Montilla

Ms Miriam Montilla

Follow this plan:

- Dear ...
- Open the letter. Say what you are writing about.
- Ask her to send you her CV (Please could you ...). Tell her why you want it.
- Close the letter.
- Yours ...
- Sign it with your name and title (Personnel Manager).

1B Activity section: A business trip

1. Jun Mizuno is a representative of Nagakura Ltd, a manufacturer of electrical equipment. He is planning a trip to South East Asia to visit some customers there. He wants to visit Leefung Plastics Ltd, who have their head office in Hong Kong and a subsidiary in Singapore. Here are the letters that he wrote to make appointments.

- a) How exactly does he say that he wants to meet the addresses?
- b) What information does he want from Leefung in Singapore?
- c) How exactly does he ask for the information?

Nagakura manufacturers of electrical equipment

Dear Sir

I am now planning my forthcoming trip to South East Asia and I would be very pleased if we could meet to discuss the new range of Nagakura products. I hope to be in Singapore on March 9 and 10. Would it be convenient to visit you on March 10 at 11.30am? I would also be grateful if, in your reply, you could tell me exactly where your offices are located.
I look forward to your reply.

Yours faithfully
GMIZUNO
Jun Mizuno
Technical Sales

Nagakura manufacturers of electrical equipment

Dear Sirs

I am now planning my forthcoming trip to South East Asia and I would be very pleased if we could meet to discuss the new range of Nagakura products. I hope to be in Hong Kong between March 12-13. Would it be convenient to visit you on March 12 at 11.00am?
I look forward to your reply.

Yours faithfully
GMIZUNO
Jun Mizuno
Technical Sales

d) What would Jun Mizuno write if he wanted to do the following?

- i) have dinner with the addressee
- ii) invite the addressee to try out a new product

e) What would he write if he wanted to know the following?

- i) the name of a good hotel
- ii) the distance from the airport to the city centre

2. Just after he sent the letter to Leefung Plastics Ltd in Hong Kong he remembered that he needed some more information so he sent them the following letter.

How does he mention the letter he has already sent?

Nagakura manufacturers of electrical equipment

Dear Sirs

I hope you have now received my letter of January 12, concerning my forthcoming trip to Hong Kong.

I would be very grateful if, in your reply to that letter, you could give me the address of your office in Bangkok and the name of the manager.

Looking forward to seeing you,

Yours

Jun Mizuno

Jun Mizuno

Technical Sales

Учебный элемент 2 (УЭ – 2)

**Referring, giving good / bad news,
saying what you can and cannot do, giving reasons**

2A Study section

2.1. Two letters giving news

As you read these two letters, try to answer the questions below.

Jakarta Furnishings

Dear Mr. Long

Order 2789

I am writing in connection with the above-mentioned order for office furniture.

We regret to inform you that we are unable to deliver the Linton filing cabinets on time. This is as a result of problems at our supplier's factory.

With regard to the lamps and desks, we will deliver the goods before 13 March, as agreed.

With apologies,

Yours sincerely

S Basuki

Mr. S Basuki

Manager

DATA SERVICES

Dear Ms Williams

Further to our telephone conversation yesterday, I am delighted to advise you that we are now able to reduce the price of our Peach computers by 10%. This is due to the recent fall of the US dollar.

We look forward to receiving your order.

Yours sincerely

J R Hutton

J Hutton

Sales Manager

What do the writers say when they want to:

- a) refer to the last time that they contacted each other?
- b) give some good or bad news?
- c) give a reason?

2.2. Referring

Here are some ways to introduce the subject of the letter.

With reference to ... ,

Further to ... ,

With regard to ... ,

I am writing in connection with ...

Note: You should not start a letter with 'with regard to'.

How would you start a letter about each of the following?

- a) an invoice (No. 679) for a photocopier
- b) a meeting you had with the addressee on Jan. 16th
- c) an advertisement in *The Times* newspaper
- d) an application for a post as secretary in your company
- e) a telex order for six computers that you received today

2.3. Giving good / bad news

good news

I am	pleased delighted happy	to	tell inform advise	you that ...
------	-------------------------------	----	--------------------------	--------------

bad news

I	regret am sorry	to	tell inform advise	you that ...
We regret that ...				

Complete these sentences using phrases for referring and giving good or bad news.

- a) _____ your order for some cupboards, _____
_____ we have had to increase the price.
- b) _____ your application for a post as secretary _____
_____ that we would like you to start work as soon as possible.
- c) _____ your application for a post as secretary.
_____ you were not successful.
- d) _____ our telephone conversation this morning,
_____ that your car is now ready for you to collect.

2.4. Saying what you can and cannot do:

We are unable to ... We are able to ... We have been forced to ...
--

A company has written to you to ask you to reduce your prices and to ask you if you will accept payment in Egyptian pounds. How will you give them the following information?

- a) You cannot lower your prices.
- b) You have had to raise your prices because the government has increased the sales tax.
- c) However, you can give them a discount of 5% if their order is for more than \$2,000.
- d) With regard to their second question, you cannot accept payment in Egyptian pounds but you can accept US dollars or Euros.

2.5. Giving reasons:

This is	owing to ... due to ... as a result of ... because of ...
---------	--

- Notes:
- ‘owing to’ is normally only used for bad news.
 - If you want to use a verb after these phrases, add *the fact that*
e.g. This is due to *the fact that* the dollar has fallen.

Using the information given and phrases from 2.4. and 2.5., write complete sentences as in the example. Be careful with (e) and (f). (See the second note above.)

a) increase prices – fall of the dollar

We have been forced to increase our prices. This is owing to the fall of the dollar.

b) delay the delivery of the goods – strike by airline pilots

c) increase all salaries by 10 % – rise in sales

d) cut all salaries by 10 % – fall in sales

e) cannot deliver your new order – we have not received your payment for the last order

f) cancel the meeting – a lot of staff have been ill

2.6. Letter practice

You are a sub-manager of a bank. There has been a change in government regulations. Interest rates have increased to 12% for deposits and 14% for loans. Write a short letter to:

- a) customers who have deposit accounts at your branch:
- b) customers who have a loan from your branch.

Follow this plan:

date
Dear Sir or Madam
– First, put a heading.
– Next, say what you are writing about.
– Then give the good or bad news. Say what you have had to do or can do.
– Give the reason.
– Close the letter.
– Finally, sign it and give your name and title.

2B Activity section: Holiday time

1. Western Travel Agency has to arrange a trip for a group of 25 people. They have found two companies that organize tours to Mexico.

- a) Which company is the cheaper if the group is traveling in July and wants double rooms with private facilities?
- b) Do both companies use the same airline?

Sun Express takes you to Mexico

14 nights

This year Sun Express is organizing the best Mexican holiday ever! You'll have a chance to see the Aztec Mexico, the Mayan Mexico and the Spanish Colonial Mexico as we take you from Mexico City right down to the south.

Prices are per person and include accommodation in a superior class hotel all meals. All rooms have private facilities.

Departures every Saturday.

June: £1,200 July: £1,450 August: £1,575

Supplement for a single room: £200

Please quote tour no. 5210 when booking.

All flights with Pekar Airways direct to Mexico.

Experience Mexico

No-one knows Mexico like Golden Holidays! Come with us on our tour of this fabulous country and you'll see sights you've never dreamt of ... like the Mayan pyramids at Palenque, Chichen-Itza and Uxmal ... like the sparkling blue water and white sand of the Caribbean ... like the exciting atmosphere of Acapulco ... and much much more!

Price: £1,300 including flights, dinner, bed and breakfast and all excursions for 15 days.

Supplement for a single room £175

Supplement for private facilities £75

Carrier: Stanley Air

Departures every Tuesday in June, July and August.

with GOLDEN HOLIDAYS

Carrier (here): airline.

Private facilities: private bathroom and toilet.

2. Western Travel contacted each company to ask about a discount for large groups. They received these replies.

Which company is the cheaper now?

SUN EXPRESS

Dear Ms McEvoy

Tour 5210

Thank you for your telephone call today, enquiring about discounts for groups on the above tour to Mexico.

We are pleased to advise you that we are able to offer a special discount of 10 % for groups of more than 20.

We look forward to receiving your bookings.

Yours sincerely

Renate Weiss

Renate Weiss

Gales Manager

We take you to the sun!

**GOLDEN
HOLIDAYS**

Dear Ms McEvoy,

Further to your call today, we are writing to advise you of our special rates for groups on Tour 014A to Mexico.

We are able to offer a 12 % discount on the basic price for groups of more than 30. Unfortunately, we are unable to offer discounts on any of the supplementary charges.

Hoping this information will help you.

Yours sincerely,

I Ruth

I. Ruth (Mrs.)

Sales Supervisor

3. The group leader, Mr. Daniel Thomas, decided to book the Sun Express holiday. He sent the following letter of confirmation to Western Travel.
What special instruction did he give them?

Dear Sirs

I am writing to confirm the details of our conversation yesterday, concerning a group traveling to Mexico.

We would like to book 25 places on Sun Express holiday No. 5210, departing 14th July. If it is not possible to book with Sun Express, we would accept the Golden Holidays tour. I will be away from home until June 2nd, so please take any necessary action to make sure that a holiday is booked.

Please find enclosed a cheque for £2,500 as a deposit.

Yours faithfully

Daniel Thomas

Daniel Thomas

4. Western Travel then made the booking with Sun Express.

Western Travel Agency

Dear Ms Weiss

Tour 5210

We are writing with reference to your letter of 11 May, concerning discounts for groups on the above-mentioned tour.

We are happy to accept your terms and request that you reserve 25 places in the name of Mr. D Thomas on the tour departing July 14. Names of the group members will be sent at a later date.

We look forward to receiving your confirmation.

Yours sincerely

Charlotte McEvoy

Charlotte McEvoy

5. Western Travel is now waiting to receive confirmation from Sun Express. You will write the correspondence between Sun Express, Western Travel and Golden Holidays.

Учебный элемент 3 (УЭ – 3)

Requesting action, apologising, requesting information, telexes

3A Study section

3.1. Constucciones Jimenez ask about delivery

Constucciones Jimenez SA, Spain, ordered some drills from Haga Verktyg AB, Sweden. They asked their bank for a letter of credit in Haga Verktyg's favour but after two months Haga Verktyg had still not sent the goods.

CONSTRUCCIONES JIMENEZ

Dear Sirs

We are writing in connection with our order no. 2886 for 5 Kraftborr drills. As it is now more than two months since we opened a letter of credit in your favour, we would be grateful if you could arrange shipment of the goods as soon as possible. We would also appreciate it if you could let us know exactly when the goods will arrive.

We look forward to receiving the drills.

Yours faithfully

Jose Munoz

Jose Muñoz

Manager

Haga Verktyg

Dear Sr. Muñoz

Thank you for your letter dated 13 May concerning your order for five of our drills.

We must apologise for the delay in shipping this order. This was due to unforeseen circumstances. However, your order is being dealt with and will be sent without further delay.

With apologies once again,

Yours sincerely

Erik Stenlund

Erik Stenlund

Export Manager

in your favour: in your name, payable to you.
a letter of credit (l/c): a bank paper that guarantees payment.
unforeseen circumstances: an unexpected situation (This phrase is often used when you do not want to give the real reason.).

1. What does Construcciones Jimenez want Haga Verktyg to do?
2. How exactly does Haga Verktyg apologise?
3. Why hasn't Haga Verktyg sent the goods?

3.2. Requesting action

Here are some ways to ask people to do something for you.

<i>If it is urgent, add:</i>	
Please could you ...	as soon as possible
We would be grateful if you could ...	without delay
We would appreciate it if you could ...	immediately

Note: 'Please could you ...' is the most direct. You can use this when you are asking for something usual.

1. These requests are all mixed up. In each sentence put the words and phrases in the correct order.
 - a) please / arrange / for ten o'clock / could / an appointment / you
 - b) we / send us / as soon as possible / would / if you / the goods / be grateful / could
 - c) we / without delay / appreciate it / you could / pay our bill / would / if
 - d) confirm / please / you / are the same / could / your prices / that
 - e) we / exactly when / appreciate it / if you / would / could / tell us / you will arrive
2. What would you write in the following situations?
 - a) You have seen an advertisement in the newspaper for a post as office manager. You want an application form.
 - b) The photocopier in your office has broken down. You want to have it repaired quickly.
 - c) You have moved your office and you want the post office to forward your letters to your new address.
 - d) You want the telephone company to put another telephone in your office. You need it urgently.
 - e) You have written to a company and you want them to reply quickly.

3.3. Apologising

We must apologise for ... / We apologise for ... / We are extremely sorry for ...

Notes: – Use the ‘-ing’ form after these phrases. e.g. We are extremely sorry for losing your order.

– You can also say ‘We are extremely sorry *that* ...’ e.g. We are extremely sorry that we lost your order.

Usually, it is polite to give the reason for the problem and then apologise again at the end of a letter.

Please accept our apologies once again.
We hope that this has not caused you any inconvenience.
With apologies once again.

You have been passed these letters. What would you write in reply? (Apologise and give a reason.)

Dear Sir

I am writing in connection with your advertisement in the Daily Observer newspaper for a post as shop assistant.

Please could you send me the application forms.

Yours faithfully

Mrs. R. Smith

I found this letter in Peter Brown's desk. (He is away ill). It was sent two weeks ago! ICM

WAINMAN (Printers) Ltd

Dear Sirs

Order 285

I am writing with reference to the above order for stationery.

It is now three months since we delivered the goods to you. We would be grateful if you could send us your payment without delay.

Yours faithfully

H. Wainman

H. Wainman

*We sent them a cheque 2 months ago
but we sent it to the wrong address!
ICM*

Owners: H Wainman and N. Lollerwicz

3.4. Construcciones Jimenez writes to Haga Verktyg again

Construcciones Jimenez wanted some more information from Haga Verktyg so they wrote again.

What exactly did Sr. Muñoz want to know?

<p style="text-align: center;">CONSTRUCCIONES JIMENEZ</p> <p>Dear Mr. Stenlund</p> <p><u>Order 2886</u></p> <p>We have received your letter of 18 May 2010, concerning the above order for 5 Kraftborr drills.</p> <p>We were pleased to hear that you will ship the drills immediately. We would appreciate it, however, if you could give us some further details about the delivery of the goods. In particular, we would like to know the name of the ship that you are using, the departure date from Sweden and the expected arrival date in Spain.</p> <p>We look forward to hearing from you.</p> <p>Yours sincerely <i>Jose Munoz</i> Jose Muñoz Manager</p>
--

3.5. Requesting information

Please could you We would be grateful if you could We would appreciate it if you could We would like to know (about/if) ...	give us some further details about ... let us know (about/if) ... inform us (about/if) ...
--	--

If you want specific information, say:

In particular...

What would you write in these situations?

a) You wrote a letter to someone and they haven't replied. You want to know if they received the letter.

b) A businessman is going to your country. He wants you to get a visa for him. You need all the details about his passport (his nationality, date of birth, where his passport was issued, and when it expires).

c) You want to know about the same businessman's flight (flight number, date and time of arrival).

3.6. Letter practice

Last month, you replied to an advertisement in the newspaper and you received this letter back.

Dear Sir / Madam

Thank you for your recent letter, concerning the post as Sales Supervisor at Excel Industries.

I am pleased to enclose the application forms that you requested. I would be grateful if you could complete them and return them to me as soon as possible.

If you have any further questions, please do not hesitate to contact me.

Yours faithfully

P. Wang

P. Wang (Mr.)

Personnel Dept.

You have been ill so you could not reply immediately. You want some more information about the post (holidays, working hours and starting salary). Write a letter asking about these things. Follow this plan:

- thank Mr. Wang for his letter
- apologise for not replying before now
- say why you did not reply
- ask for further details
- ask, in particular, about holidays, etc.
- close the letter

Учебный элемент 4 (УЭ – 4)

**Making a mild complaint, making a point, warning,
making a strong complaint**

4A Study section:

4.1. Intercity Bank writes to complain

Intercity Bank ordered some office furniture from Jakarta Furnishings. The filing cabinets did not arrive so Mr. Long wrote to complain. He received a reply from Mr. Basuki.

INTERCITY BANK Plc

Dear Mr. Basuki

Order 2789

I am writing in connection with your letter of 24 February concerning the above order for some office furniture.

Unfortunately, we have not yet received the filing cabinets which were a part of this order. We would be grateful if you could deliver these as soon as possible or refund our money.

We look forward to hearing from you.

Yours sincerely

Peter Long

Mr. Peter Long

Manager

Dear Mr. Long

Order 2789

Thank you for your letter of 30 May, enquiring about the Linton filing cabinets.

We really must apologise for the delay in delivering these cabinets. As I said in my letter of 24 February, this is as a result of problems at our supplier's factory. As these problems are completely beyond our control, I should like to point out that we are not able to refund your payment. I enclose a copy of our Terms of Sale for your reference.

We expect to receive the goods next week so I hope that you will not have to wait much longer.

With apologies once again,

Yours sincerely

S Basuki

Mr. S. Basuki

Manager

refund: give back

beyond: outside

1. How does Mr. Long complain?
2. What does Mr. Basuki want Mr. Long to look at?

3. Will Mr. Basuki refund his money?

4.2. Making a mild complaint

To make a mild complaint you can say that: *unfortunately*, something is wrong.

e.g. ‘Unfortunately, we have not yet received the filing cabinets.’

And then, using the phrases you learnt before request some action:

e.g. ‘Please could you ...’

‘We would be grateful if you could ...’

‘We would appreciate it if you could ...’

1. Match sentences (a) – (d) together with sentences (e) – (h) to make four separate complaints.

a) Unfortunately, one of the machines you sent us was damaged.

b) Unfortunately, we have not yet received your payment.

c) Unfortunately, your driver took the goods to the wrong place.

d) Unfortunately, you forgot to mention the cost of your products.

e) Please could you send us your cheque before 30 June.

f) We would be grateful if you could send us a replacement.

g) We would appreciate it if you could collect them and bring them to our offices.

h) Please could you send your price list as soon as possible.

2. What would you write in these situations? In each case, decide what action you want the company or organisation to take. Follow the example.

a) A company has sent you a bill for the wrong goods.

Unfortunately you sent us a bill for the wrong goods. Please could you send us a correct bill as soon as possible.

b) Your new photocopier has broken down. You have to write to the company who sold it to you.

c) A temporary secretary does not speak English. You have to write to the agency who sent her to you.

d) You keep receiving letters for someone else. You have to write to the post office.

4.3. Letter practice

The accountant in your office has just passed you the invoice.

Write a full letter to Minachi, complaining about the typewriter. Remember to:

- say what you are writing about (use a heading)
- say what is wrong
- request some action (you decide!)

MINACHI OFFICE EQUIPMENT LTD

11-4-67 Nishiyami-dai Sayama-cho
Osaka-Fu 288 Japan

Invoice No: 5654 AH Contact: M Onaka

1 MX3 Electronic typewriter
(including freight and insurance)

US\$

2,562

—

Total

2,562

—

*We received this machine yesterday.
The cover is missing. M*

4.4. Making a point

If you want someone to take note of something you can use phrases such as:

I should like to draw your attention to (the fact that) ...
I should like to point out that ...

If you are saying something that they already know (and you are a little bit angry) you can write:

I should like to remind you that ...
I hope that it is not necessary to remind you that ...

You have been passed these memos and letters. What will you write?

- a) **MEMO**
- Terry Spencer keeps parking his car in front of the main door. I have told him before that this space is reserved for the Managing Director. Can you tell him again?
- RJP

b) Dear Sirs

I am interested in purchasing a large quantity of your Simplex cameras.

Please could you send me details of your prices and models available.

Yours faithfully
Paul Haskins
Paul Haskins

Remember to tell him about our
25% discount for large orders!
RJP

c) _____ **MEMO** _____

Muriel McIver arrives half an hour late for work every day. (She should start at 9.30.) Please tell her.

RJP

d)

Dear Sirs

Please could you send me details of your products and prices.

Yours faithfully
J. Brunt
Mrs.
Jane
Brunt

Don't forget to tell her that our prices are the lowest in town!
RJP

4.5. Intercity Bank has to write again

Three months later, Intercity Bank had still not received the filing cabinets. Peter Long decided to write again.

1. Is Mr. Long still making a mild complaint? How do you know?
2. What will he do if he does not get a reply to his letter?

INTERCITY BANK Plc

Dear Mr. Basuki

Order 2789

It is now over seven months since we placed the above order with you and we are still waiting for the Linton filing cabinets. I should like to remind you that we have already paid for these cabinets. We really must insist, therefore, that you deliver them immediately or refund our money.

Unless we hear from you within seven days, we will be forced to take legal action.

Yours sincerely

Peter Long

Mr. Peter Long

Manager

4.6. Warning

One way to warn somebody is to say:

Unless ...	we will be forced to ...
If ... (not) ...	

What warnings would you give these people?

- a) a company that has not paid your bill
- b) another company that is using your company's car park
- c) an employee who always arrives late for work
- d) a builder who has left a lot of his tools in your office

4.7. Making a strong complaint

To make a strong complaint you can:

- *say exactly what is wrong*, e.g. 'It is now over nine months since we placed this order and we are still waiting for the cabinets'.

- *make a point connected with this*, e.g. 'I should like to point out that we have already paid for these cabinets'.

and then:

- *demand immediate action*. e.g. 'We really must insist, therefore, that you deliver them immediately'.

If you think that it is necessary you can also:

- *give a warning*. e.g. 'Unless we hear from you, we will take legal action'.

Each of these letters is mixed up. Put the sentences in the correct order.

- 1.
- Dear Sir
- a) I really must insist, therefore, that you refund at least 10% of our money.
 - b) I would like to remind you that your advertisement said 'superior hotels'.
 - c) I am writing to complain about your Tour 5210 to Mexico.
 - d) If we do not receive adequate compensation I will be forced to write to the local newspaper.
 - e) The quality of the food in the hotels was terrible and everybody in our group was sick most of the time.

Yours faithfully

Daniel Thomas

Mr. Daniel Thomas

- 2.
- The Manager
Swindle Cleaning Co
- Dear Sir
- a) I hope it is not necessary to remind you that this is the second time I have complained about your employees.
 - b) If you are unable to do this, we will be forced to cancel your contract.
 - c) I am writing in connection with your contract to clean our offices.
 - d) I really must insist, therefore, that you take immediate action to improve the quality of your services.
 - e) Twice this week, I have found your workers asleep when they should be working.

Yours faithfully

Hilary Wilson

H.J. Wilson

Administrator

4.8. Letter practice

You work at Central Business Consultants, 16 Hyde Towers, Hong Kong. The people who rent the office next to you play very loud music all day and every day, even though the contract for the offices says 'no radios'. It is impossible for you to work. Write a full letter to them, making a strong complaint. Follow this plan:

- say what you are writing about (the noise from their office)
- say exactly what is wrong
- make a point connected with this (the contract)
- demand immediate action
- give them a warning (you will contact the landlord).

4B Activity section: Who's responsible?

1. Read this newspaper article about an explosion in a clothes factory.
 - a) Perfecta Ltd's stock was valued at ...
 - b) What is Perfecta Ltd going to do now?
 - c) Who is Bauer AG?
 - d) What has Aqua Warm done?

3 January 2010 DAILY NEWS

EXPLOSION DESTROYS FACTORY

A huge explosion caused extensive damage last night in the new multi-million dollar factory of Perfecta Ltd, the well known ladies' fashion designers. There were no injuries. A spokesman for Perfecta said that the central heating system had exploded, blowing a large hole in the roof.

"Our complete spring stock has been destroyed. We have lost four hundred thousand pounds worth of clothes", he said. He claimed that they wrote to the company that installed the heating unit, Bauer AG of Switzerland, on 9th December last year because it was making a strange noise. They received no reply. He said Perfecta would be claiming compensation from Bauer AG.

Meanwhile, Perfecta has been forced to close the factory because it is too cold to work in. This will cost them about £10,000 a day in lost production.

Amsterdam: Aqua Warm BV, the manufacturers of the heating unit, said last night that they have been making central heating systems for over 20 years and they had never had a complaint. However, they have asked a surveyor to find the cause of the explosion.

<i>Extensive:</i>	a lot of.
<i>To claim:</i>	(here) to ask for.
<i>Compensation:</i>	money given to make up for the loss of something.
<i>To install:</i>	to put in.

2. Perfecta Ltd now wants to get compensation from Bauer AG and also get the factory working again. You must write the correspondence between the three companies involved.

Учебный элемент 5 (УЭ – 5)

Personal business letters

5A Study section

5.1. Michael Kennedy sends out some brochures

Michael Kennedy, from EuroCom Ltd, went to dinner with Khalid Al Jalahma from Arabian Electronics in Bahrain. When he got back to England he sent Mr. Al Jalahma details of a new product. He also sent the details to someone who had written to him.

a)

EUROCOM **European Communications Company**

Dear Mr. Al Jalahma

It was a pleasure to have dinner with you while I was in Bahrain. I think we had a very useful discussion and I am sure that we can come to some worthwhile agreements.

I thought you might be interested to hear about a new amplifier that we are producing – the ER26. I am enclosing a brochure that gives all the important details but if you would like any further information, please do not hesitate to contact me.

Thank you once again for a very pleasant evening. Please give my regards to Peter Smith. I look forward to seeing you the next time I am in Bahrain.

With best wishes

M. O. Kennedy

Michael Kennedy

Export Sales Manager

b)

<p style="text-align: center;">EUROCOM European Communications Company</p> <p>Dear Mr. Bugarini</p> <p>Thank you for your letter of 26 June, asking for details of our new ER26 amplifier.</p> <p>I have pleasure in enclosing our brochure. This gives full details and prices of all our amplifiers.</p> <p>If you require any further information, please do not hesitate to contact me.</p> <p>Yours faithfully <i>M. O. Kennedy</i> Michael Kennedy Export Sales Manager</p>

1. Put a tick (✓) in this table if the letter has the point listed. Put a cross (✗) if it does not.

	<i>letter (a)</i>	<i>letter (b)</i>
opens with the main subject		
mentions feelings about last time they had contact		
mentions personal information		

2. Which letter is the most friendly? Why?

5.2. Making a letter more personal

Normally, if you know the person that you are writing to and have met him / her socially, you will want to make your letter less formal and more friendly. Less formal letters often have a different structure from formal business letters.

<p>Dear Mr. / Mrs. / Miss / Ms ...</p> <p><i>An opening</i> This mentions your feelings about the last contact you had with each other.</p> <p><i>The main message</i> This says why you are writing now and gives the details.</p> <p><i>The close</i></p>

This talks about the future and often mentions some personal information.

Yours sincerely / Best wishes

Note: If you have not recently had contact with each other, you can open by saying why you are writing (see below).

5.3. Personal business letters: the opening

Here are some ways to open a less formal letter. You can use each phrase to talk about the last time you contacted – or could not contact – each other.

Thank you for your letter / telephone call / telex.	
It was a pleasure to	(meet you at / on ...)
It was good to	(see you again at / on ...)
	(hear from you again.)
It was a pity that	(we did not have more time to talk at / on ...)
I am sorry that	(I missed you when you visited my office.)

After each phrase you can say something about what you said – or could not say – to each other. Like this:

Thank you for your letter. *It was very interesting to hear about the new developments at Wentol Ltd.*

It was a pity that I missed you when you visited my office last week. *I would have liked to have heard all your news.*

It was a pleasure to have dinner with you last Thursday. *I think we had a very useful discussion.*

It was good to talk to you on the telephone today. *I was sorry to hear that you had not been well.*

Thank you for your telex. *I was pleased to hear that you will be coming to visit us next month.*

1. Fill in the gaps in these openings with a suitable phrase.

a) _____ to talk to you on the telephone this morning.

_____ to hear that you are enjoying your new job.

b) _____ your letter. _____ to hear that you have had so many problems in your office.

c) _____ to see you at the conference last week.

- _____ that we did not have enough time to talk.
- d) _____ that you could not come to the meeting on Saturday. I am sure that you would have found it quite interesting.
- e) _____ to meet you yesterday. I found many of your ideas very interesting.

2. What opening would you write in each of these situations?

- a) You met the addressee on Thursday. He told you that he had been ill.
- b) You had dinner with the addressee last week at his house. He told you about his holiday in Iceland.
- c) You visited the addressee in his office last week but he could only talk to you for five minutes.
- d) You received a letter from the addressee this morning. He told you that he had been promoted.

5.4. Personal business letters: saying why you are writing

In earlier units you learnt how to start formal letters. For example:

Dear Sir

I am writing in reply to your advertisement in *The Times*.

or:

Dear Sir

We are interested in hiring a word processor and we would like to know if you rent them.

If you are writing to someone you know and you want to be more friendly, you should introduce your letter in a different way. Here are some examples.

Giving information:

I thought you might be interested to hear about ...

Requesting information or action:

I was wondering if you could help me.

Complaining:

I am afraid we have a small problem.

Giving bad news:

I am afraid I have some bad news.

Fill in the missing parts of these letters. Also use the phrases from 6.3. where appropriate.

a) Dear Mr Watson

.....

In our last order from your company, we asked for six water filters. Unfortunately, when we opened the box we found that there were only five. I would be grateful if you could send us the missing filter as soon as possible.

Looking forward to hearing from you,

Yours,

b) Dear Ms Spencer

.....

Owing to increased costs, we have been forced to increase our prices to our customers as shown on the enclosed list. We are, however, still able to offer a 10 % discount on any order that you make.

Hoping that we can continue to be of service to you,

Yours,

c) Dear Mrs. Poirot

..... the invitation to the exhibition last week.
..... to see the range of products that you produce.

.....
a new service that we have just introduced. This is the Golden Maintenance Agreement. For a fixed price we can offer 24 hour emergency repairs for

d) Dear Mr. Sanchez

..... that I have not written before now to thank you for the invitation to the conference last month. to meet your colleagues and to exchange ideas.

..... I need a new Marketing Manager for our Middle East office. I know that you

5.5. Personal business letters: the close

Less formal letters often close by mentioning something personal. For example:

I look forward to seeing you again next time. I am in Bahrain.
If ever you are in London, please do not hesitate to call me.

Sometimes, you can mention somebody that you both know, like this:

Please give my regards to Peter Smith.
Please pass on my best wishes to Mr. Lund. I hope that he has now recovered from the 'flu.

5.6. Practice

These two letters are all mixed up. Put the sentences in the right order.
Each letter has three separate main parts.

1. Dear Mrs. Weinburger
 - a) Please give my regards to Steven Hill.
 - b) It was interesting to hear your views on our new products.
 - c) I would be very grateful, therefore, if you could send me a list of agents – perhaps from the yellow pages.
 - d) As you know, our company is planning to open a branch in Los Angeles.
 - e) I was wondering if you could help me.
 - f) It was a pleasure to meet you at the Trade fair last month.
 - g) We are now looking for office space in the town centre and we need to know the names and addresses of some property agents.
- With best wishes,
- Hans Seitz***
Hans Seitz
Divisional Director

2. Dear Ms Soares
- a) I am afraid that I have some bad news.
 - b) Thank you very much for your letter.
 - c) I hope that this does not inconvenience you in any way.
 - d) I hope that you have completely recovered now.
 - e) Due to unforeseen problems, we are unable to deliver your order on time.
 - f) Please give my regards to Mr. Segall.
 - g) We expect to be back to normal by the end of this month, so I am sure that you will receive the goods within three weeks.
 - h) I was sorry to hear that you have been ill recently.
- Kind regards
~~Ke Soon Lee~~
Ke Soon Lee
Overseas Sales Dept

5.7. Letter practice

You work in the computer section of StorFinans bank, Nygatan 47, Stockholm, Sweden. Recently, you met Gerard van Ek when you were on a training course. He gave a talk about his ideas on computer security. You will see him again at a computer exhibition in London next June.

Some time ago you ordered a large quantity of computer paper from his company. The paper arrived yesterday but it was the wrong colour: you ordered white and they sent green. Write to Gerard van Ek and complain. His address is: Computer Suppliers, 84 Ave Franklin Roosevelt, 1067 Brussels, Belgium.

5B Activity section: Repair or replace?

1. Jarritos is a small company in the south of Spain that makes bottled soft drinks. Recently, they have had problems with the machine that fills up the bottles. The manager, Raul Sanchez, wrote to the company that sold them the machine to ask them to come and look at it.

- a) Does Jarritos use the same bottles again and again?
- b) What exactly is the problem with the machine?

Jarritos S.A.

Dear Sirs

Ten years ago we bought an Anderson Disposable Bottle Filling System from you. We have had excellent service from this equipment but now we find that the machine that puts on the caps often breaks the bottles.

I would be grateful if you could visit our factory the next time you are in Spain and give us a quotation for the cost of repairing the machine.

Yours faithfully

R. Sanchez

Raul Sanchez

Manager

2. Shortly afterwards Mr. Sanchez saw this advertisement in a magazine. Can the Alpha Rapid Bottler use the same bottles again?

ALPHA Food Machines	<p><i>THE RAPID BOTTLER</i></p> <p>Our new system is completely computer controlled, offering you trouble-free bottling. The Alpha Rapid Bottler can handle up to 200 reusable bottles a minute and</p> <ul style="list-style-type: none">● washes the bottles in boiling water● checks for cracked and broken bottles● fills each bottle to the required level● caps the bottles● puts on the labels● packs the bottles into crates <p>The system can run 24 hours a day with minimum maintenance.</p> <p>Write to Alpha Food Machines, 54 Rue Barrault, Toulouse, France to arrange an appointment for your company.</p> <p>New From Alpha!</p>
------------------------------------	--

Mr Sanchez decided to ask Alpha to visit his company. He sent the following letter.

Jarritos S.A.

Dear Sirs

I am writing in connection with your recent advertisement in Food and Drink News.

We are a small company, manufacturing soft drinks for sale in the south of Spain. At the moment, we bottle our drinks using an Anderson Disposable Bottle Filling System but we would be interested in hearing more about your computer controlled equipment.

We would be grateful if you could arrange to visit our factory in the near future.

Yours faithfully

R. Sanchez

Raul Sanchez

Manager

3. Within the next few days, representatives from both Wesco (Mr. Tony Smith) and Alpha (Mr. François Molet) made separate visit to Jarritos. Mr. Sanchez showed them round the factory and introduced them to Jose Barrios, Deputy Manager. Later they had dinner at his home. The representatives told him that they would send him a quotation soon.

Jarritos is now waiting for letters from both Wesco and Alpha. In three groups, you must write the correspondence between these companies.

Учебный элемент 6 (УЭ – 6)

Informal business letters

6A Study section

6.1. Michael Kennedy writes to some business friends

Michael Kennedy has worked for EuroCom for many years. Each time he goes on a business trip he meets the same people and now he is friends with many of them. Below are some of the letters he wrote to them about his company's new amplifier.

a)

EUROCOM
European Communications Company

Dear Piero

It's a pity that we couldn't meet the last time I was in Milan. It would have been good to exchange news.

Do you remember I told you that we were developing a new amplifier? The ER26 is now on the market so I thought you might be interested to read about it. I'm enclosing some brochures but if you'd like any more details I'd be happy to provide them.

I hope you have now settled down in your new house. I'll be visiting Milan again in August so perhaps we can meet then.

Best wishes

M.O. Kennedy

Michael Kennedy

b)

EUROCOM
European Communications Company

Dear Jan

Thank you for your letter.

You asked if it was possible to use our new amplifier for music. I'm afraid that if you used the ER26 for music it wouldn't sound very good, since it is really intended for speech only. If you particularly need a good quality music amplifier I recommend that you contact Melitronics in Birmingham. I know they make several good quality music amplifiers. Unfortunately, they are all more expensive than the ER26.

If ever you are in London, please don't forget to give me a call. Perhaps we can meet for lunch.

Regards

M.O. Kennedy

Michael Kennedy

c)

EUROCOM
European Communications Company

Dear Hameed

Thank you for your letter.

I was sorry to hear that you've had some problems with the ER26. We do all we can to make sure that our products leave our factory in perfect condition, but unfortunately sometimes a bad one does slip through.

M. Kennedy
Michael Kennedy

1. Which letter is:
 - answering a complaint?
 - enclosing details about the ER26?
 - referring the addressee to another company?

2. Put a tick (✓) in this table if the letter has the point listed. Put a cross (✗) if not.

	<i>letter (a)</i>	<i>letter (b)</i>	<i>letter (c)</i>
name and address of the addressee			
contractions (e.g. I'm)			
full signature			
full name and title of the writer			

6.2. Informal business letters

If you are a friend of the person that you are writing to, you will want to make your letter informal, like Michael Kennedy's letters in 7.1. Notice how he:

- does not put the name and address of the addressee
- starts with the addressee's first name
- uses contractions
- uses short, direct phrases
- signs with his first name
- puts only his name under his signature (i.e. not his title).

6.3. The language of informal business letters: short phrases and contractions

The language used in informal letters is much closer to spoken English than the language used in formal letters. For example, in spoken English we often use contractions, like this:

‘I’m going for a walk.’

‘I’d like a cup of coffee.’

In the same way, contractions are often used in informal business letters.

‘It’s a pity that we couldn’t meet.’

‘I’m enclosing some brochures.’

1. Look back at Michael Kennedy’s letters in 7.1. What contractions does he use?

Here is a very simple rule that is usually (but not always!) true:

Longer phrases are more formal than shorter phrases.

For example: ‘I would be grateful if you could tell me your prices.’

is more formal than: ‘Please could you possibly tell me your prices?’

And that is more formal than: ‘Please can you tell me your prices?’

2. Look at the following sentences and group together those which have a similar meaning. You should have four groups. Then put the sentences in each group in order according to how formal they are, with the most formal first.

- a) If you need any more information, please feel free to ask me.
- b) I am in receipt of your letter dated 16th March.
- c) When do you think the goods will get here?
- d) I am writing in connection with your advertisement in *The News*.
- e) I have just seen your advert in *The News*.
- f) Thanks for your letter of 16th March.
- g) Please could you tell me when the goods will arrive?
- h) If you’d like any more details, please ask me.
- i) I would appreciate it if you could tell me when the goods will arrive.
- j) Thank you for your letter dated 16th March.
- k) If you require any further information, please do not hesitate to contact me.
- l) I am writing with reference to your advertisement in *The News*.

6.4. The language of informal business letters: vocabulary

Some words sound more formal than other words. For example:

‘I regret to advise you that our prices have increased.’

sounds more formal than:

‘I am sorry to say that our prices have gone up.’

In the same way:

‘We have not yet received your invoice.’

sounds more formal than:

‘We have not yet got your bill.’

1. Read these sentences, and match the words in italics with the words in the box.
 - a) I am writing to *enquire* about your prices.
 - b) This is *due to the fact that* our costs have risen.
 - c) If you *require* any *further* information, please contact me.
 - d) I *regret to advise* you that the delivery will be delayed.
 - e) Unfortunately, I have to *inform* you that I *will not be able to attend* the meeting.
 - f) I am sending the brochures *under separate cover*.
 - g) *Please find enclosed* some brochures describing our products.
 - h) We have *been forced* to increase our prices.
 - i) We have opened a letter of credit *in your favour*.

more	here are	tell	for you	because
need	tell	cannot come to	am sorry	
ask		had to	in another envelope	

2. Now rewrite these sentences so that they sound less formal.
 - a) I have pleasure in enclosing a cheque in your favour.
 - b) I am pleased to inform you that your application for a post as secretary was successful.
 - c) Due to the fact that postal charges are so high, I am sending the brochures under separate cover.
 - d) I regret to advise you that we will not be able to deliver the goods on time.
 - e) I would be grateful if you could advise me of your prices.
 - f) Please find enclosed our invoice.

6.5. Practice

Here is a formal business letter. Rewrite it so that it sounds more friendly and informal.

Cornfield Pesticides Co Ltd

Dear Mr. Scott

I am writing in connection with your letter of 16 January, in which you enquired about our KILL'EM fly spray.

Unfortunately, we have stopped producing this fly spray due to the fact that sales were rather disappointing. However, we are able to supply you with a maximum of 20 boxes from our stocks. If you would like to order these, please could you inform us as soon as possible.

I look forward to your reply.

Yours sincerely

G Wollen

George Wollen

Sales Representative

6.6. Letter practice

Last week, you met a business friend who you had not seen for years. You talked for a long time about a new bakery that he has started. Your friend invited you to the opening of his bakery next month. Unfortunately, you have just discovered that you have an important meeting on that day. You will telephone him after the opening and arrange a visit. Write and tell him this.

6B Activity section: A credit check

1. Wainman Ltd is a small printing business. Recently, some of their biggest customers went into liquidation and Wainman Ltd did not receive any money. This means that they cannot buy paper to continue printing. Harold Wainman, one of the owners, decided to see if he could buy some paper on credit from Peter Robinson, who works at Northern Paperworks. This is the letter he wrote.

Does Harold Wainman know Peter Robinson? How do you know?

WAINMAN (Printers) Ltd

Dear Peter

I was wondering if you could help us. We need a rather large amount of paper so that we can continue printing. Since we won't receive any money until our customers have paid us, would it be possible for you to let us have some paper on credit?

If you need a credit reference for your files, you could write to Pelican Paper Ltd, College Court, College Road, London.

I hope that you are keeping well. Please say hello to David for me. I look forward to hearing from you.

Best wishes

Harold

Harold Wainman

Owners: H. Wainman and N. Lollerwicz

2. Northern Paperworks decided to write to Pelican Ltd for a reference. They received the reply shown.

Does Pelican Ltd think Wainman Ltd is a good company?

Northern Paperworks

Dear Sirs

Re: Wainman Ltd

The above-mentioned company has asked us to supply them on credit.

We would be very grateful for any comments that you may have from your experience with this company. Any information that you supply will be kept strictly confidential.

We thank you for your cooperation and look forward to hearing from you.

Yours faithfully

Phht

Pelican Paper Ltd

Dear Sirs

Re: Wainman Ltd

Thank you for your letter dated 15 November, enquiring about the above-mentioned company.

We have been dealing with this company for over six years. During this time, they have always settled their accounts with us promptly and we have never had any reason for complaint.

I hope that this information is of help to you.

Yours faithfully

N. Lollerwicz

N. Lollerwicz

3. Wainman Ltd is now waiting for a reply from Northern Paperworks. Meanwhile, Northern Paperworks have decided to contact Richard Brown at Lumino Inks to ask his opinion of Wainman Ltd. In three groups, you must write the correspondence between Wainman Ltd, Northern paperworks and Lumino Inks. For each letter that you write, you must decide if you should write in a formal or informal way.

Учебный элемент 7 (УЭ – 7)

Revision and consolidation

7A Study section:

7.1. Universal Books Ltd have just published two new books. Nigel Westwood is a sales representative and he has written to Ms Russell, manager of Ashworth Bookshops Ltd, to make an appointment to see her.

1. Put the paragraphs of his letter in the correct order.
2. If a shop had one copy of each of the new books, how many books would it have?

UNIVERSAL BOOKS Ltd

Dear Ms Russell

- a) Both of the above books are very competitively priced and we offer attractive discounts to booksellers.
- b) After years of research, we have now produced THE WORLDWIDE ENCYCLOPAEDIA, an important new work for the home, containing information on thousands of subjects. It is available as a set of three volumes or as a one-volume shortened edition.
- c) On August 18th – 19th, I will be in your area and I would be very grateful if I could meet you and show you our new books. Would Tuesday, August 19th at 11.30 am be convenient for you?
- d) I am writing to introduce two important new books just published by Universal Books Ltd.
- e) I look forward to hearing from you.
- f) Our second new book is THE COMPLETE COLLECTION OF BUSINESS LETTERS, containing 300 ready-to-use letters. All a businessman has to do is choose the letter that he wants, make a few small changes and then give it to a secretary to type. It is available in hardback and paperback.

Yours sincerely

N. Westwood

Nigel Westwood

Sales Representative

7.2. Here is Margaret Russell's diary for August 18 and 19.

1. Can she meet Nigel Westwood on the day and at the time he suggested?

August 18 Monday		August 19 Tuesday	
8	—	8	—
9	<i>Staff training 9-9.30</i>	9	<i>Staff training 9-9.30</i>
10		10	
11		11	<i>Meeting with Cambridge</i>
12		12	<i>University Press 11-12.30</i>
1pm	<i>lunch with MP</i>	1pm	<i>lunch with CUP</i>
2pm		2pm	} <i>work on book orders</i>
3pm		3pm	
4pm		4pm	
5pm		5pm	

2. Write her reply to Nigel Westwood. Suggest some other days and times for them to meet.

7.3. After their meeting, Nigel Westwood wrote to Margaret Russell to confirm the details of their discussion and tell her that he was waiting for her order. Here is part of his letter.

1. Write the beginning and ending of Nigel Westwood's letter. (Remember that he has met Margaret Russell so his letter will be more personal).
2. What does Margaret Russell have to send with her order?
3. How will Universal Books Ltd help Ashworth Bookshops sell the books in their area?

UNIVERSAL BOOKS LTD

Dear Ms Russell

It was

I thought it would be useful to confirm in writing the details of our discussion.

1. We are able to offer you 20 % discount on the retail price of our books. If your sales are over 50 books a month, we will consider offering you a higher discount.

2. You will send a deposit of 50 % of the total cost with your order. In return, we will deliver the books to you within one week of receiving your order.
3. You will also distribute by hand circular sales letters promoting both The Worldwide Encyclopaedia and The Complete Collection of Business Letters. We will contribute £50 towards the cost of doing this and provide you with a list of names and addresses.

I

Yours sincerely

N. Westwood

Nigel Westwood

Sales Representative

7.4. Some days later, Margaret Russell made out her first order for the books.

20 sets of 3 Volume Worldwide Encyclopaedia
50 Shorter Worldwide Encyclopaedia
20 Complete Collection of Business Letters (Hardback)
50 Complete Collection of Business Letters (paperback)

Write Ms Russell's letter to Nigel Westwood, placing the order.

7.5. Margaret Russell's next task was to write the circular sales letters. First, she made notes about the encyclopaedia from the information that Nigel Westwood had given her.

Worldwide Encyclopaedia:

- | | |
|---|--------------------------------|
| – over 50,000 sold; | – over 100 colour photographs; |
| – for parents; | – price £12 and £23; |
| – large, detailed index; | – refund within 28 days; |
| – children can use it quickly and easily; | – large, clear print. |

This is the letter she wrote.

1. Is this a formal business letter?
2. Why did Margaret Russell write the letter like this?
3. Did she use all her notes?

ANNOUNCING AN IMPORTANT NEW BOOK FOR THE HOME ...
... THE WORLDWIDE ENCYCLOPAEDIA

**Over 50,000
copies sold.**

Dear Parent

Do you spend hours trying to find a small piece of information for your children?

Now, all your troubles are over! The WORLDWIDE ENCYCLOPAEDIA has all the answers you'll ever need!

It's easy! Just look in the large detailed index for the information you want. The WORLDWIDE ENCYCLOPAEDIA contains thousands of subjects. Your children can also use it quickly and easily. It has over 100 full colour photographs and at the back there are some useful tables covering all the countries of the world, their populations, capitals and sizes.

THE WORLDWIDE ENCYCLOPAEDIA is a must for every family. There are two editions – a full three volume set (£23) and a shorter edition in one volume (£12). Get one for your home and you'll wonder how you managed without it.

AVAILABLE NOW at Ashworth Bookshops Ltd. I guarantee that if you're not completely satisfied within 28 days I will give you a full refund.

Yours

M. Russell

M. Russell Ashworth Bookshops

4. Now write a circular sales letter for *The Complete Collection of Business Letters*. Look back at Nigel Westwood's letter in 7.1. and the letter about *The Worldwide Encyclopaedia* for help. Here are Margaret Russell's notes.

The Complete Collection of Business Letters:

- *special low price;*
- *index of 300 ready-to-use letters;*
- *find the letter you want, make some charges, type it;*
- *what took hours before, now takes minutes;*
- *secretary can also use it;*
- *hardback (£12) and paperback (£9);*
- *28 day refund.*

7.6. Some days later, Margaret Russell received some bad news from Nigel Westwood.

Fill in the missing words or phrases.

UNIVERSAL BOOKS LTD

Dear Ms Russell

I am afraid

I to tell you that to delay the delivery of your order for The Complete Collection of Business Letters. This is unforeseen circumstances at our printer's. We expect to be able to deliver the books to you by the end of next month.

I hope

Yours sincerely

N. Westwood

Nigel Westwood

Sales Representative

7.7. When Margaret Russell received Nigel Westwood's letter she was very angry. She decided to write a strong complaint. Here are her notes for the letter.

- *when he visited me he guaranteed delivery within 1 week of my order*
- *his letter of 23 August confirmed this*
- *make the point that I have already paid 50% of the total cost*
- *demand immediate delivery*
- *warn him about legal action*

Write her letter.

7B Activity section: A trade fair

1. Paolo Fellini and Luigi Lombardo, from Massari Tractors Ltd, recently visited their agent in India, Sujit Singh of Agricultural Supplies Ltd. They talked briefly about the low sales of Massari tractors. Mr. Singh said he would put his ideas on paper. Here is the letter he sent Paolo Fellini.

- a) Why does Mr. Singh think a drop in price of 8% is enough to increase sales?
- b) Why does he want Massari Tractors to pay for advertising?

Agricultural Supplies

Dear Mr. Fellini

It was good to meet you when you came here last month. I hope that you had a safe journey back to Italy. I am sorry that I have not written before now but I have been rather ill and I have only just returned to the office.

I have now had a chance to think about the problem of low sales of Massari tractors. I feel that the biggest problem is price. At present, most of the business in India goes to Japanese manufacturers, who not only produce a high quality product, but who are much cheaper than Massari. However, Massari has a very good name and I am sure that a drop in price of 8% would be enough to attract many new sales. Would Massari be prepared to lower its prices by this much?

A second problem is publicity. Many landowners and farmers here do not know about the new Massari tractors. Our competitors often put large advertisements in agricultural magazines. Unfortunately, our low sales mean that we are unable to pay for any publicity. If Massari could pay for advertising, we would be prepared to arrange it.

These are some of our ideas. I look forward to hearing your comments. Please give my regards to Luigi Lombardo.

Yours sincerely

Sujit Singh

Sujit Singh

c) How does Mr. Singh ask if Massari can lower their prices? What would he write if he wanted them to do the following?

- i) give a greater discount
- ii) increase the length of the guarantee
- iii) give a free gift with every tractor

d) How does he say he can arrange the advertising? What would he write if he wanted to say that he could do the following?

- i) pay half the cost of the advertising
- ii) visit customers personally
- iii) give free maintenance for one year

2. Shortly after he sent the letter, both Massari Tractors and Agricultural Supplies Ltd received this circular letter about the forthcoming New Delhi Agricultural Equipment Fair.

- a) Why is it necessary to book early?
- b) How can the organisers help overseas companies to come?

INDIA TRADE FAIRS

Dear Sirs

THIRD NEW DELHI AGRICULTURAL EQUIPMENT FAIR

On 4th – 11th April, the highly successful New Delhi Agricultural Equipment Fair will again take place. This fair attracts manufacturers and buyers from all over the world. Last year alone, over half a million visitors attended.

We are now accepting provisional bookings of space. Each year we receive more bookings than we can accommodate, so we advise you to book early if you want to take part in the fair. For representatives from overseas, we are able to arrange visas. (Please supply full passport details.)

We are sure that your company would find it worthwhile to have a stand at the fair. Prices are US\$150 per sq.m. (min. 15 sq.m.) and payments should be made to a/c 456767, National Bank.

Should you require any further information, please do not hesitate to contact us.

Yours faithfully

R.M. Runly

India Trade Fairs Ltd

3. Sujit Singh is now waiting for a reply from Massari Tractors. In three groups you must write the correspondence between Massari Tractors, Agricultural Supplies Ltd and India Trade Fairs Ltd.

ЧАСТЬ 2. EMAILS

Учебный элемент 1 (УЭ – 1)

Emails – basics

Marija Novak is looking for a job through an online recruitment agency. She sends an email with her CV and a few comments:

Dear Sir or Madam

¹ I'm writing with regard to job vacancy ref no. LON009627 on your website. As requested, I attach my CV.

² I feel confident that my skills and achievements are a very good fit for this job profile.

³ Please feel free to contact me if you have any questions.

⁴ I look forward to hearing from you.

Marija Novak

A recruitment consultant replies:

Dear Marija

¹ Thank you very much for sending your CV. We will look through it carefully and contact you again if necessary.

² Please be aware that the job market is extremely competitive and that we receive many applications for our vacant positions.

³ If I can offer any further advice or assistance, please don't hesitate to contact me.

Kind regards

Lotte Mueller

The emails above use polite, formal language. Compare them with the emails between Marija and a friend below.

Steven

¹ Hi! I hope you're well.

² This is just a quick note to ask for some help. I've been applying for jobs in London using online agencies, but I've had no luck at all. They just send back these standard emails - it's really depressing.

³ Anyway I was wondering if you could help me? I thought you might know of some London recruitment agencies that have jobs in the finance area. Can you send me some names? I'd really appreciate it.

⁴ Thanks for your help.

⁵ Best wishes to Tessa

Marija

¹ Hi Marija, great to hear from you again. I'm fine - just got back (rom va-cation in Morocco. Amazing!

² Anyway thanks lor your email, I'm happy to help - I'll ask a few people and try to think of some agencies you could try.

³ Shall I also send you a copy of the London 'Yellow Pages' in the mail? Sometimes it's better than online - it's very comprehensive and lists loads of agencies and other information all in one place.

⁴ Good luck with the job hunting!

Steve

"These last two emails are friendly and informal, but note how Marija starts paragraph 3 of her email to Steven - she uses polite, formal language with her friend because she's asking for a favour.

The phrases you need

	More formal	More informal
First line	<i>Dear Sir or Madam I Dear (name)</i>	<i>Hi... I (just the name) / (nothing at all)</i>
Friendly open	<i>It was a great pleasure to meet you in ...</i>	<i>How's it going? I hope you're well Great to hear from you again!</i>
Previous contact	<i>Thank you very much for sending ... Further to our earlier conversation, ...</i>	<i>Thanks for your email. Following your call, ...</i>
Reason for writing	<i>I'm writing with regard to ... I'm writing to find out more information about..</i>	<i>This is just a quick note to say /ask for... Re your email below, ...</i>
Request	<i>I was wondering if you could ... I would be grateful if you could ...</i>	<i>Please ... Can you ...?</i>

	More formal	More informal
Offer help	<i>Would you like me to ...? If you wish, I would be happy to ...</i>	<i>Shall I...? Do you want me to ...?</i>
Final comments	<i>If I can offer any further as- sistance, please don't hesi- tate to contact me. Please feel free to contact me if you have any questions.</i>	<i>If you need any more informa- tion, just let me know. Just give me a call if you have any questions.</i>
Friendly close	<i>I look forward to hearing from you. Give my regards to ...</i>	<i>See you soon. / Thanks for your help. Good luck with ... ! Best wishes to ...</i>
Last line	<i>Yours sincerely / Kind re- gards / Best wishes</i>	<i>Best wishes / All the best / (just the name)</i>

Exercises

1. Make phrases by matching an item from each column.

(first two emails)

I'm writing	to hearing from you.
Please feel free	further assistance, please
I look forward	to contact me if ...
Thank you very much	with regard to ...
If I can offer any	for sending your CV.

(second two emails)

I hope you're	you could help me.
This is just a	hear from you again.
I was wondering if	well.
I'd really	send you a copy of ...?
Great to	quick note to ...
Shall I	appreciate it.

2. Look at the numbered paragraphs in the four emails. Write one of the paragraph types in the box on each line below. The paragraph types can be used more than once.

Body of email	Final comments	Friendly close
Friendly open	Offer help	Previous contact
Reason for writing	Request	

First email

1st para

2nd para *body of email*

3rd para

4th para *friendly close*

Second email

1st para

2nd para

3rd para *final comments*

Third email

1st para *friendly open*

2nd para

3rd para

4th para *friendly close*

5th para

Fourth email

1st para

2nd para

3rd para *Offer help*

4th para

Notice how the body of the email (including requesting and offering help etc) is framed on either side by the opening and closing paragraphs. It is rare to have only the body of the email with no framing.

3. Complete the three emails below with words from the box.

an attachment	as requested	don't hesitate
do you want	further assistance	get back
great pleasure	hearing from	please
very impressed	wondering if	with regard

Dear Mr Abdullah

It was a ¹ _____ to meet you and your team in Dubai last month. Your hospitality was very generous and I was ² _____ by your new offices.

I'm writing ³ _____ to your plans to set up an investment fund for India. After our very ⁴ _____ on this issue I now need a little more background information.

I was ⁵ _____ you could send me a copy of the consolidated accounts for your group of companies? Also, I would be ⁶ _____ any information that you have about regulation of the Dubai Stock Exchange.

I look forward to ⁷ _____ you soon.

Sanjay Gulati

Send

Dear Sanjay

Many thanks for your email and for your kind words. It was a pleasure for us to welcome you here in Dubai. ⁸ _____, I'm sending you a copy of our accounts as ⁹ _____. In ¹⁰ _____ the Exchange, their website is www.difx.ae and this has all the information you need. Please ¹¹ _____ to contact me if I can be of any ¹² _____.

Best wishes

Abu Nasser Abdullah

To... Mukesh

Subject: Accounts to check (Dubai)

Mukesh – ¹³ _____ your email. I contacted Mr Abdullah and he sent me their accounts. They're attached here. ¹⁴ _____ have a good look and ¹⁵ _____ to me if there are any issues. I'm leaving this to you – I have no clue how to read accounts. ¹⁶ _____ me to call a meeting with Bhaskar in a week or so to discuss all this?

Good luck with the accounts!

Sanjay

4. You work for an international pharmaceutical company with a best-selling heart drug. You're part of an international team, preparing a report on competitors' products worldwide.

– Write an email to a colleague in Japan, Akiko Yamada (a woman). Write 40-50 words.

- Give the reason for writing.
- Request information about the competitors in Japan (market share, advertising).
- Offer to provide information about your own market.

5. Personalization. Write two emails similar to ones that you have to write in your own real-life job.

Учебный элемент 2 (УЭ – 2)
Emails – internal communication

Emails used inside a company are often short and direct. Look at the following example:

To... Brett Williams
Subject: Quarterly sales figures

Hi Breti

Just a quick note to remind you that it's the end of the quarter again.

Please send me the sales figures broken down by region, as before.

Can I ask you to also show sales according to product line? It would really help when I compile my report.

Thanks for your co-operation.

Susan

Here is the reply to the above email:

To... Susan Harper
Subject: Quarterly sales figures

Susan – here's the first set of figures you wanted, attached as a spreadsheet. The second set – sales by product line – will take a little longer to collect. Ill send them by the end of the week.

Now for some bad news. Unfortunately, the sales staff are telling us that next quarter is likely to be significantly weaker. Do you want me to get together a revised forecast for July-Sep?

Let me know if there's anything else I can do to help with the report.

Brett

The level of formality of internal emails depends on the audience and reason for writing. Usually the style is just neutral, but here is an example of a formal and an informal email:

To... All recipients
Send Financial results

Dear colleagues

I'm pleased to tell you that our financial results this year have been very positive. I would like to thank you all for your valuable contribution.

I would also like to take the opportunity to tell you about an important staff change. Patricia Nascimento has been appointed as Marketing Director for Brazil, to replace Rita Costa. She will work to strengthen our presence in Latin America.

This is an exciting time for our company, and I'm sure that I can count on your continuing commitment over future months.

With best wishes Henri Devereux CEO of Transworld

To... Goran Samoran

Subject: Video conf. – reschedule.

Goran – looks like the IT network is going to be down next Friday. Routine maintenance they say. What a hassle.

We've got a video conference arranged for Fri pm. Shall I call everyone and try to reschedule for Monday? Get back to me if you think it's a good idea.

Inge

The phrases you need

Remind

Just a quick note to remind you that ... / I'd like to remind everyone that ...

Request

Please ... / I need you to ... / I'd be grateful if you could ... / I wonder if you could give me some information? / Can I ask you to ...? / I would appreciate your help with this.

Be helpful

Here's the ... you wanted. / I've attached ... / I'll ... / I'll get onto it right away. / Shall I...? / Do you want me to ... ?

Thank

I would like to thank you very much for... / Well done! You've done a great job.

Give news

I'm pleased to tell you that... / I'm sure you will be pleased to hear that...

The bad news is that... / Unfortunately, ...

Would all staff please note that...

I would like to take the opportunity to tell you about...

The reasons for the changes are as follows: ...

Friendly close

Please get back to me if you need any more information.

Let me know if there's anything else I can do.

Thanks again for all your help. I really appreciate it.

Thanks for your co-operation.

Exercises

1. Complete the very short emails below using these words: *advance, co-operation, know, let, 'll, quick note, please, remind, say.*

1. Just to _____ that I got your email and I _____ speak to Fernanda about it when I see her.

2. Just a _____ to _____ you that the team meeting is tomorrow at 9am. bring copies of my report with you.

3. Just to _____ you _____ that there will be a fire drill at some point next week. Thank you in _____ for your _____ .

2. Now try to remember the words below. (Some letters have been given).

1. Susan – _ _ _ _ 's the first set of figures you wanted, a _ _ _ _ _ed as a spreadsheet.

2. Now for some bad news. U _ _ _ _ _ _ _ _ ly, the sales staff are telling us that next quarter is likely to be signi _ _ _ _ _ly weaker.

3. Do you _ _ _ t me _ _ get together a revised forecast for July-Sep?

4. _ _ t me _ _ _ w if there's anything _ _ _ e I can do to help with the report.

5. _ _ _ II I call everyone and try to reschedule for Monday?

6. _ _ t _ _ _ k to me if you think it's a good idea.

3. Put the words below into the correct order. Write all the answers under the correct heading below.

I'm to tell you that pleased ...

I would also like the opportunity to take to tell about you ...

I would like to thank for you all your valuable contribution.

thanks for all your again help. I appreciate it really.

I'm pleased you will be sure to hear that ...

I be interested you'd thought to know that ...
would all staff note please that ...
I'm everything you have done very grateful for.

Announcing good news

1 *I'm pleasd to tell you that*

2 _____

Announcing general news

3 _____

4 _____

5 _____

Thanking

6 _____

7 _____

8 _____

Can you find three phrases from the table in Henri Devereaux's email?

4. Complete each sentence 1 – 8 with the best ending a – h.

1. I'm sure you will be ...
2. Following ...
3. I'd like to remind ...
4. Can I ask you ...
5. I would appreciate ...
6. The reasons ...
7. Please ...
8. Please note ...

- a) to let Paula in HR know your holiday plans for the summer asap?
- b) everyone that redecoration of staff offices will begin on Monday.
- c) pleased to hear that I have negotiated a discount for all employees at the local fitness centre.
- d) a meeting of the senior management team last month, it has been decided to reorganize the department.
- e) that anyone wishing to benefit from this discount should register at the centre before the end of August.
- f) move all tables and desks away from the walls to allow access to areas that need to be painted.

g) for the changes and the proposed new structure are in the attached document. I would be grateful for any comments or feedback.

h) your help with this as we need to make sure that everyone doesn't go away on vacation at the same time.

5. *You're the finance director of an international company. You've just finished the company accounts for last year and the results were very good. However the outlook for next year looks more challenging. Write an email to your colleagues, telling them the news. Write 40 – 50 words.*

- Give the reason for writing.
- Give the bad news about last year. Thank everyone.
- Give the bad news about next year.

6. *Personalization. Write two emails similar to ones that you have to write in your own real-life job.*

Учебный элемент 3 (УЭ – 3)

Emails – commercial

In the exchange of emails below a customer makes an enquiry and the supplier replies:

Email 1

To.- ... info@powerpack.com

Subject: Specifications for power packs

I visited your stand at the Energy Trade Fair in Hanover and was impressed by your range of power packs based on fuel cell technology.

I picked up a brochure about the fair, and would now like some more detailed technical specifications for your range of fuel cells for small handheld devices.

In particular, I would like to know about power packs suitable for a portable DVD player.

Please send details of size, energy output, etc, I look forward to hearing from you.

Email 2

To – ... Dan Bailey

Subject: Info re power packs

Thank you for your email. I'm attaching a document that gives full details of our range of power packs.

Can I draw your attention to models FC68 and FC72? These would be ideal for a small handheld device.

I would welcome the opportunity to discuss your needs in more detail. May I suggest that I call you in a day or two?

In the meantime, please don't hesitate to contact me personally if you have any questions. My direct line is given below.

Best wishes

After further telephone conversations and emails the customer now places an order:

Email 3

To... Sales department

Subject: Order for model FC72

Following our recent conversations, please find attached our order no. JX034 for 25,000 fuel cells model FC72.

We agreed that the goods will be sent by sea (CIF Busan), securely packed in 25 cases of 1,000 items each.

The goods must be delivered to Busan port by 24 April at the latest.

If any of these conditions are not met, please refer to the detailed terms in our contract for actions that we are entitled to take.

We will pay by irrevocable letter of credit. Please send copies of the shipping documents and invoice directly to me as pdf files.

Please acknowledge receipt of this order

Thank you and we look forward to doing more business with you in the future.

In email 3 the customer confirms details that have been covered in previous discussions.

The phrases you need

Enquiry

I visited your stand at ... and was impressed by ...

I would like some detailed specifications for ...

In particular, I would like to know ...

Please send details of your product range and prices / discounts I delivery times I terms of payment, etc.

Reply to enquiry

Thank you for your email of 12 February enquiring about...

I'm attaching a document that gives full details of...

Can I draw your attention to ...?

Our standard terms are payment within 28 days, but we offer discounts for prompt payment. We also offer quantity discounts for large purchases, We can ship within one week of a firm order, I would welcome the opportunity to discuss your needs in more detail.

We hope that you find our quotation satisfactory and look forward to receiving your order.

Please don't hesitate to contact me personally if you have any questions.

Placing an order

Following our recent conversations, please find attached our order no. ... for ...

If you don't have the items requested in stock, please advise us immediately. The goods must be delivered by ... at the latest. Please confirm your delivery date.

If any of these conditions are not met, please refer to the detailed terms in our contract for actions that we are entitled to take.

Please acknowledge receipt of this order.

Shipping an order

The goods will be sent by sea / air / road / rail and will be securely packed in boxes / case / crates. We look forward to doing more business with you in the future.

Exercises

1. Now try to remember the words below. (Some letters have been given).

1 I visited your st_ _ _ at the Energy Trade Fair.

2 I picked up a bro_ _ _ _e at the fair, and would now like some more detailed technical spe_ _ _ _ _ _ _ _s for your ra_ _ _ of fuel cells.

3 In p_ _ _ _ _ _ _r, I would like to know about power packs sui_ _ _le for a portable DVD player.

4 Can I d_ _ _w you're a_ _ _ _ _ion to models FC68 and FC72?

5 In the mea _ _ _ me, please don't hes _ _ _ e to contact me personally if you have any questions. My d _ _ _ _ t

I _ _ e is given below.

6 Fo _ _ _ _ ing our recent conversations, please find a _ _ _ _ _ ed our order no. JX034.

7 The goods must be d _ _ _ _ _ ed to Busan port by 24 April at the I _ _ _ _ _ t.

8 If any of these con _ _ _ _ _ ns *are* not met, please refer to the detailed t _ _ _ s in our contract for actions that we are entitled to take.

9 Please send copies of the sh _ _ _ _ ng documents and inv _ _ _ _ _ directly to me.

10 Please ack _ _ _ _ _ edge receipt of this order.

2. Write one of the sets of initials in the box next to each phrase below.

PR (product range) DT (delivery times) PD (prices & discounts) P (payment)

1. CIF Busan;
2. the goods must arrive by ... at the latest;
3. available in six colours;
4. by bank transfer to our account number ...;
5. there will be an additional supplement for ...;
6. the executive model features ...;
7. we will make a promotional allowance if you maintain an in-store display;
8. we offer everything from ... to ...;
9. late payments will incur a penalty of ...;
10. we will ship within 10 working days of ...;
11. our in-house design team has developed ...;
12. letter of credit (l/c);
13. you can trade in your existing model and receive up to €1,000 cash back;
14. payment is 60 days after invoice;
15. a deposit of 25 % is required for ...

3. Make phrases by matching an item from each column.

if you have any

I'm confident

I also notice that you

can personalize

further questions

discounts

I would be happy	of discounts
we do offer quantity	up a trade account
I have been looking	that we can supply
I can find no mention	to make a sample
you need to set	at your website

4. Use the phrases from ex.3 to complete the exchange of emails below.

Write the phrases in full – it will help you to remember them.

To... Sales

Subject: Office supplies order

¹ _____ and am interested in ordering some office supplies.

In particular, I need paper and cartridges for Canon photocopiers, and various mailing and packaging supplies ² _____ desk and wall calendars with a company logo, but I would need some assurance about the quality of these items.

Your prices are shown on the site, but ³ _____ and extended payment terms for large purchases. Please send full details of these.

I look forward to an early reply.

To... Michelle Young Subject:

Re: Office supplies order

Thank you for your email enquiring about office supplies, ⁴ _____ all your product needs and look forward to welcoming you as a regular customer.

⁵ _____ for large orders. These are on a sliding scale, beginning at 2 % for orders over €500 and going up to 8 % for orders over €10,000.

Trade customers such as yourselves are given 30 days to pay our invoices, but ⁶ _____ first. We also offer attractive early payment discounts on these accounts. For further information on trade accounts please click on the link below.

In relation to our personalized calendars, ⁷ _____ product for you to look at. Please send me some artwork with your logo as a gif file, and specify whether you want a desk or wall calendar.

Thank you once again for your enquiry. ⁸ _____ please feel free to contact me.

Учебный элемент 4 (УЭ – 4)
Emails – customer issues

In the email below a supplier is forced to give some bad news to a potential customer:

Hiro Tanaka

Subject: Visit to Osaka

Dear Mr Tanaka

I'm sorry to tell you that I have to postpone my visit to your offices next week. The reason is that my line manager will be away and I will be taking responsibility for the department in his absence.

However I'm still very keen on coming to Osaka to meet you, and I'm confident that we can establish a good relationship between our two companies.

I hope that we can reschedule the meeting in the near future – I could make it any time in early June. Please let me know which day is best for you.

Sorry again for the inconvenience.

Best wishes

Claudia Kreiner

– Notice how Claudia apologizes and explains at the beginning, and then apologizes again at the end.

– Notice how Claudia reassures Mr. Tanaka with positive language: I'm still very keen on ... / I'm confident that ...

In the next email a customer makes a complaint. In reply, the supplier apologizes and promises action.

Pietro Casini

Complaint

I'm writing to complain about the poor service that we've received from your company.

You installed a new air conditioning system at our offices last month. After a week it started leaking water through the ceiling of our reception area. Your technician arrived and removed all the ceiling panels in order to carry out a service, but during this work the panels and supports were badly damaged.

This has caused us considerable inconvenience, and the damaged panels create a poor image in our reception area.

I made it clear to the technician that we hold you responsible for replacing the damaged panels. However, this has still not been done.

Please take urgent action to resolve this matter.
Yours, Christine Lagarde

Christine Lagarde
Subject: Re: Complaint
Dear Ms Lagarde

I'm very sorry to hear that you've had problems with your air conditioning system. We'll be at your office tomorrow to fit new panels.

I understand completely that your reception area needs to be of the highest standard, and I can assure you that we will leave the ceiling looking as new.

Once again, please accept my sincere apologies for any inconvenience caused.
Pietro Casini

- *The tone of Christine's complaint is direct, strong and tactful - but **not** angry.*
- ***Pietro's** reply is short and simple, avoiding conflict. Notice the first paragraph of Pietro's reply. After apologizing he immediately promises action.*
- *Notice how Pietro ends by apologizing again.*

The phrases you need

Customer complains

I'm writing with reference to ...

I'm writing to complain about the poor service we've received from ...

There seems to be an error / mistake / misunderstanding.

There's a serious fault with the ...

This has caused us considerable inconvenience.

This has hurt our sales and our reputation.

I made it clear that...

Customer demands action

I must insist that you give this matter your urgent attention.

Please take urgent action to ...

Let me remind you that this product is still under warranty. So, the best solution would be to ..

Supplier gives bad news

I'm sorry to tell you that... / Unfortunately, ... The reason is that... / This is due to ...

Supplier apologizes

I'm very sorry to hear that...

I would like to apologize for...

I was very concerned to learn about...

Supplier reassures and promises action

I'm confident that... / I can assure you that... / I will make sure that...

Supplier ends

Sorry again for the inconvenience.

Once again, please accept my sincere apologies for any inconvenience caused.

Thank you very much for bringing this matter to my attention.

Exercises

1. Rewrite the sentences below with the correct word order, beginning as shown.

1. Tin to tell you sorry that I have to postpone next week our meeting.

I'm _____

2. Once again, please apologies for accept my sincere any inconvenience caused.

Once again, _____

3. I'm ordered to tell you that the items are now in stock you pleased. We'll your order be shipping today.

I,m _____

4. I can doing everything possible assure you that we are to resolve this issue as possible as quickly. I can _____

5. You'll be extending our online sale that we are pleased to hear for another week.

You'll be _____

6. I've talked to the involved staff and I'm confident that our procedures are robust and properly working.

I've talked _____--

7. We inform you that we regret to cannot process your order due to on your account a large outstanding balance. We _____-

8. Thank very much you to my attention for bringing this matter.

Thank _____-

2. Write sentence numbers 1 to 8 from the previous exercise in the boxes below:

- a) Good news;
- b) Bad news;
- c) Reassurance;
- d) End.

3. Study the strong complaint below. Try to guess the single missing word in each gap. Write your answers lightly at the side. Several answers may be possible.

Andrew Wilkinson

Delay to order

Dear Mr Witkinson

I'm writing with ¹ _____ to our order no. 05782 waiting for made on 3 July. We're ² _____ waiting for ³ _____ of these parts.

I phoned you last week about this and you ⁴ _____ me that the order would be ⁵ _____ within 48 hours.

This delay is causing us considerable ⁶ _____ as we're unable to continue our operations without the parts. This has hurt our ⁷ _____ and our reputation.

I must ⁸ _____ that you give this matter your urgent ⁹ _____.

I'll be phoning you again later this afternoon and I hope that by then you have some good news for me. If I don't receive a ¹⁰ _____ response from you, I'll be ¹¹ _____ ¹² _____ to reconsider our business relationship.

Yours

Gloria Salinas

Now fill in the gaps above with the suggested words in the box below.

<i>attention assured delivery forced inconvenience insist long-term reference sales satisfactory shipped still</i>
--

4. The reply below has ten extra words. They're either grammatically wrong or don't make sense. Cross them out.

V Send

Gloria Salinas Re: Delay to order

Dear Ms Salinas

I was very concerned to learn about the so late delivery of the parts what you ordered from us.

I've been spoken to our staff in the packing department and I'm too confident that the goods left here last week. I can only assume it that there is an issue with the courier.

I'll contact with them personally and make sure that they resolve me this matter today.

Once again, please accept that my sincere apologies for any inconvenience caused you.

Should you have any some questions, please don't hesitate to contact me.

Yours sincerely

Andrew Wilkinson

Учебный элемент 5 (УЭ – 5)

Emails – arranging a visit

Below is a typical exchange of emails for arranging a business trip. Only short extracts are shown.

Host makes an invitation

It was a great pleasure to meet you in The next time you're in China we'd be very pleased if you could visit our company. It would be a great opportunity for you to look around our new factory.

Guest accepts

Thank you for the kind invitation to visit your company. I'd be very interested in seeing your factory and seeing the production line in operation.

In fact I'll be in China from ... to Please let me know if any of these dates are convenient for you.

Host suggests an itinerary

I was very pleased to hear that you'll be here in China in January. Of course we'd be delighted to welcome you on one of those days.

I've put together a provisional itinerary – please see the details below.

How does this sound? Please let me know what you think. Also, we'd be happy to arrange a local hotel for you if you wish.

Guest replies

Thank you so much for the careful thought you put into planning an itinerary for me. It looks fine – there's just one small change that I would suggest. ...

In relation to the hotel, I'll make my own arrangements. I look forward very much to seeing you in ...

Guest contacts a hotel

I'm mailing you off your website. Do you have a room available for one person on the night of Wednesday 22 January? Please let me know the price of this, including breakfast.

I'd also like to know if you ...

Guest tells host the details

Yes, everything is finalized now.

I'm travelling on flight LH788, from Frankfurt to Guangzhou. It's due in at 11.30am. I'll be arriving at Terminal 2.

I'm staying at the Marriott. When I get there I'll need just half an hour or so to freshen up, then I can come straight to your offices.

Host confirms everything

Just to confirm your visit to us on ... at A driver will be waiting for you at the airport, holding a sign with your name on.

The driver will take you to your hotel, and then bring you here. Should you have any problems, my mobile phone number is ...

The phrases you need

Host to guest

We'd be very pleased if you could visit our company.

I've put together a provisional itinerary.

A driver will pick you up from.

I drop you off at the airport.

Do you know when you're planning to arrive?

Go straight to the reception desk and ask for me.

Should you have any problems, my mobile phone number is ...

I'm attaching a map.

Guest to host

*Thank you for your kind invitation. I'd be very happy to visit your offices.
I'm travelling on flight number LH788, due in at 11.30am.
I'll need just half an hour at the hotel to freshen up.*

Guest to hotel

I'm mailing you off your website. Do you have a room available for the night of Wednesday 22 January? I'd also like to know if you have a swimming pool and gymnasium / 24 hour reception / a courtesy shuttle bus from the airport.

I need a view of the ... / wireless Internet access / an iron in my room when I arrive.

Other vocabulary

a window seat / an aisle seat; a single / return trip (BrE); a one way / round trip (AmE); a booking / to book (BrE); a reservation / to reserve (AmE); leave the motorway (AmE freeway) at exit 12; keep going for three blocks, then turn left.

Exercises

1. Complete each sentence 1 – 8 with the best ending a – h.

- | | |
|-----------------------------------|---|
| 1. It was a great pleasure to ... | a a provisional itinerary. |
| 2. We'd be very pleased if ... | b at the hotel first. |
| 3. I'd be very interested ... | c in seeing your factory. |
| 4. I've put together ... | d meet you in Germany. |
| 5. A driver will pick you ... | e off at the airport. |
| 6. A driver will drop you ... | f to the reception desk and ask for me. |
| 7. Go straight ... | g up from the airport. |
| 8. I'll need to freshen up ... | h you could visit our company. |

2. Fill in the gaps with the prepositions in the box.

at at at at for for from in in in off on on to with

1. I was very pleased to hear that you will be here _____ China _____ January.

2. I'm mailing you _____ (or from) your website. Do you have a room available _____ one person on the night of Wednesday 22 January?

3. I'm travelling _____ flight LH788, _____ Frankfurt _____ Guangzhou.
4. The flight leaves _____ 11.15am _____ Tuesday 21 January.
5. It's due _____ at 9.30 on Wednesday 22 January.
6. It arrives _____ Terminal 2.
7. I'm staying _____ the Marriott.
8. A driver will be waiting _____ you _____ the _____ airport, holding a sign _____ your name on it.

3. Cross out the one word in each group that is not correct. Check any unknown words in a dictionary.

1. You can get / catch / take / miss / lose / be booked on / board / book / reserve a flight.
2. A flight can be overbooked / be delayed / be held up / be diverted / be bound for somewhere / leave / depart / take off / arrive / land / be full / be half-empty / be on time / be cancelled / be annulled.

4. Marcus is telling a story about his business trip. Fill in the missing letters.

The taxi driver dro _ _ ed me o _ _ at the wrong terminal, and it took me some time to find the right ch _ _ - _ _ area for my airline. Then I had to pay an exc _ _ _ baggage cha _ _ _ because my suitcase was so eavy. Anyway, I went thr _ _ _ _ passport control and then waited for ages at security – there was a long qu _ _ _ (AmE line). While I was waiting for my g _ _ e to be called, I decided to do some shopping. I didn't notice the time go by and I had to _ _ sh to b _ _ _ d the flight. During the flight we had a lot of really bad turb _ _ _ _ ce when we tou _ _ _ d d _ _ _ I was shaking like a leaf. I pi _ _ ed up my baggage and went to the cab r _ _ k outside the terminal. On the way to the hotel we got st _ _ _ in traffic, and then at the end the driver tried to ri _ me o _ _ . I asked for a re _ _ _ _ t and he wasn't very pleased. I checke into the hotel and I was looking forward to an e _ _ ly ni _ _ _ , but the disco in the hotel basement made that impossible.

5. The email below gives directions. Fill in the gaps with the words in the box.

blocks exit follow main miss freeway past signposted turn down
for for on on on

Leave the ¹ _____ at ² _____ 12. Follow the main road, ³ _____ for the city centre. Stay ⁴ _____ this road ⁵ _____ about four miles until you come to a large Shell gas station on your right. You can't ⁶ _____ it.

⁷ _____ right just ⁸ _____ the gas station and keep going straight. Our offices are a short distance ⁹ _____ this road – about three ¹⁰ _____. You'll see them ¹¹ _____ your right.

When you arrive at the ¹² _____ gate, Security will give you a visitor's pass. ¹³ _____ the road round to the main reception where there is a visitor's parking lot. When you get to reception, just ask ¹⁴ _____ me – they'll be expecting you.

If you have any problems, give me a call ¹⁵ _____ my cell phone. Looking forward to meeting you next week.

Regards.

Учебный элемент 6 (УЭ – 6)

Emails – review

1. Fill in the gaps with verbs from the box.

*appreciate contact do feel hesitate know note offer postpone
remind shall take wonder would*

1. Please _____ free to _____ me if you have any questions.
2. _____ we reschedule the meeting for Monday?
3. I _____ if you could give me some information?
4. If I can _____ any further advice or assistance, please don't _____ to contact me.
5. Just a quick note to _____ you that it's the end of the quarter and the sales figures are due.
6. Let me _____ if there's anything else I can _____.
7. I _____ like to _____ the opportunity to tell you about an important staff change.
8. I would _____ your help with this.
9. Please _____ that I will be away from the office for the whole of next week.
10. I'm sorry to tell you that I have to _____ my visit to your offices next week.

Continue as before.

*accept acknowledge assure click discuss insist notice offer
resolve send take welcome*

11. Can I call you in a day or two? I would _____ the opportunity to _____ your needs in more detail.

12. Please _____ copies of the shipping documents and invoice directly to me.

13. Please _____ urgent action to _____ this matter.

14. I _____ on your website that you can personalize desk and wall calendars.

15. I can _____ you we are doing everything we can.

16. We do _____ quantity discounts for large orders.

17. I must _____ that you give this matter your urgent attention.

18. For further information please _____ on the link below.

19. Please _____ receipt of this order.

20. Please _____ my sincere apologies for any inconvenience caused.

2. Give the numbers of sentences 1-10 from exercise 1.

- a Three phrases used to give information (a fact or some news)
- b Two phrases used as part of a request
- c Two phrases used for making arrangements
- d Three final, friendly comments

Now do the same for sentences 11-20.

- e One phrase used in a customer's initial enquiry
- f Three phrases used in the supplier's reply to this initial enquiry
- g Two phrases used by the customer after they have decided to buy
- h Two phrases used by a customer as part of a complaint
- i Two phrases used by a supplier as part of a reply to a complaint

3. Complete this internal email and the reply with the words in the box.

*attached attend circulate co-operation done event finalized
get back make sure note put re remind tell*

To...

Subject:

Just a quick ¹ _____ to all line managers to ² _____ you that the arrangements for the Online Marketing seminar have now been ³ _____ li will take place on 28 April - full details are ⁴ _____ as a pdf.

This ⁵ _____ is part of our ongoing staff development program - please encourage people to ⁶ _____ .

I need to know approximate numbers asap – ⁷ _____ to me on this by the end of next week if possible.

Thank you for your ⁸ _____.

Miguel Hernandez

To...

Subject:

Miguel - thanks for the info ⁹ _____ the seminar You've ¹⁰ _____ a lot of work into organizing this. Well done!

I'll ¹¹ _____ the pdf to everyone concerned and ¹² _____ that everyone knows about it.

Can you ¹³ _____ me if there is any limit on numbers? I'm sure there will be a lot of interest in our department.

Thanks again. You've ¹⁴ _____ a great job!

4. Match each formal phrase 1-14 with an informal phrase a-n.

1. I'm writing with regard to your last email.
2. Further to our earlier conversation, ...
3. I would like to apologize for...
4. I would be grateful if you could send me ...
5. Is next Friday convenient for you?
6. Please don't hesitate to contact me if...
7. Thank you for the kind invitation.
8. I was wondering if you could ...?
9. I would be very pleased to come.
10. I would like to remind everyone that ...
11. I will contact you again in the near future.
12. We wish you every success in the future.
13. Please find attached ...
14. I would like to thank you very much for I really appreciate it.

- a Thanks for asking me.
- b Good luck with everything!
- c Can you ...?

- d Please contact me if...
- e Re your last email, ...
- f I'll get back to you very soon.
- g Sorry about ...
- h Following up your earlier call, ...
- i Let me know if you can make it next Friday.
- j I'd love to come.
- k Thanks again for all your help. Much appreciated.
- l Just a quick note to remind you that ...
- m I've attached ...
- n Please send me ...

5. Fill in the gaps with words from the box.

*about at at back by for for for for from in in in
in in of on on over to to to with with*

1. I'm writing with regard to job vacancy ref. no. TH729.
2. I'm writing about relation to job vacancy ref. no. TH729.
3. Many thanks for all your help.
4. I would be grateful for any information you have on this.
5. Have a good look at the report and get from me if you have any questions.
6. I'm sure that I can count on your continuing commitment during (= during) future months.
7. We will contact you again in the near future.
8. I have been looking at your website and am interested in ordering some office supplies.
9. In particular, I need paper and cartridges suitable for Canon photocopiers.
10. I'm writing to complain about the poor service we've received from your company.
11. In the meantime, please don't hesitate to contact me if you have any questions.
12. We are still waiting for delivery of these parts.
13. The goods must be delivered to Busan port by 24 April at the latest.
14. Please call me on my direct line, 123 456 7890.
15. Good luck with everything.

6. Complete the sentences by putting a verb in the box into either the -ing or the -ed form.

<i>attach buy cause concern do follow forward get go hear make request use wonder</i>
--

1. You can find further details by going to our website.
2. I was _____ if you could help me?
3. As _____, I'm sending you a copy of our accounts.
4. This has _____ us considerable inconvenience.
5. _____ our recent conversation, please find attached our order.
6. We look forward to _____ more business with you in the future.
7. I _____ it clear when I spoke to you last week that we hold you responsible.
8. I look forward to _____ from you.
9. We recommend _____ DHL, UPS or FedEx as your carrier.
10. I was very _____ to learn about the late delivery of the parts you ordered from us.
11. Thank you for _____ back to me so quickly.
12. We are interested in _____ from Fairtrade organizations such as yourselves.
13. I have _____ a copy of our brochure.
14. Your email was _____ to us.

МОДУЛЬ III

PRESENTATION

Учебный элемент 1 (УЭ – 1)

Presentations – opening

There are a great variety of presentation contexts:

- Company presentation (history, structure, main products, markets, plans for the future).
- Product presentation (features and benefits of a new product).
- Internal presentation reporting financial or sales figures.
- Internal presentation analyzing a problem and suggesting solutions.
- Welcoming visitors.
- Any occasion where you speak at length in a meeting on a prepared topic.

In addition, there are a variety of presentation styles:

- Formal, structured, rehearsed, taking questions at the end.
- Informal, partly improvised, interacting with the audience.
- Somewhere between the two: using a basic structure, but allowing occasional opportunities for questions and interaction.

Which style you use depends not only on your audience and its expectations, but also on you and your personality.

Read the opening to a 'welcoming visitors' presentation:

- Notice how the presenter begins by giving answers to all the practical questions that might be in the audience's mind (eg. What is the aim of this talk? How long will it last? Will there be a break? Who is the person speaking? Who is that man in the corner?).
- The presenter then gives an outline of the structure of the presentation.
- Finally, before beginning, the presenter makes it clear whether audience members can interrupt with questions, or keep them until the end.

Well, good morning, everyone. On behalf of BCC International I'd like to welcome you here to our offices.

Can everyone see at the back? OK.

The aim of this short talk is to give you an overview of our company and its products. I'll speak for about thirty minutes, and then we'll take a break for coffee and biscuits. After that, at around ten thirty, we'll take you on a tour of the factory.

Before we begin, just a few words about myself. My name is Anna Edelman and I'm in charge of public relations here at BCC. I've been with the company for twelve years, and I worked in the sales area before moving into PR.

I should also introduce my colleague Mr Andersen over there in the corner. Mr Andersen is our plant manager and he will be leading the factory tour.

I've divided this presentation into four sections. First I'd like to show you a timeline of our company so you can see how we've grown and developed over the years. Then I'll talk a little about our market and how it's changing. After that I'll move on to discuss customization, and how we focus on tailoring our products to our customers' needs.

Finally, I'll give you a little technical background to help you understand the new technology that you'll be seeing on the factory tour.

If you have any questions, please feel free to interrupt.

OK, let's begin with this first slide, which shows ...

The phares you need

OK, let's get started. Good morning everyone and welcome to ...

Can everybody see?

Before I begin, I'd like to thank (name) for inviting me here today.

On behalf of BCC International I'd like to welcome you here to our offices.

It's good to see so many people here today.

I'm very happy to be here.

Personal introductions

Let me start by introducing myself. My name is ...

Just a few words about myself, ...

Perhaps I should just introduce one or two people in the room.

Objective

The title of my presentation is ...

This morning I'm going to talk about ...

The aim of this short talk is to ...

Get attention and interest

Let me ask you a question. (+ rhetorical question)

Take a look at this picture. What does it tell you about... ?

Somebody once said ... (+ quotation)

Did you know that... ? (+ surprising statistic)

Audience benefit

I hope this presentation will enable you to ...

By the end of my talk you will...

Structure

I'll speak for about thirty minutes.

I've divided my talk into four main parts / sections.

First, I'd like to ...

Then I'll talk a little about ...

After that I'll move on to ...

Finally I'll ...

If you have any questions, please feel free to interrupt.

OK, let's begin with the first point / slide, which is ...

Exercises

1. Make phrases from the presentation by matching an item from each column.

On behalf	see at the back?
Can everyone	of public relations
Just a few	of BCC I'd like to ...
I'm in charge	to show you ...
I'd like	words about myself ...
I'll talk	with this first slide ...
I'll move	on tailoring our products ...
We focus	on to discuss customization ...
I'll give you	about our market and how ...
Let's begin	a little technical background ...

2. There are many ways to create an impact in the first few minutes of a presentation. Match techniques 1 – 8 with phrases a – h.

1. rhetorical question
2. thank the organizers
3. surprising statistic
4. audience involvement

5. personal story
6. audience benefit
7. use of visuals
8. quotation

- a) Take a look at this picture. What does it tell you about teenage fashion?
- b) Everybody who thinks the Internet will kill traditional advertising - put your hands up.
- c) Wouldn't you like to double your sales in just twelve months?
- d) Charles Darwin once wrote, 'It is not the strongest of the species that survive, but the ones most responsive to change.'
- e) I'd like to thank Olga for all the hard work she has done to make this event possible.
- f) I want to share something with you.
- g) I hope this presentation will enable you to choose the most cost-effective IT solution.
- h) 70 % of all Americans say that they're carrying so much debt that it's making their home lives unhappy.

3 Make presentation phrases by using a verb 1-12 with the words a-l.

- | | |
|---------------------|--------------------------------------|
| 1. be... | a) a few words about myself |
| 2. take a break ... | b) any questions at the end |
| 3. divide ... | c) you an overview |
| 4. feel ... | d) for about thirty minutes |
| 5. give ... | e) for coffee and biscuits |
| 6. introduce... | f) (name) for inviting me here today |
| 7. say ... | g) free to interrupt |
| 8. speak ... | h) happy to be here |
| 9. start... | i) my talk into four parts |
| 10. take... | j) one or two people in the room |
| 11. thank... | k) by introducing myself |
| 12. welcome... | l) you here today |

4. Create different ways to open a presentation, using the verbs in the box.

bring deal discuss fill give look make outline report show take talk

Good morning everyone and thanks for coming. This morning I'm going to ...

1. discuss the issue of risk, and what you can do to minimize it.
2. _____ you an overview of the company and its products.
3. _____ you how to sell more effectively to your existing customer base.
4. _____ about investment funds: how to choose them, when to buy them and when to sell them.
5. _____ back to you on our progress with the Milestone project.
6. _____ at a variety of green technologies that are helping to combat the threat of global warming.
7. _____ you in on the background to our involvement in the Brazilian market.
8. _____ a look at how we got into the problem with our local agents in the UK and how we can get out of it.
9. _____ you up to date on the latest results from our consumer survey.
10. _____ some detailed recommendations about how to reorganize the department.
11. _____ our new marketing strategy.
12. _____ with the item outstanding from our last meeting: funding our R&D activities.

5. Speaking practice: listen and repeat. Repeat each phrase you hear and then listen to check.

Учебный элемент 2(УЭ – 2)

Presentations – main body

The phrases you need' below shows some phrases that can make your presentation easier to follow. You will have to supply the content yourself of course!

- Signposts: these are phrases that say where you're going in terms of the main topics of your talk.
- Develop a topic: these phrases are mini-signposts within a topic. By explicitly saying what you're going to talk about next, the audience can follow easily.
- Focus: these phrases are also mini-signposts. You're saying to the audience: 'please pay extra attention for the next few moments'.
- Question-answer: asking a question and then answering it yourself is a standard technique in public speaking. The question creates interest in the mind of the listeners, the answer provides the satisfaction of closure.

– Refer to visuals: be careful not to rely too much on your slides as they can send people into a trance of boredom. Direct attention back to yourself often. Ask for contributions: stop at several points during the main presentation to take questions – it creates interest and makes the presentation more interactive.

Read the presentation extract in the next column, which shows some of these techniques and phrases in context. The content in this case is technical – about wind energy technology.

– Looking just at the first half of this extract, notice how the presenter guides the audience: signposting the main topic, stating that some background is coming next, directing attention to a slide, raising a question to create interest, focusing on two issues. All of this makes the presentation easier to follow.

... OK, let's move on to the next point, which is wind energy technology. The market for wind turbines is shifting from onshore to offshore. It might be useful to give a little background here. As you can see on this next slide, onshore wind farms have several drawbacks: first you need a reliably windy location, second the farms can cause visual pollution, and third there are some serious engineering questions.*

What are these engineering questions? Basically there are two issues. Firstly, the stability of the structure as you make it bigger, and secondly the problem of having the blades always facing the wind.

So the trend is towards offshore wind farms, and there are some engineering challenges here. Have a look at this slide – it shows the design for an offshore turbine that sits on the surface of the sea.

*It's three times more efficient than an onshore turbine of equivalent size. What is the reason for this? The reason is that it uses a completely different design that isn't dependent on the wind direction, There is a large V-shaped structure with rigid 'sails' mounted along its length. As the wind passes over these they act like airfoils** and this generates lift and turns the structure as a whole.*

I would like to stress that this design is not yet in commercial production, but a prototype is currently being tested off the coast of Scotland.

OK. Are there any questions so far? Does anyone have any comments?

* wind turbine¹: tall structure with parts that are¹ turned by the wind, used for making electricity.

** airfoil: curved part on an aircraft's wing that helps it to rise in the air.

The phrases you need

Signposts

OK. Let's move on to ... / turn our attention to ... / take a look at ...

This leads me to my next point, which is ...

Earlier I mentioned ...

I'll say more about this later. / I'll come back to this in a moment.

Just to digress for a moment, ...

Develop a topic

It might be useful to give a little background here.

Let's examine this in more detail. Let me explain with a concrete example.

My own view on this is ...

Focus

Basically, ... / To put it simply ... / So, for me, the main issue here is ...

I think there are three questions to focus on.

I would like to stress / emphasize that.

Question-answer

What is the reason for this? The reason is ...

How much is this going to cost? Well, the figures show ...

So what can we do about all this? I'll tell you. We plan to ...

Refer to visuals

As you can see on this next slide, ...

I'd like to highlight two things on this table / chart / diagram ...

What is interesting on this slide is ...

I'd like to draw your attention to ...

Ask for contributions

Are there any questions so far?

Does anyone have any comments?

How does this relate to your own particular context?

Exercises

1. Now try to remember the words below. Some letters have been given.

1. This I _ _ _ s me to my next point, which is ...
2. Earlier I men _ _ _ ned ...
3. I'll c _ _ _ b _ _ _ to this point in a moment.

4. Just to di_ _ _ ss (= sidetrack) for a moment, ...
5. Let's examine this i_ _ m_ _ _ de_ _ _ I.
6. Let me explain with a con_ _ _ te ex_ _ _ le.
7. I think there are three questions to f_ _ _ _ _ n.
8. I would like to st_ _ _ _ (= emphasize) that ...
9. _ _ you c_ _ _ s_ _ _ on this next slide, ...
10. I'd like to high_ _ _ _ t two things on this chart.
11. W_ _ _ i_ _ interesting in this slide is ...
12. How does this re_ _ _ te to your own particular cont_ _ _ t?

2. Complete the presentation extract with the words in the box. It is an alternative version of the presentation opposite.

*at this point emphasize have a look highlight two things
let's go on my own view notice you can see how*

OK, let's ¹ _____ at this next slide. It shows the design for an offshore turbine that sits on the surface of the sea.

I'd like to ² _____ on this diagram. Firstly, ³ _____ the V-shaped structure with 'sails' mounted along its length. Secondly, ⁴ _____ this whole structure can turn on its base, powered by the action of the wind on the sails. This is how electricity is generated.

⁵ _____ on this is that the design is a big improvement on earlier versions – it's more efficient in terms of energy production, and it's also more stable with its solid base.

By the way, I must just ⁶ _____ that this design is not in commercial production. OK, are there any questions ⁷ _____ ? No? Then ⁸ _____ to the next slide, which is a graph showing the projected demand for offshore wind energy over the next twenty years.

The extract you just looked at shows several points about referring to visuals:

- *The speaker introduces the slide clearly. A long pause at the end of the first paragraph would be good – giving the audience a chance to study the slide silently.*
- *The speaker uses 'firstly' and 'secondly' to list points. Again, pauses after each separate point would allow the listeners time to absorb the information.*
- *The speaker makes a personal comment. This creates interest and is one way to avoid the danger of just reading the text on the slide.*
- *The speaker gives a chance for questions about this slide.*

3. Speaking practice: listen and repeat. Repeat each phrase you hear and then listen to check.

Учебный элемент 3 (УЭ – 3)
Presentations – closing and questions

The following sequence provides a guide for how to end a presentation effectively:

1. Signal the end: this means using a 'signpost' phrase to tell the audience explicitly that you're going to finish (See УЭ-2 for the meaning of 'signpost phrase').

2. Summarize: summarize the main points, and add a few observations or details for interest. Perhaps have bullet points on a final slide, and then give a lively comment about what really matters for each one (a 'take-home message').

3. Conclude: you can conclude with a friendly comment, a final slide (with a strong image or message), by mentioning the benefits your talk has given the audience, or by looking forward to the future – with a call to action or an inspirational message. Finally, a strong 'Thank you all for coming' will hopefully produce some applause!

4. Invite questions: 'Do you have any questions?' is usually fine.

5. Deal with questions, the basic range of techniques are:

1) Respond positively, then answer.

2) Clarify / Ask for repetition.

3) Redirect to the questioner.

4) Redirect to the group.

5) Delay an answer.

6) Control the timing.

Read the presentation extract below, which shows some of these techniques and phrases in context. It is the closing part of a 'welcoming visitors' presentation.

Right, that brings me to the end of my presentation.

Just to summarize the main points again: I began by telling you a little about the history of our company, and you saw our growth from a small family firm to the international operation that we are today.

Then I talked about our market, and how new technologies are opening up exciting possibilities for the future.

After that I explained how customization is at the heart of our business model – our clients all get tailor-made solutions based on their individual needs.

Finally I gave you some information about our manufacturing process, and you saw how we achieve our exceptional levels of quality and performance.

OK, I'd like to finish by saying that it's a great pleasure for us to welcome you here today, and I hope that you enjoy the factory tour which we've planned for you. We'll start on the tour after a short break for refreshments. Thank you all for coming, (applause).

I've got some handouts here – I'll pass them round. They show all the slides I used in my talk and my contact details are at the back.

Do you have any quick questions before we break? Yes, the gentleman at the back with the red tie.

Compare the opening in YΘ-1 with the closing extract to the same presentation above. The presenter told the audience what she was going to say at the opening, and now here at the close she repeats the main points again. This reinforces the key ideas and makes them easier to remember.

The phrases you need

Singal the end

Right, that brings me nearly to the end of my presentation.

Summarize

Just to summarize the main points again, ...

So, to summarize, we looked at four main points. I began by telling you a little about... Then I talked about... After that I explained how ... Finally I ...

Conclude

I'd like to finish by saying ...

So, in conclusion, I hope that this talk has given you ...

Now we have to ... / I'm asking all of you to ... / Our job is to ...

Thank you all for coming./ I hope it's been useful.

Practical matters

I've got some handouts here / Here's my email in case you want to get in touch.

Invite questions

Do you have any questions? Yes, the gentleman / lady over there with the red tie /black jacket. Now, if you have any questions, I'll do my best to answer them.

Deal with questions

That's a very good point. / I'm glad you asked me that.

Sorry, can you explain that again?

So, if I understand you correctly, you're asking ...

That's an interesting question. What's your own opinion?

Has anyone else experienced the same thing?

I think that's outside the scope of this presentation, but I'm happy to discuss it with you afterwards.

OK, I think there's time for one last question.

Exercises

1. Complete this extract from the close of a presentation with the words in the box. It is an internal presentation about departmental reorganization.

generated a lot of discussion give the floor look at some options may be forced our job is to consider that covers everything there is the option to the next steps some difficult decisions would lead to

Right, I think ¹ _____ I have to say. Before I finish I'll just briefly summarize the key points, and then we can try to come to a decision and focus on ² _____.

So, right at the beginning I said that the aim of my presentation was to ³ _____ for reorganizing our sales and marketing operations. And I explained the reasons why.

We explored three alternatives. Firstly, we looked at keeping both a sales department and a marketing department in every country as now, but reducing all budgets and looking for cost savings wherever possible. Spending on advertising will be cut back considerably, and when people leave the company they will not automatically be replaced. We can expect that everyone's workload will increase.

Secondly, ⁴ _____ break up the national marketing teams, while keeping the sales teams. All marketing campaigns would be run centrally from head office, leaving just a skeleton staff in other countries. This option ⁵ _____, and I sense that many of you feel it's too drastic. However it's the option that offers the greatest cost savings, and we ⁶ _____ to consider it.

The final option is the possibility of merging sales and marketing into one large department in every market. This ⁷ _____ greater coordination, some cost savings, but also a loss of focus. I would like to hear more discussion about whether this option is viable.

So, in conclusion, now is the time to take ⁸ _____. I'm asking all of you to leave departmental loyalties to one side – ⁹ _____ the future survival and profitability of the company as a whole.

Thank you all for your attention. Now I'll ¹⁰ _____ to you for your questions and comments.

2. Study the phrases for dealing with questions below. Try to guess the single missing word in each gap.

Write your answers. Several answers may be possible.

1. That's a very good _____ (*Think of something else besides 'question'*).
2. Sorry, can you _____ that again?
3. Has anyone else _____ the same thing?
4. OK, I think there's time _____ one last question.
5. That's an interesting question. What's your own _____ ?
6. Sorry, I didn't _____ that (*Think of something else besides 'understand'*).
7. I think that's outside the _____ of this presentation, but I'm happy to discuss it with you _____.
8. I'm _____ you asked me that.
9. I promised to finish _____ time, and I see that it's nearly ten o'clock.
10. You _____ have thought quite a lot about this. What conclusion have you _____ to?
11. Could you be a little more _____ ?
12. Anyone like to _____ on that?
13. I don't have that information to _____. Can I get _____ to you? Is that all right?
14. So, if I understand you _____, you're asking ...

Now fill in the gaps above with the suggested words in the box below.

afterwards back catch come comment correctly experienced
explain for glad hand must on opinion point scope specific

3. Match phrases 1 – 14 from the previous exercise to the techniques below.

- a) Respond positively;
- b) Clarify / Ask for repetition;

- c) Redirect to the questioner;
- d) Redirect to the group;
- e) Delay an answer;
- f) Control the timing.

4. Speaking practice: listen and repeat. Repeat each phrase you hear and then listen to check.

Учебный элемент 4 (УЭ – 4) Presentations – trends 1

The language of trends is important not just for presentations, but also for business reports. You may want to describe movements in financial indicators (eg profits, costs), sales and marketing indicators (eg sales, market share), or economic indicators (eg interest rates, unemployment). Often this language will be used to explain a graph or chart.

Many verbs describe the direction of movement: movement up and down (*go up/increase/rise/go down/decrease/fall*); smaller movements up and down (*edge up/edge down/dip*); stability and instability (*stay the same/be flat/fluctuate/vary/move within a range*); larger movements up and down (*double/take off/boom/increase tenfold/halve/plunge/crash*)

Alternatively, you may want to refer to turning points or individual points: high points and low points (*peak/reach a peak/hit a low*); individual points on a graph (*stand at/be above/be below*)

Some verbs describe a change in size, and others say whether things are good or bad: change in size (*grow/expand/shrink/contract*); good/bad (*improve/get better/recover/deteriorate/get worse*)

To make your description more accurate you can then talk about the speed and amount of change: speed (*quickly/rapidly/gradually/steadily/slowly*); amount (*considerably/significantly/moderately/to some extent/slightly marginally*)

Try also to get the preposition right:

Sales stood at €1.2m Sales increased by €0.2m / 15 %

Sales rose from €1.2 to €1.4m There was an increase in sales of €0.2m

Exercises

1. Match a verb on the left with a verb on the right so that they have the same meaning.

grow	recover
fall	rise
improve	contract

stay the same	drop
level off	be stable
move higher	expand
shrink	dip
down	stabilize

If there are any verbs above or opposite that you aren't sure about, check their meaning carefully in a dictionary. For example, the word 'decline' – not mentioned in this unit – means both 'decrease' and 'get worse'. Also check to see if the verb can be used with an object – for example you cannot say 'We rose our profits last year'.

2. Match a verb on the left with a verb on the right so that they have the opposite meaning.

boom	shrink
double	crash
edge up	vary
grow	dip
improve	deteriorate
peak	halve
stay the same	fall
rise	hit a low

3. Write the adjectives in the box in the correct space below. Check any unknown words in a dictionary.

<i>disappointing encouraging enormous excellent</i> <i>gradual moderate rapid slight sluggish</i>					
--	--	--	--	--	--

FAST		BIG		GOOD NEWS	
1	_____	4	_____	7	_____
2	_____	5	_____	8	_____
3	_____	6	_____	9	_____
SLOW		SMALL		BAD NEWS	

4. Rewrite the verb + adverb sentences as noun + adjective sentences.

1 Sales grew slowly.

There was slow growth in sales.

2 Costs rose significantly.

There was a _____ in costs.

3 Profits deteriorated rapidly.

We saw a _____ in profits.

4 Market share improved slightly.

We had a _____ in market share.

5 Our sales forecasts varied considerably.

There was a _____ in our sales forecasts.

5. Fill in the missing prepositions in the presentation extract below.

After the marketing campaign at the start of March sales rose ¹ _____ an initial figure ² _____ €4.5m ³ _____ €5.2m by June. That means they went up ⁴ _____ 15 %, the biggest increase ⁵ _____ sales of any recent campaign. They currently stand ⁶ _____ €4.9m.

Note: the preposition in #4 is often missed out in speech.

6. Underline the correct forms in italics. Each verb form is used once.

So far this year we ¹*saw / have seen* a lot of volatility in the financial markets. The current situation in the world economy ²*is causing / had caused* a great deal of uncertainty in the minds of investors. No-one knows what the future ³*will bring / is bringing*. Last year things were very different: everyone ⁴*has been / was* optimistic and the markets ⁵*were rising / have risen*. Of course we know now that our current problems ⁶*have already begun / had already begun* well before last year.

Учебный элемент 5 (УЭ – 5)

Presentations – trends II

In a presentation or report you will probably also have to give some analysis. You may want to give reasons for the trends, to show their results, or to give additional information.

Read this extract from an internal presentation, analyzing recent sales figures.

¹Sales for the first half of the year were disappointing, mainly because of the lack of new product lines. ²However, we launched two new lines in June and promoted them with a strong marketing campaign over the summer. ³As a result of this campaign, sales began to improve. ⁴By the end of August they were 10 % higher on a year-on-year basis, although they fell back again over September and October.

– Sentence 1 has the structure 'result' (disappointing sales) 'reason' (lack of new product lines). Sentence 3 has the structure 'reason' (this campaign) 'result' (sales began to improve). The words *because of*, *as a result of* and *due to* can all be used in sentence 1 and sentence 3 in a similar way.

– Sentence 2 begins with *however*, and this word adds an idea that is surprising or unexpected after the previous sentence. The words *however*, *nevertheless* and *even so* can all be used in a similar way. They're all followed by a comma.

– Sentence 4 has *although* in the middle of the sentence. This word introduces an idea that is surprising after a previous idea in the same sentence. Compare with *However* which refers back to a different sentence.

– *Although* can also be used at the beginning of a sentence, but the two contrasting ideas are still in the same sentence: *Although sales were higher at the end of August, they fell back again in September.* The words *although* and *even though* can be used in a similar way.

Now lead this next extract from the same presentation.

⁵This drop in sales over September and October led to a series of meetings where we examined our whole strategy in depth. ⁶Christmas was approaching, and the Christmas season produces a large part of our annual sales. ⁷Moreover, we were losing market share to our main competitor. ⁸As a result, we increased our advertising budget for November and December, and changed our use of different media. ⁹Outdoor advertising on billboards, buses and bus stops increased, while our advertising in magazines and newspapers decreased.

– Sentence 5 has the structure 'reason' (drop in sales) 'result' (series of meetings). The sentence uses the verb '*lead to*' to express this. The verbs *lead to* and *result in* can be used in a similar way.

– Sentence 7 uses *Moreover* to give additional information that supports the previous sentence. The words *Moreover* *Furthermore* and *In addition* can all be used in a similar way. They're all followed by a comma.

– Sentence 8 uses *As a result* to give the result of the previous sentence. The words *As a result*, *Because of this* and *Therefore* can all be used in a similar way. They're all followed by a comma.

– Sentence 9 has *while* in the middle of the sentence. This makes a simple contrast between two facts. (Compare with *although* where there is a sense of surprise.) The words *while* and *whereas* can be used in a similar way.

The table below presents all this language together. Note that some words like *Because of* and *In spite of* are followed immediately by a noun phrase, while other words like *Because* and *In spite of the fact that* are followed by a subject + verb:

Because of the marketing campaign in June, sales increased.

Because we had a marketing campaign in June, sales increased.

*In spite of **the poor weather** in July, sales ...*

*In spite of the fact that **there was** poor weather in July, sales ...*

The phrases you need

Reason \Rightarrow result (ie cause \Rightarrow consequence)

Because of / Due to / As a result of + noun phrase, ...

Because / Due to the fact that + subject + verb, ...

referring to the previous sentence;

Because of this, / As a result, / Therefore, ...

using a verb: lead to / result in ...

Result \Leftarrow reason (ie consequence \Leftarrow cause)

... because of / as a result of / due to ...

using a verb: result from ...

Making a simple contrast

..., while / whereas ...

Adding a surprising or unexpected idea

However, / Nevertheless, / Even so, ...

In spite of / Despite + noun phrase, ...

In spite of the fact that / Despite the fact that + subject + verb, ...

... , although / even though ... Although / Even though ... , ...

Giving additional information

Moreover, / Furthermore, / In addition, ...

Exercises

1. Find and correct the one mistake in each sentence below. It could be a missing word, an extra word, or a wrong word.

1. Because our considerable cost-cutting measures last quarter, profits rose slightly.
2. Because of we cut costs considerably last quarter, profits rose slightly.
3. Earnings fell by 8 % last year due our increased materials costs.
4. Earnings fell by 8 % last year as a result from our increased materials costs.
5. Difficult market conditions resulted a significant decline in market share.
6. The significant decline in market share resulted of difficult market conditions.

7. This chart shows that brand awareness increased in South-East Asia, where it fell in Latin America.

8. Our competitors are gaining market share. More, they have a whole new product line coming out next month.

9. In spite the fact that we delayed the launch of our new product range, we still had reasonable results last year.

10. Despite we delaying the launch of our new product range, we still had reasonable results last year.

2. Complete the presentation extract with these words: as a result, due to, even though, however, in spite of and moreover. Use a capital letter where necessary.

Be careful! Read the whole text before you begin, and write your answers lightly at the side until you're sure.

We are operating in a very difficult business environment, and this is largely¹ _____ the high price of oil. Energy costs are one of the biggest costs in our business,² _____ we've introduced a lot of energy-efficient machines in our factories over recent years.³ _____ this investment in technology, energy still accounts for 38 % of our direct costs – and⁴ _____ it's very difficult to increase profit margins.⁵ _____, it's not all bad news. Market share is growing slowly and we've signed some important new contracts.⁶ _____, our recent acquisition of a company in Brazil gives us access to the Latin American market for the first time.

3. The future is not certain, and to make forecasts for trends you need other language that shows different degrees of probability.

Match a sentence 1 – 5 with a sentence a – e with a similar meaning.

1 It's highly likely that we'll meet our targets.

2 We're likely to meet our targets.

3 It might be that we meet our targets.

4 We're unlikely to meet our targets.

5 It's highly unlikely that we'll meet our targets.

a There's a good chance we'll meet our targets.

b There's almost no way we'll meet our targets.

c There's not much chance we'll meet our targets.

d We're almost certain to meet our targets.

e There's a 50/50 chance we'll meet our targets.

4. Complete the presentation extract with the words in the box.

*axis a slight increase although have been flat highlight highly likely
implications in line with lead to notice more rapidly
reached a peak roughly while*

OK, have a look at this next graph. There are two lines. The green line, with values on the left vertical ¹ _____, shows sales. The red line, with values on the right vertical axis, shows profits. I'd like to ² _____ two things here. The first is the sales graph. As you can see, sales rose steadily for many years, but they ³ _____ around two years ago.

Since then, sales ⁴ _____ – with just ⁵ _____ in this last quarter.

Now look at profits. ⁶ _____ how profits increased ⁷ _____ sales for several years, but then they started to deteriorate, slowly at first and then ⁸ _____. In the last year this drop in profits has been significant – ⁹ _____ 5 %.

So, profits are down ¹⁰ _____ sales are flat. The ¹¹ _____ of this are clear: we are not doing enough to control costs. ¹² _____ the sales figures taken alone don't look too bad, profits tell the real story.

It is a difficult market environment and we must act now, or it's ¹³ _____ that we will lose our competitiveness. In the long term this will ¹⁴ _____ a situation where the future of the company, and our jobs, are at risk.

Учебный элемент 6 (УЭ – 6)

Presentations – review

1. Match the beginning of each phrase 1-10 with its correct ending a-j.

- | | |
|-----------------------------------|-----------------------------------|
| 1. OK, let's ... | a a moment ... |
| 2. If you have any questions, ... | b get started. Can everybody see? |
| 3. I'll come back ... | c in more detail. |
| 4. I've divided my talk ... | d into three main parts. |
| 5. Just to digress for ... | e on this is ... |
| 6. Let's examine this ... | f on to the second point. |
| 7. Let's move ... | g please feel free to interrupt. |
| 8. My own view .., | h to this in a moment. |
| 9. OK, that's all I want ... | i with the first slide. |
| 10. Right, let's begin ... | j to say about the first point. |

Continue as before.

- | | |
|---------------------------------|---|
| 1. As you can see ... | k a little about ... Then I explained how ... After |
| 2. I began by telling you ... | that I talked about ... |
| 3. I'd like us to ... | l any questions? |
| 4. Just to summarize ... | m focus our attention on two things on this chart ... |
| 5. Let me explain ... | n for coming and I hope it's been useful. |
| 6. Now, do you have ... | o for this? The reason is ... |
| 7. Right, that brings me to ... | p on this next slide, ... |
| 8. Thank you all ... | q the end of my presentation. |
| 9. This leads me ... | r the main points again before I finish. |
| 10. What is the reason ... | s to my third point, which is ... |
| | t with a concrete example. |

2. Fill in the gaps with the words in the box.

about at back in in in into for of on on on on to to to with

1. Take a look _____ this picture. What does it tell you _____ our company?
2. I've divided my talk _____ four main parts.
3. Right, let's begin _____ the first slide.
4. Let's move _____ the second point.
5. This leads me _____ my third main point.
6. I'll come _____ this in a moment ('on' is possible in #6, but isn't the answer here).
7. My own view _____ this is simple. ('of' is possible in #7, but isn't the answer here)
8. I think there are three questions to focus _____ .
9. As you can see _____ this next slide, ... ('in' is possible in #9, but isn't the answer here).
10. So, _____ conclusion, I hope that my talk has given you a good over-view _____ our company.
11. Thank you all _____ coming.
12. Here's my email address _____ case you want to get _____ touch.

3. Complete the sentences with the pairs of words in the box.

*anyone / comments brings / end digress / moment
examine / detail explain / again explain / concrete
highlight / diagram question / opinion scope / afterwards
time / question useful / background start / introducing*

1. Let me _____ by _____ myself.
2. Just to _____ for a _____.

3. It might be _____ to give a little _____ here.
4. Let's _____ this in more _____.
5. Let me _____ with a _____ example.
6. I'd like to _____ two things on this _____.
7. Does _____ have any _____?
8. Right, that _____ me nearly to the _____ of my presentation.
9. Sorry, can you _____ that _____?
10. That's an interesting _____. What's your own _____?
11. I think that's outside the _____ of this presentation, but I'm happy to discuss it with you _____.
12. OK, I think there's _____ for one last _____.

4. Underline the correct words in italics in this extract from an internal presentation.

This next chart shows sales for our two main product lines, the Micro range and the Neka range. ¹Mark / Notice the scale on the vertical ²axis / axle – it shows the number of ³units / unities sold in thousands per month.

I'd like to ⁴draw / make your attention firstly to the black line, which shows sales of the Micro range. You can see how last year sales ⁵rose / have risen ⁶steady / steadily all through the year. Since the beginning of this year they ⁷continued / have continued to rise, ⁸although / in spite of at a slower pace.

On balance, these results are good – ⁹steady / steadily ¹⁰grow / growth is what we like to see. This generally positive picture is ¹¹due to / due from the performance and reliability of the Micro range, and the fact that our competitors have been slow to respond. ¹²Even so / Even though, we cannot be complacent. We have to build on this success going forward, and I want our sales teams to really focus ¹³about / on the Micro range ¹⁴over / from the next few months.

I'm going to set an ambitious target – to take sales of Micro products from their current level of 30,000 per month ¹⁵to/until a ¹⁶figure / number of 35,000 by the end of the year.

OK, now let's ¹⁷look at / look to the purple line on the chart, which shows sales of the Neka range. As you know, we launched this range in December of last year, and sales ¹⁸took off / were taking off immediately. For the first few months things ¹⁹were really looking good / had really looked good. We were expecting this because we ²⁰were doing / had done a lot of market research before the launch. ²¹However / Whereas, for no obvious reason, there ²²was / has been a ²³sudden / suddenly ²⁴drop / reduce in sales in recent weeks. The question is this: can we find out the ²⁵motives / reasons and what can we do ²⁶about / for it?

In a moment I'm going to open up the discussion and ask for your ²⁷comments / commentaries. But the implications are clear: it's ²⁸high / highly ²⁹chance / likely that we won't meet our target of 25,000 ³⁰by / for the end of the year.

МОДУЛЬ IV MEETINGS

Учебный элемент 1 (УЭ – 1)

Meetings – opinions

Read the extract from a meeting in a household products company. Antoine (A), Brigitte (B) and Chris (C) are discussing their company's marketing strategy.

A: We need to do something radical to develop our brands. The retailers are becoming more and more powerful – they buy from us for whatever price they want, and sell to the public for whatever price they want.

B: Absolutely. Our profit margins are getting thinner and thinner.

C: I totally agree with you about the power of the retailers. And it's not just their pricing power – it's also their own-label products. Why should people pay more for branded items like ours?

A: Basically, we have to look at branding in a whole new way. In my opinion, we have to go beyond market research, beyond talking about quality, and beyond clever advertising slogans. What I'm trying to say is we need to make an emotional connection with consumers. We need consumers to love us, not just to need us.

B: I'm not so sure about that. We sell detergents and things for the home. How emotional are cleaning products? We're not a company like Apple or Nike who make exciting, lifestyle products. What do you think, Chris?

C: It seems to me that we have to do something – we can't just carry on as we are. It may be true that our products aren't very exciting, but we also have to consider that household products are an important part of family life, and families are near the centre of our emotions. Actually, I do think our advertising could appeal more to people's emotions.

B: OK, OK. You're probably right. But what did you have in mind, Antoine?

A: We need a new 'face' for our brands. A celebrity. Someone who the public loves. To put it simply, we need the most famous football player in the world to appear on screen, using our products.

B: Really? Do you think so? You think that if a famous footballer cleans their teeth and washes the floor, using our products, the public will love us? I think they will laugh at us, and at the footballer.

C: Obviously it would have to be done carefully, and a footballer may not be the best choice. Perhaps a film star from romantic comedy movies would be better. But in general I like Antoine's idea.

B: OK, I can see what you mean, but don't you think this is all going to be very expensive?

A: That's true. It will be. But from my point of view it's worth it. An emotional connection is the only way to justify a premium price.

The phrases you need

Asking for opinions

What do you think, Chris?

Chris, what's your opinion?

What did you have in mind?

Given an opinion

What I'm trying to say is ... / The point is ...

In my opinion ... / The way I see it...

Basically ... / Essentially ...

Actually ... / As a matter of fact...

Obviously ... / Clearly ...

In general ... / Overall...

To put it simply ... / In short...

Giving an opinion (more carefully)

It seems to me that...

I tend to feel that...

From my point of view ...

Agreeing

That's true.

I totally agree with you. / Absolutely.

It's not just... , it's also ...

You're probably right.

Agreeing partially

I agree up to a point, but...

OK, I can see what you mean, but don't you think ... ?

It may be true that..., but we also have to consider...

Disagreeing

Really? Do you think so?

I'm not so sure about that.

I'm sorry, that's not how I see it.

I really can't agree with you there.

Exercises

1. Underline the correct words in italics.

1. Chris, *what* / *how* is your opinion?
2. What did you have *in mind* / *in your mind*?
3. It *seems me* / *seems to me* that we have to do something – we can't just carry on as we are.
4. From *my view* / *my point of view*, it's worth it.
5. *I am agree* / *I agree* with you.
6. *You're right* / *You have reason*.
7. I agree *to a point* / *up to a point*, but ...
8. I can see what *you mean* / *you're meaning*, but don't you think this is going to be very expensive?
9. It *may* / *can* be true that our products aren't very exciting, but we also have to consider ...
10. I'm not so sure *with* / *about* that.

2. Look at the extracts from meetings below. Write a phrase from the box next to a phrase in italics with the same meaning. Be careful!

Actually *Basically* *By the way* *However* *In general* *In my opinion* *Luckily*
Obviously *The point is* *In short*

- 1 On the other hand / _____, there are some serious issues that we still haven't discussed.
- 2 As a matter of fact / _____, the project is three weeks behind schedule, not two.
- 3 Fortunately / _____, we have enough time.
- 4 Clearly / _____, they're not as cheap as other suppliers, but their quality and reliability is much better.
- 5 Overall / _____, it's a very positive proposal, but there are some important details that still need clarifying.

6 What I'm trying to say is / _____ , June is a much better time to launch this product than April.

7 Essentially / _____ , it's a good idea as long as it's not too expensive.

8 While we're on the subject / _____ , did you get a chance to read that report I sent you?

9 The way I see it / _____ , the whole thing is a complete waste of time.

10 To put it simply _____ , profits are failing and costs are rising and we have to do something – fast.

3. Write one of these next to each sentence below: Polite disagreement, Strong disagreement, Not grammatically possible.

1. I really can't agree with you. _____

2. I can't really agree with you. _____

3. I can't agree really with you. _____

4. Put the phrases below into order: 1 is the most polite disagreement, and 4 is the strongest disagreement.

I'm sorry, that's not how I see it.

Really? Do you think so?

I'm not so sure about that.

I really can't agree with you there.

5. 'I think we need to make an emotional connection with consumers.'
Study the different replies a-g and then do the exercise below.

a Yes, just like Apple or Nike.

b Yes, you're right.

c Yes, they should love our products, not just need them.

d Maybe, but how can a household products company do that?

e Isn't that idea too abstract? Wouldn't it be better to focus on something more practical?

f Do you think so?

g I'm sorry, I don't agree with you.

Now match each reply with a technique for agreeing and disagreeing below.

Agreeing

1. Using a standard phrase.
2. Saying the same thing again using different words.
3. Giving an example.

Disagreeing

1. Using a standard phrase.
2. Yes, but ...
3. Asking an open question to show doubt.
4. Asking a negative question (where your own answer is clearly 'yes').

6. Speaking practice: listen and repeat. Repeat each phrase you hear and then listen to check.

Учебный элемент 2 (УЭ – 2) Meetings – making things clear

Read the extract from a meeting between three senior managers from different departments in an investment bank. Agustin (A) has some bad news to announce to his colleagues Brian (B) and Cecilia (C). Brian and Cecilia cannot believe what they're hearing!

A: Well, good morning, everyone.

B: Good morning.

C: Good morning.

A: You're probably wondering why I called this urgent meeting at such short notice. I have some bad news for you. We have a rogue trader.

B: Sorry, I missed that. Could you say it again?

A: I said we have a rogue trader. Like Nick Leeson at Barings and Jerome Kerviel at Societe Generale. We have someone who has been trading beyond his authority.

C: Can I get this clear? You're saying that there has been fraud?

A: Yes, it appears so. On a massive scale. Two billion euros.

C: Sorry, how much did you say?

A: I said two billion euros.

B: How did you arrive at the figure of two billion?

A: It's just a guess.

B: What exactly do you mean by 'guess'? Don't you know?

A: The person involved was trading complex financial instruments. Derivatives. It's very difficult to estimate the losses.

C: Correct me if I'm wrong, but you seem to be saying that you have no clue what this person was trading and no clue how much money he has lost.

A: Please allow me to explain. I cannot know every detail of every transaction of every trader. I have spoken to the individual's line manager this morning, and the figure of two billion looks like a reasonable guess.

B: You mentioned that the person was trading complex derivatives. Could you be a little more specific?

A: At this stage, no.

B: So, in other words, you don't understand the trades. And probably the line manager doesn't understand either.

A: Perhaps I haven't explained myself clearly. What I meant was that we're investigating the matter. There are certain aspects of the trades that seem to have escaped our internal controls.

C: Could I just say something? I don't believe what I'm hearing! Does anyone in this place know what they're doing?

A: Can I just finish my point? What I was trying to say was that this is a very serious matter and I cannot blame individuals or go into details until we have proof.

B: I just hope that the media haven't found out about this yet.

A: There are three journalists waiting in my office.

The phrases you need

Ask for repetition

Sorry, I missed that. Could you say it again?

Sorry, I don't understand, can you explain that again?

Can you run through / go over that again, please?

Use your own words to check

So, in other words, ...

If I understand you correctly, Is that right?

Can I get this clear? You're saying that ...

Correct me if I'm wrong, but you seem to be saying that ...

Clarify individual points

Sorry how much did you say?

Sorry, the project will start when?

What exactly do you mean by ...?

How did you arrive at the figure of ...?

You mentioned Could you be a little more specific?

Correct a misunderstanding

I'm sorry, that's not what I meant.

No, sorry, there's been a slight misunderstanding.

Perhaps I haven't explained myself clearly.

Reformulate

Please allow me to explain.,

Let me put it another way, ...

What I meant was ...

What I was trying to say was ...

Get your turn to speak

Sorry, but ...

Can I come in here?

Could I just say something?

Can I just finish my point?

Exercises

1. Read the dialogue aloud several times. Now try to remember some of the missing words below. Write your answers lightly at the side.

1. Sorry, I _____ that. Could you _____ it again?
2. Can I get this _____? You're _____ that there has been fraud?
3. Sorry, _____ did you _____?
4. How did you _____ at the _____ of two billion?
5. What _____ do you _____ by 'guess'?
6. _____ me if I'm _____, but you seem to be saying that you have no clue what this person was trading.
7. Please _____ me to _____. I cannot know every detail of every transaction.
8. You mentioned that the person was trading complex derivatives. Could you be a _____ more _____?
9. Perhaps I haven't _____ myself _____. What I meant was ...
10. Can I just _____ my _____? What I was trying to say was ...

After you have remembered whatever you can, use the pairs of words in the box below to complete the sentences.

<i>allow / explain arrive / figure clear / saying correct/wrong exactly / mean explained / clearly finish / point how much / say little / specific missed / say</i>

2. Fill in the missing letters.

- 1 Sorry, I don't und____d. Can you e____n that again?
- 2 Can you run ____gh that again? (= explain quickly)
- 3 Can you go ____r that again? (= repeat it in order that I can understand it)
- 4 No, sorry, there's been a si____t misund____ing.
- 5 Let me ____ it another ____y.
- 6 Can I c____ here? (= enter the discussion / interrupt)

3. A team leader is speaking in a conference call, but a colleague (Bob) doesn't understand very well. Complete Bob's questions with the words in the box.

<i>what when where which who how long how much how often</i>
--

Team leader: This meeting today is just a quick briefing so that everyone understands their *zxhkqf* before the project starts.

Bob: Sorry, understands their ¹ _____ ?

Team leader: Their roles. Yes, as I was saying, it's just a quick briefing – it'll only last around *kfxhzq* minutes.

Bob: Sorry, ² _____ did you say?

Team leader: Around thirty minutes. OK, so the project will start at the beginning of *qxfzh*.

Bob: Sorry, the project will start ³ _____ ?

Team leader: At the beginning of March. And once it's running, we'll have to meet regularly, *xhkzqf* a month.

Bob: Sorry, ⁴ _____ did you say?

Team leader: Once a month. OK, *fzxhqk* will be in overall charge of the budget.

Bob: Sorry, ⁵ _____ will be in charge of the budget?

Team leader: Martha. If you have any travel expenses, please fill in form *qzfxkh* and give it to her.

Bob: Sorry, ⁶ _____ form?

Team leader: Form TE3O. If you think you will spend more than *fzxhqk*, you should get my authorization first.

Bob: Sorry, ⁷ _____ did you say?

Team leader: 400 euros. Copies of the form can be found on *hxfkzq*.

Bob: Sorry, we can find them ⁸ _____ ?

Team leader: On the company intranet.

Notice how Bob asks for clarification in two ways. Sometimes he simply says 'Sorry (question word) did you say?' Other times he includes in his question some words that he did understand.

5. Speaking practice: listen and repeat. Repeat each phrase you hear and then listen to check.

Учебный элемент 3 (УЭ – 3)

Meetings – problem-solving

Read the extract from a meeting in a mining company -- Annette (A), Ben (B) and Claude (C) are discussing an issue of social responsibility.

A: Our geological studies have shown that there's a lot of gold in this area, but the local population is against us – they say our mining operations will destroy the environment – There are several ways we could deal with this. I'd like to open up the discussion and hear your views.

B: I think we should offer some money to the local mayor, under the table. It's worked before.

A: I'm sorry, I don't think that's a good idea. What would be the consequences? This mayor seems honest and he could go straight to the newspapers. It would be a disaster.

B: Yes, I suppose you're right.

A: Claude? Any suggestions?

C: Well, it's just an idea, but what about offering to use some of our profits to support environmental charities? We could give money to organizations that protect the rainforest, that sort of thing.

A: That sounds like a good idea, but I don't think it would work in practice. Let's look at the pros and cons. On the one hand, it would improve our public image, that's true. But on the other hand, people would see it as a very cynical gesture. And it does nothing for the local population in that area.

B: Can I make a suggestion? Instead of being defensive, why don't we go on the attack with a big PR campaign in the media?

A: What do you mean?

B: Well – look at the benefits that our operations will bring. We'll bring jobs to the local community, and our employees will pay taxes to the government. We're on the side of progress.

A: Let's think carefully about the implications of that. We would have to spend a huge amount of money on press and TV advertisements, and we're only a small company. What do you think Claude?

C: In general it sounds like a good idea, although I agree that the cost may be too high. I think the best way forward is to get a more detailed estimate of how much gold the mine can produce, and then we'll be in a better position to decide about the PR campaign.

A: OK, let's do that. After all, we have a number of options. For example, we could run a local PR campaign instead of a national one, just emphasizing the jobs.

B: OK. The next thing to do is carry out a more detailed geological survey. I agree.

Notice the process of exploring options, making suggestions, reacting, and accepting or rejecting the suggestions.

The phrases you need

Present options

We have a number of options.

There are several ways we could deal with this.

Balance *an* argument

Let's look at the pros and cons.

On the one hand, ... But on the other hand, ...

In general ... , although ...

On the whole ... , but ...

Make a suggestion

I think we should I could ...

Can I make a suggestion? Instead of ... , why don't we ... ?

It's just an idea, but what about ... (+ -ing)?

React

What would be the consequences?

Let's think carefully about the implications of that.

Accept a suggestion

OK, let's do that.

Yes, I think that would work really well.

Reject a suggestion

I can see one or two problems with that.

That sounds like a good idea, but I don't think it would work in practice.

I'm sorry, I don't think that's a good idea.

Next steps

I think the best way forward is ...

What we've got to do now is ...

The next thing to do is ...

Exercises

1. Try to remember the words below. (Some letters have been given).

1. There are sev _ _ _ l ways we could d _ _ _ w _ _ _ this.
2. I'd like to o _ _ _ u _ the discussion and hear your v _ _ _ s.
3. Yes, I su _ _ _ se you're r _ _ _ t.
4. That s _ _ _ _ s like a good idea, but I don't think it would w _ _ _ i _ pr _ _ _ _ _ _ .
5. Let's look at the p _ _ _ and co _ _ (= advantages and disadvantages).
6. _ _ the _ _ e _ _ _ d, it would improve our public image, that's true. But _ _ the _ _ _ _ r _ _ _ d, people would see it as a very cynical gesture.
7. Can I _ _ _ _ e a s _ _ _ _ _ _ ion? I _ _ _ _ _ d of being defensive, w _ _ _ _ _ 't we go on the attack with a big PR campaign in the media?
8. Let's think carefully about the impl _ _ _ _ _ _ s (= possible future results) of that.
9. In g _ _ _ _ _ it sounds like a good idea, a _ _ _ _ _ gh I agree that the cost may be too high.
10. I think the b _ _ t w _ y f _ _ _ _ _ d is to get a more detailed estimate.

2. Make phrases by matching an item from each column.

OK, let's	waste of time,
What	work really well,
That's a complete	about ...?
Why	we ...?
Yes, that would	don't we ...?
Shall	do that.
That sounds	make a suggestion?
Can I	worth trying.
I can see	like a good idea.
I'm not really	would work in practice.
That might be	sure about that
I don't think it	one or two problems with that

3. Write the phrase numbers from the previous exercise in the correct category below:

- a) Make a suggestion.
- b) Accept a suggestion.
- c) Reject a suggestion.

4. Complete the table by writing these nouns next to the verbs they go with: a suggestion, a decision, a problem, a solution. Check any unknown words in a dictionary.

analyze, approach, avoid, be faced with, cause, consider, explore, find a way round, get round, identify, look into, overcome, present (some-	1. _____
agree (on), arrive at, come up with, figure out, find, look for, offer, produce, propose, put forward, reach, work towards	2. _____
accept, act on, agree with, come up with, consider, make, follow up, go along with, lend weight to, put forward, reject, respond to, rule out, take up, welcome	3. _____
alter, arrive at, be faced with, come to, confirm, go back on, hesitate over, ignore, implement, justify, lie behind, make, postpone, reach, reconsider, reverse, take	4. _____

5. Fill each gap with a verb from the previous exercise in the correct form.

1. If you _____ a problem, you're in a situation where you have to deal with it.
2. If you _____ a problem, you make an effort to deal with it (metaphor from football).
3. If you _____ a solution, you think about a problem until you find the answer or understand what has happened (= 'work out').
4. If you _____ a solution, you do things that help you to make progress.
5. If you _____ a suggestion, you think of it.
6. If something _____ a suggestion, it provides evidence to make the suggestion seem like a good one.
7. If you _____ a decision, you take action to put it into practice.
8. If something _____ a decision, it is the true reason for the decision.

6. Speaking practice: listen and repeat. Repeat each phrase you hear and then listen to check.

Учебный элемент 4 (УЭ – 4)

Meetings – leading a meeting

The person who leads the meeting is often called 'the chair', but other common terms are 'moderator' 'facilitator' and 'presiding officer'. Below you will find some typical extracts spoken by this person.

Opening the meeting

Right, is everybody here? Good, I think we can start. Well, good morning everyone, and thanks for coming. Unfortunately Anneke is ill and sends her apologies. Just a couple of housekeeping things before we begin – we'll have a short break around ten thirty, and I aim to finish the meeting on time, at twelve o'clock. The bathroom is down the hall on the left. OK. Do you all have a copy of the agenda? Good. Can someone take the minutes? Thank you, Vikram. Just before we begin, I'd like to introduce Agnieszka from our Warsaw office. Would you like to say a few words about yourself Agnieszka? ... OK, thanks. Right. Our objective today is to plan the launch of the new range of large-screen televisions across all our European markets, I've prepared some background information that I hope will be useful, and I'll distribute it round the table now. You can

see from the agenda that we have a lot to get through, so I would ask that you keep all contributions brief and to the point.

OK, let's move straight to the first item. Henk, would you like to kick off?

Closing the meeting

OK, everyone, I think we can stop there – it's nearly twelve o'clock.

I'd like to sum up. There are three main conclusions from the meeting. First, ... Secondly, ... And finally ...

In terms of action points, we've decided to ... – Jennifer you're going to deal with that – and we've also agreed that Miguel should prepare a report on ... Are there any other points that anyone wants to make? Have I missed anything? Well, thanks for your input, everyone. We've had lots of good ideas and I think it was a very useful meeting. I'll circulate the minutes as soon as I get them from Vikram. What about another meeting? Can we fix a date now? Right, we'll close the meeting here. Enjoy your lunch. Caitriona, can I just have a quick word with you before you disappear?

Managing the meeting

Between the open and the close there is the whole middle section of the meeting where the chair manages and controls the discussion. The phrases below are also very relevant here.

The phrases you need

Ask for reactions

What's your view on this, Nadine?

How do you feel about this, Klaus?

Antonio, this is your field, in a few words, can you tell us what you think?

Mike, after we've heard from Rosa can we have your views? I know you have some experience of this problem.

Deal with interruptions

Could you just hang on a moment please?

One at a time, please. First Mirella, then Claude.

Pavol, could you just let Nikola finish? I'll come back to you in a moment.

Keep moving

Perhaps we could get back to the main point?

I'm not sure that's relevant.

Let's leave that aside for the moment.

Can we come back to this later?

I think we should move on now.

Focus the discussion

I think we need to look at this in more detail.

We need to analyze this in a little more depth.

Widen the discussion

Is there anything else we should consider?

What other ways are there to approach this?

Check agreement

Can we go round the table to see if everyone agrees?

Do we all agree on that? Good, that's settled.

Summarize

So, basically, what you're saying is ...

OK, let's go over what we've discussed so far.

Exercises

1. Complete the sentences from the opening of a meeting with the pairs of words in the box.

<p><i>agenda / get through background / useful bathroom / hall</i> <i>brief / point copy / agenda housekeeping / begin</i> <i>ill / apologies kick / off right / start say / words</i> <i>straight / item take / minutes</i></p>
--

1. _____, is everybody here? Good, I think we can _____.
2. Unfortunately Anneke is _____ and sends her _____.
3. Just a couple of _____ things before we _____.
4. The _____ is down the _____ on the left.
5. Do you all have a _____ of the _____ ?
6. Can someone _____ the _____ ?
7. Would you like to _____ a few _____ about yourself Agnieszka?
8. I've prepared some _____ information that I hope will be _____.
9. You can see from the _____ that we have a lot to _____.

10. I would ask that you keep all contributions _____ and to the _____.
11. OK, let's move _____ to the first _____.
12. Henk, would you like to _____?

2. Find a word or phrase from the previous exercise that matches the definitions below:

- 1) a list of the subjects to be discussed at a meeting _____
- 2) a written record of the decisions that people make at a formal meeting _____

- 3) (phrasal verb) do; finish dealing with _____
- 4) one of several things on a list _____
- 5) (phrasal verb) begin _____

3. Write BrE (British English) or AmE (American English) on the right line.

1. bathroom / restroom / washroom _____
2. loo (informal) / toilets / gents / ladies / WC _____

4. Make phrases to close a meeting by matching an item from each column.

- | | |
|---------------------|------------------------|
| 1. I think we | main conclusions, |
| 2. I'd like to sum | the minutes, |
| 3. There are three | can stop there |
| 4. In terms | fix a date now? |
| 5. Are there | missed anything? |
| 6. Have I | a quick word with you? |
| 7. I think it was a | of action points, ... |
| 8. I'll circulate | any other points? |
| 9. Can we | up. |
| 10. Can I just have | very useful meeting. |

5. Put the words into order. Write the answers under the correct heading below.

- I think in more detail look at this we need to.
- let's for the moment leave aside that.
- could you a moment hang on just please?
- is anything there we should consider else?
- one at time, a please.

- can we if everyone agrees go round to see the table?
- what ways are there to approach other this?
- let's so far what we've discussed go over.
- can we later to this come back?
- we need to depth this in a little more analyze.

Deal with interruptions

1. _____
2. _____

Keep moving

3. _____
4. _____

Focus the discussion

5. *I think we need to look at this in more detail.*
6. _____

Widen the discussion

7. _____
8. _____

Check agreement

9. _____

Summarize

10. _____

6. Speaking practice: listen and repeat. Repeat each phrase you hear and then listen to check.

Учебный элемент 5 (УЭ – 5)

Meetings – negotiating

What do you think of when you hear the word 'negotiating'? You probably think of this process: two sides each have a starting position, then they make a series of

concessions (= things they give in order to reach an agreement) until they find a compromise (an agreement where both sides accept that they cannot have everything).

But this process is more accurately called 'bargaining', and it's just one of the phases of a negotiation. The phases are:

1. Relationship building: getting to know the other person, exchanging information about the two companies, discussing the market, and generally building trust.
2. Stating needs, exploring initial positions and asking questions. In a commercial negotiation, the supplier explains the product in depth and shows how it brings value to the customer's business.
3. Bargaining – not just on price, but on a range of linked issues such as quantity, minimum order, discounts, delivery time, service plans and warranties (guarantees), terms of payment, exclusivity in a particular market, the length of the contract, transport costs, arrangements for sharing advertising costs, penalties if clauses in the contract are not respected.
4. Closing the deal.

Read the dialogue below, which is an extract from phase 2 of a typical sales negotiation.

Supplier: OK, let's get down to business. What exactly do you need?

Customer: For us, the priorities are quality and reliability.

Supplier: When you say 'reliability', what do you mean?

Customer: I mean delivery. On time, every time. Can you do that?

Supplier: Yes, we can. Our customers are well-known firms who trust us and come back to us.

Customer: OK.

Supplier: What sort of quantity are you thinking of?

Customer: Around 1,000 pieces initially. But that may change. How flexible can you be on quantity?

Supplier: You can change the quantity up to five working days before the agreed delivery date, and we need a minimum order of 500 pieces. But quantity is not a problem. Our main concern is that you don't change the basic specifications of your order.

Customer: Right, I understand. And in terms of delivery, what kind of time-scale are we looking at?

Supplier: Two weeks from your firm order.

Customer: OK. Another question. We've been quoted a price of €950 per piece for a very similar product. Can you match that?

Supplier: We offer quality at a reasonable price, not at the cheapest price. We don't try to compete on price. It's about a relationship between quality and price.

Customer: Of course. I see that. But what kind of guarantee can you give us in relation to your quality?

Notice in this early part of the negotiation how there are a lot of questions, and how the speakers move freely from one topic to another.

The phrases you need

State your needs

For us, the priorities are ...

Our main concern is ...

We think the best option would be ...

We'd prefer to see I have ...

We need ... Can you do that?

Explore positions

What exactly do you need?

What do you have in mind?

How would you feel about... ?

How flexible can you be on ... ?

When you say ..., what do you mean?

Can you be more specific?

Let me just check I understand you correctly.

Ask specific questions

What sort of quantity are you thinking of?

What kind of timescale are we looking at?

What sort of figure are we talking about?

What kind of guarantee can you give us?

We've been quoted a price of... Can you match that?

Suggest alternatives

Alternatively, ...

Can I suggest another way of moving forward?

There are a couple of alternatives we'd like to put forward.

Perhaps you would like to try the product on a trial basis?

Exercises

1. Read the dialogue aloud several times, then cover it with a piece of paper. Now try to remember some of the missing words below. Write your answers lightly at the side.

1. OK, let's get down to _____.
2. What _____ do you need?
3. For us, the _____ are quality and reliability.
4. When you say 'reliability', what do you _____.
5. Our customers are well-known firms who _____ us and come back to us.
6. How _____ can you be on quantity?
7. You can change the quantity up to five working days before the agreed _____ date.
8. We need a _____ order of 500 pieces.
9. Our main _____ (= feeling of worry) is that you don't change the basic specifications of your order.
10. In terms of delivery, what kind of _____ are we looking at?
11. We've been _____ (= told) a price of €950 per piece for a very similar product.
12. Can you _____ that (= provide something price, not at the that is equal)?
13. We offer quality at a _____ price, not at the cheapest price.
14. But what kind of _____ can you give us in relation to your quality?

After you have remembered whatever you can, use the words in the box below to complete the sentences.

<i>business concern delivery exactly flexible guarantee match mean minimum priorities quoted reasonable timescale trust</i>

2. Complete the four mini-dialogues with the words and phrases in the box.

<i>a little low have in mind pre-payment production schedule quite high regular customers so long something around standard for this market such large discounts terms of payment were you expecting</i>
--

Price

Supplier: The price per item is €140.

Customer: That seems ¹ _____.

Supplier: What sort of price ² _____?

Customer: ³ _____ €120.

Supplier: I think you'll find our prices are ⁴ _____.

Discount

Supplier: We give a discount of 3 % on orders over €5,000 and 5 % on orders over €10,000.

Customer: Isn't that ⁵ _____ ?

Supplier: What kind of discount were you looking for?

Customer: 5 % on our order of €6,000.

Supplier: Well, we don't normally give ⁶ _____.

Delivery

Supplier: Our delivery time is six weeks.

Customer: I didn't expect it to be ⁷ _____.

Supplier: What exactly did you ⁸ _____ ?

Customer: We need delivery in four weeks. Can you do that?

Supplier: That doesn't give us very much time – our ⁹ _____ is very busy at the moment.

Terms of payment

Supplier: Our ¹⁰ _____ are 50 % in advance, and 50 % 30 days after delivery.

Customer: Couldn't you be a little more flexible?

Supplier: What do you mean?

Customer: We'd prefer, say, one third ¹¹ _____ , one third after 30 days, and the final third after 60 days.

Supplier: I'm sorry, but we only offer conditions like that to ¹² _____.

3. Speaking practice: listen and repeat. Repeat each phrase you hear and then listen to check.

Учебный элемент 6 (УЭ – 6)

Meetings – negotiating II

The dialogue below comes from a later part of the negotiation. It shows phrases for bargaining and closing the deal.

Bargaining is a process of making offers ('proposals' are more formal and more final than offers), with the other side accepting them, refusing them, or coming back with a counter-offer. Inexperienced negotiators tend to work through issues (eg price, terms, delivery) one by one, while more experienced

negotiators link issues, with all the pieces of the puzzle only fitting together right at the end. This allows much greater flexibility.

Experienced negotiators also tend to make frequent use of summarizing. Summarizing can be used to check understanding, give yourself time to think, keep a positive atmosphere by reviewing progress, break a deadlock, and close the negotiation.

Now read the dialogue.

Supplier: ... Yes, our minimum order is 500 pieces.

Customer: That's a big risk for us – we'd prefer an initial order of, say, 300 pieces. We can look at further orders later.

Supplier: That's not really a viable option for us. It's not cost-effective for us to do a production run of just 300 pieces.

Customer: I see. And earlier you said that you need 50 % pre-payment for first time customers.

Supplier: That's right.

Customer: 50 % is a lot of money to pay upfront. I'm sorry, we can't accept that.

Supplier: We'd be prepared to offer better terms of payment, but only if you increased your order.

Customer: When you say 'better terms', what do you have in mind?

Supplier: Well, if you order 500 pieces, we'll accept 25 % payment in advance, with the balance 60 days after delivery. That should help with your cash flow.

Customer: OK, we could accept that, but only on one condition.

Supplier: Yes?

Customer: That you can make the small customization that we talked about earlier at no extra cost.

Supplier: I'm not sure about that. I don't have the authority to make that decision by myself.

Customer: Well, if you can agree to that, we can close the deal today.

Supplier: OK. Can you give me a moment to make a call?

Customer: Sure.

Supplier: ... Yes, we can make that customization. No problem. Now, let's just take a moment to review what we've discussed. So, ...

The phrases you need

Bargain

If you (do that), we'll / we can (do this).

OK, we'd be prepared to (do that), but only if you (did this).

We could accept that, but only on one condition. Would you be willing to accept a compromise?

Accept an offer

OK, we can agree to that.

That sounds reasonable.

I think that should be possible.

Refuse an offer

I'm not sure about that.

That's not really a viable option for us.

That would be very difficult for us because ...

I'm sorry, we can't accept that.

Summarize

Let's just take a moment to review what we've discussed.

Can we just go through I go over what we've agreed so far?

So, ...

Play for time

I'd like some time to think about it.

I think that's as far as we can go at this stage.

I don't have the authority to make that decision by myself.

Close the deal

If you can ... , we can close the deal today.

I'm ready to sign today if you can ...

If we agree to ... are you happy with the other points?

That's it, then. I think we have a deal.

So, if you'd just like to sign here.

Exercises**1. Fill in the missing letters.**

1 Our mi__ _urn o__ _r is 500 pieces.

2 That's not really a via __ _ option for us. It's not c__ _t-eff__ _ _ _e for us to do a production r__ _ of just 300 pieces.

3 Earlier you said that you need 50 % p__ _-pa__ _ _ _t for fi__ _t ti__ _ customers.

4 50 % is a lot of money to pay up__ _ _ _t.

- 5 If you order 500 pieces, we' _ _ accept 25 % payment in ad _ _ _ _ , with the bal _ _ _ _ 60 days after d _ _ _ _ ry. That should help with your c _ _ _ fl _ _ .
- 6 I don't have the au _ _ _ _ ty to make that decision b _ _ my _ _ _ _ .

2. Find a word from the previous exercise that means:

- 1 able to be done _____
- 2 (informal) in advance _____
- 3 remaining amount of money _____

3. Complete the sentences with the pairs of words in the box.

accept / condition dose / deal go / stage have / mind
just / sign moment / review prefer / order
prepared / terms should / possible sounds / reasonable
through / far willing / compromise

- 1 We'd _____ an initial _____ of, say, 300 pieces.
- 2 We'd be _____ to offer better _____ of payment, but only if you increased your order.
- 3 When you say 'better terms', what do you _____ in _____ ?
- 4 We could _____ that, but only on one _____.
- 5 Would you be _____ to _____ ?
- 6 Yes, that _____ be _____.
- 7 That _____.
- 8 Let's just take a _____ to _____ what we've discussed.
- 9 Can we just go _____ what we've agreed so _____ ?
- 10 I think that's as far as we can _____ at this _____.
- 11 If you can agree to that, we can _____ the _____ today.
- 12 If you'd _____ like to _____ here.

4. Match a group of verbs 1 – 4 and a group of adjectives a – d to the nouns (order, discount, proposal, deal). Check any unknown words in a dictionary.

1. accept, agree on, close, do, make, offer somebody, reach, reject, sign;
2. authorize, cancel, chase, delay, fax through, meet, place, process, put in, receive, ship;
3. accept, clarify, come up with, consider, drop, explore, outline, make, put forward, reject, revise, study, withdraw;

4. allow somebody, ask for, be available at, be entitled to, get, negotiate, offer somebody, qualify for.

a) alternative, compromise, concrete, detailed, helpful, interesting, sensible, tentative, vague;

b) cash, generous, good, huge, large, low, five percent, special, substantial, usual;

c) back, firm, initial, outstanding, regular, repeat, rush, special, urgent;

d) compromise, exclusive, fair, good, lucrative, major, package, two-year.

5. *Continue as before* (details, deadline, concession, compromise).

1. extend, fix, have, impose, (fail to) meet, miss, pass, set, work to;

2. accept, agree on / to, arrive at, come to, find, look for, make, offer, reach, seek, suggest;

3. discuss, figure out, finalize, go into, go over, itemize, sort out, work out;

4. extract, get, grant, make, offer, win.

a. brief, complete, complex, concrete, final, full, minor, practical, precise, rough, technical;

b. generous, important, key, limited, major, minor, significant, sizeable, substantial;

c. acceptable, fair, necessary, potential, reasonable, (un)satisfactory, sensible;

d. flexible, strict, tight.

6. *Speaking practice: listen and repeat. Repeat each phrase you hear and then listen to check.*

Учебный элемент 7 (УЭ – 7)
Meetings – diplomatic language

Many learners of Business English think that it isn't necessary to know about indirect (diplomatic) language. They argue that directness is the **best** choice in business because then people can understand each other. Usually this is true. But stop to think about your own language. Compare how you talk to your friends and colleagues with:

– Talking to your boss.

– Talking to new customers.

- Participating in a large meeting where you're 'on show'.
- Negotiating a difficult issue while trying to keep a good atmosphere.

Diplomatic language is about showing respect and allowing the other person to 'save face'. Even if you come from a culture where directness is valued, there will be situations in your future business career where you will need to modify your natural directness. Diplomatic/indirect language shows other people that you're polite, educated and respectful of their opinions and feelings.

Compare the 'direct' conversation extract below with its 'softer' version underneath. Of course, the example is exaggerated to make a point.

Version 1: direct

Customer: This product is very expensive.

Supplier: It's more expensive than the old model. But the quality is much, much better.

Customer: If we buy this product, will you give us a good discount?

Supplier: What do you mean?

Customer: We want 5 %.

Supplier: That will be difficult. You owe us money on your account.

Customer: We have a problem with our cash flow.

Supplier: You must pay the money you owe us now. Otherwise a discount on the new product is impossible.

Version 2: softer, more indirect

Customer: To be honest, this product seems quite expensive.

Supplier: It's a little more expensive than the old model, that's true. But the quality is significantly better.

Customer: If we bought this product, would you give us a good discount?

Supplier: What did you have in mind?

Customer: We were thinking of, say, something around 5%.

Supplier: That won't be easy. I'm just looking at my records here.

Actually, you owe us money on your account.

Customer: Yes, I know. We have a bit of a problem with our cash flow right now.

Supplier: Why don't you pay some of the money you owe us? Then perhaps we could look again at the discount on the new product.

The phrases you need

'perhaps', 'maybe'

Perhaps we should ... Maybe we could ...

'would', 'could', 'might'

We would need a quality guarantee. Here's an idea we could look at. That might be quite expensive.

'just'

Could I just go back to the point about... There's just one thing I'd like to add.

'seems'

It seems to me that...

There seems to be a problem with ...

Rephrase with 'not'

Our competitors aren't very cheap. That doesn't give us very much time. That won't be easy.

Warning phrase

Actually, ...

To be honest, ...

Unfortunately, ...

Negative question

Why don't you ...?

Wouldn't it be better / easier to ...?

Isn't it the case that, ...?

Past forms

We were thinking of something around 5%. What did you have in mind? If we bought this product, ...?

Exercises**1. Match what you think 1 – 10 with what you say a – j.****You think ...**

1. Stop speaking and let me say something for a change.
2. Why are you always mixing up issues?
3. I'm selling your product in my stores, and yet you want me to pay all the advertising costs myself. You're crazy.
4. I have a really great idea! You're going to love this.
5. You said that you could deliver these items by the end of the week. Now you've changed your story. Typical.
6. The cost of that option is going to be way too high.

7. I have no idea when we can deliver the items - there's a problem at the factory and no-one can solve it.
8. You want it when!?! No way.
9. If you want quality, go somewhere else. I'm offering you a cheap price.
10. That's completely wrong.

You say...

- a) I think it might be better to consider that issue separately.
- b) Here's an idea we could look at.
- c) I understood that you had these products in stock for immediate delivery.
- d) Our products are very good value for money in relation to our competitors.
- e) Could I just interrupt for a moment?
- f) That doesn't give us very much time.
- g) That might be quite expensive.
- h) There seems to be a bit of a problem with our production facility at the moment.
- i) With respect, that's not quite right.
- j) Wouldn't you agree that it's fairer if we share some of the promotional expenses?

2. Make the comments more diplomatic using the words in brackets.

1. There's one thing I want to add, (just / like).
2. That is impossible, (honest / would / very difficult).
3. You're being too optimistic, (seems / me / that / little).
4. It would be better to use rail transport, (wouldn't).
5. This line is unprofitable, (actually / not very).
6. We should leave that point until later, (think / might / better).

3. Look at line 4 of Version 2

If we bought this product, would you give us a good discount?

In grammar this is called a 'second conditional':

If we + past simple, would I could you ... ?

With the past form the if sentence is more hypothetical and indirect – you're just exploring an idea in a tentative way.

Change these sentences to second conditionals.

1. If we order 5,000 pieces, what sort of discount can you give?

2. If you pay 50 % in advance, we will give you generous terms for the remaining 50 %.

5 Speaking practice: listen and repeat. Repeat each phrase you hear and then listen to check.

Учебный элемент 8 (УЭ – 8)

Meetings – review

1. Fill in the missing letters in this extract from a meeting. Four people speak: the chair, Marek, Camille and Adriana.

The chair opens the meeting:

R_ _ _ , I think we can start. Well, good morning everyone, and th_ _ _ s
f_ _ c_ _ _ g. Unfortunately, Bruce is ill and s_ _ _ s his apo_ _ _ _ s.

Just a couple of hou_ _ _ _ ping things before we begin – we'll have a
sh_ _ t b_ _ _ k around ten thirty, and [...] .

Do you all have a c_ _ y of the a_ _ _ _ a? Good. Can someone t_ _ e the
mi_ _ _ _ s? Thank you.

OK, let's move st_ _ _ _ _ t to the first i_ _ _ . Marek, would you like to
k_ _ _ o_ _ _ ?

Marek presents some alternatives:

There are several ways we could d_ _ _ w_ _ _ this iss_ _ . Let's look at
the p_ _ s and c_ _ s of each opt_ _ _ [...]. So, in general I'm in fa_ _ _ r of option
one because of the cost advantages, al _ _ _ _ gh [...].

The chair asks Camille for her reactions:

Thank you, Marek. Camille, can you tell us what you think? This is your
f_ _ ld and I know you h_ _ e s_ _ e ex_ _ _ _ _ nee of this problem.

Camille speaks:

I agree with Marek u_ t_ a p_ _ _ t. It may be t_ _ e that ... But we also
have to consider ...

So what I'm tr_ _ _ g to s_ _ _ is / Or, to p_ _ _ it si_ _ ly ...

Marek interrupts:

Can I c_ _ _ e i_ _ here?

The chair blocks the interruption:

Marek, could you j_ _ _ I _ _ Camille fi _ _ _ _ ? I'll c_ _ e b_ _ _ to you in a moment.

Camille continues:

Co_ _ _ _t me if I'm wr_ _g, but Marek s_ _ _s to be saying that [...].

Marek corrects the misunderstanding:

Perhaps I haven't exp_ _ _ned my _ _ _f cl_ _ _ ly. That's not what I me_ _t. What I was t_ _ing to say was [...]. As a ma_ _ _r of f_ _ _ , [...].

Adriana makes a suggestion:

Can I make a suggestion? It's j_ _ _ an id_ _ , but in_ _ _ _d of [...], why don't we [...] ?

Marek rejects the suggestion:

That s_ _ _ _s like a good idea, but I don't think it would W_ _ _ i _ pr_ _ _ _e. The p_ _nt is [...].

The chair widens the discussion:

OK, what other ways are there to app _ _ _ ch this? Is there any_ _ _ _g e_ _e we should con- _ _ _er?

Camille gives an opinion:

From my p_ _ _t of v_ _w, I think that [...].

The chair reacts:

Let's think car_ _ _lly about the im_ _ _ _ _ions of that. O_ the o_ _ h_ _ _ [...], but on the other hand [...].

Adriana focuses the discussion:

I think we need to an_ _ _ze this in a I_ _ _le more d_ _th. [...] And so, because of that, I t_ _d to feel that [...].

Marek asks for clarification:

You men_ _ _ned [...] . Could you be a little more sp_ _ _ _ic?

Adriana reformulates:

Yes, I_ _ me p_ _it a_ _ _ _er way, [...].

The chair keeps the discussion moving:

Let's le_ _e that as_ _e for the moment - I'm not sure it's rel_ _ _ _t.

Camille suggests the next steps:

I think the b _ _ _ way for _ _ _d is for us to [...].

The chair asks for repetition:

Sorry, can you r _ _ thr _ _ _ _ that again? I want to be sure I understand.

Camille repeats:

Yes, _f c _ _ _ _e, [...].

The chair summarizes:

I see now. OK, let's g _ o _ _ _ what we've discussed s _ f _ _ . [...]

Camille speaks:

Abs _ _ _ _ _ly. And it's not just [...], it's also [...].

So in terms of ac _ _ on p _ _ _ts we need to [...].

The chair checks agreement:

OK. Can we g _ r _ _ _ _ the t _ _ _e and see if everyone agrees? [...]

Good, that's settled. I think we should m _ _e _n now.

After some time, the chair closes the meeting:

Well, thanks for your i _ _ut, everyone. I think it was a very u _ _ _ul discussion. Shall we f _ _ _ the t _ _ _ for the next meeting? [...] Oh, yes. Marek, can I just h _ _ _ a qu _ _ _ _ w _ _ _ with you before you disappear?

2. Complete this negotiating dialogue with the words and phrases in the box.

*a viable option are we talking are you happy are you looking be prepared
did you have get down have a deal instead of might be able moving forward
really not sure sounds reasonable upfront*

Supplier; OK, let's ¹ _____ to business. So, you're interested in our greetings cards.

Customer: Yes, the Arts Cards range – the ones with the images of famous paintings.

Supplier: We sell a lot of those. What sort of quantities ² _____ for?

Customer: I run a chain of eight small retail outlets, and I'd like to put the cards on a display stand by the checkout at each one. What quantities do you suggest?

Supplier: We ³ _____ to help you with the stand. But let's get back to the quantity. Perhaps you should make an initial order of, say, 2,000 cards.

Customer: That seems like quite a large amount. I'd prefer to have 1,000 cards and see how they go. Supplier: When you said 'display stand' earlier, what exactly ⁴ _____ in mind?

Customer: A stand for the counter.

Supplier: ⁵ _____ a counter stand, why don't you use a floor stand? The capacity is much bigger. A floor stand that turns round.

Customer: Yes, I think that would work well. Are they easy to find?

Supplier: We can give you one for each store, free of charge, but you would need to order a minimum number of cards.

Customer: What sort of figure ⁶ _____ about?

Supplier: 4,000 cards. If you sell 100 per week at each store, you'll get rid of them in five weeks.

Customer: No, I'm sorry; an order of 4,000 is not ⁷ _____. I just don't have the cash flow to support that kind of purchase.

Supplier: Cash flow doesn't have to be a problem.

Customer: What do you mean?

Supplier: You don't need to pay everything in advance. If you order 4,000 cards, we'll give you very good terms of payment. Just 50 % ⁸ _____, and the balance after 30 days,

Customer: What is the cost per card?

Supplier: The suggested retail price to the public is €2.90. We sell them to stockists like yourselves for €1.20 each,

Customer: Well, to be honest, I'm ⁹ _____. I'd like some time to think about it. It's a lot of money - unless we can negotiate the cost per card.

Supplier: I'm sorry, that's not negotiable.

Customer: Can I suggest another way of ¹⁰ _____ ? Would you be prepared to take back any unsold cards from our order? We don't know which ones people will buy.

Supplier: If we agree to that, ¹¹ _____ with the other points?

Customer: Well, an order of 4,000 cards is far more than I was thinking of initially, but I guess it's possible.

Supplier: OK, we'd ¹² _____ to take back any unsold cards, but only from the first order, and only if they were in perfect condition for us to resell,

Customer: That ¹³ _____.

Supplier: That's it, then. I think we ¹⁴ _____.

3 Make the comments more diplomatic using the words in brackets.

1. That will be expensive. (might / quite)
2. We will want a larger discount. (would / significantly)
3. There's one thing I want to clarify. (just / like to)
4. Splitting the order into two consignments would be a good idea. (wouldn't / better)
5. I'm unconvinced by this estimate. (not / totally)
6. You said that we can have the products on a trial basis. (understood / could)
7. What quantity are you thinking of? (sort of / were)
8. It may be difficult to arrange that. (unfortunately / may / very easy)
9. We're having a lot of problems at our factory. (one or two / issues / right now)
10. We expected a two-year warranty. (honest / expecting)
11. I think that your new range is the same as your old range. (seems / me / more or less)
12. It would be easier to pay more and ship the goods by Air Express. (wouldn't / little more)

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ATTACHMENT 1

EFFECTIVE COMMUNICATION

1. Complete each of the following sentences with in, on or for. There are two possible answers for number 2. You can then make similar sentences about yourself and your job.

1. Olga Blanc is in computers.
2. She has been working _____ a big computer company for five years.
3. She is based _____ Paris.
4. She works _____ the external communications department.
5. At the moment she is working _____ the design of the company's website.
6. She is responsible _____ the development of an important part of the site.
7. She is very interested _____ Website design.
8. She depends _____ the web and on personal contacts for new ideas.
9. She spends one or two hours every day on the Web getting information _____ all the latest developments.
10. She is happy because there is a big demand _____ good website designers at the moment.

Note:

– Tenses at work:

You use the present simple to talk, for example, about where you work or what you do: / *work...*

You use the present continuous to talk about current projects: / *am working...*

– **External communications** means how the company communicates with the outside world. **Internal communications** means how people inside the company communicate with each other.

2. Fill in the missing words in the sentences below. Choose from the words in the box. You can then use similar sentences to talk about your company.

company competitors customers employees leader products profit share shareholders share price subsidiaries turnover

1. I work for a company called Kwikshoe.
2. Our main _____ are sports shoes.

3. Kwikshoe is a world _____ in the tennis shoe sector.
4. It has a national market _____ of 23%.
5. It has 2,500 _____ in this country.
6. It has seven _____ in five different countries.
7. Its main _____ are young people and people who do sport.
8. Its main _____ are in Britain and the USA.
9. Its main _____ are banks and pension funds.
10. Its _____ last year was \$1.2 billion.
11. Its _____ last year was \$16 million.
12. Its _____ today is \$57.

Note

If you are the number one in a market, sector or region, you can say:

We are the leader in the ... sector...


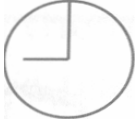
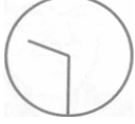

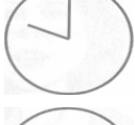

We are the biggest ...in the market.

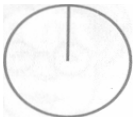






If you are the number two or three, you can say:

We are a leader in the provision of...

We are the second / third / fourth biggest ...In the region.

3. Lorenza Muller is telling her partner about her day at the office. Match the beginning of each sentence on the left (1 – 13) with a phrase on the right (a – m). You can then make similar sentences to talk about your day at work.

- | | | | |
|----|---|-----------------|--|
| 1. |  | I looked at ... | a. the monthly figures to Mr Kazoulis. |
| 2. |  | I wrote ... | b. an appointment with a client. |
| 3. |  | I made | c. the minutes of the meeting. |
| 4. |  | I went to | d. a representative of the safety committee. |
| 5. |  | I took | e. the company magazine. |
| 6. |  | I fixed | f. three or four replies. |

- | | | | |
|-----|--|--------------|---|
| 7. |  | I met | g. two or three telephone calls. |
| 8. |  | I had | h. the office Christmas party with Cynthia. |
| 9. |  | I read | i. a \$10 million deal. |
| 10. |  | I discussed | j. my e-mails. |
| 11. |  | I presented | k. lunch with Tom in Accounts. |
| 12. |  | I negotiated | l. tired but happy. |
| 13. |  | I came home | m. the weekly departmental meeting. |

4. Choose one word or phrase from the box to complete each sentence.

*colleague customer director investor leader manager
opposite number ~~owner~~ shareholder supplier*

My name's John Power. Power Enterprises belongs to me. I'm the (1) **owner**. I also manage the company myself. I'm the (2)_____.

I'm John Power's sister. I sit on the Board of his company. I'm a (3)_____.

I'm Mr Power's secretary. He's my (4)_____.

I hold equity in this company. I am a (5)_____.

John Power is a friend of mine. I have put some of my own money into Power Enterprises. I'm an (6)_____.

I buy things from this company I'm a (7)_____.

This company buys things from me. I'm a (8)_____.

I'm the head of a team in the technical department. I'm a team (9)_____.

I have lunch every day with the woman at the desk next to mine. She is my (10)_____.

I'm the marketing director of Power Asia Pacific. Jim Poom is the marketing director of Power Europe. He's my (11)_____.

I work for Power Enterprises. I head a department of about 50 people. I'm a (12)_____.

Note

There is not a big difference between customers and clients and sometimes both can be used. In general, people in shops are usually customers, while businesses and professional people like lawyers and accountants have clients.

Boss is an informal word, not something you will see on an organization chart. The terms superior and subordinate were once used to talk about people above and below you in the organization, but they are less common today.

5. You have just agreed your pay with the Board. Fill in the missing words in the sentences below.

<i>Benefits</i>	<i>bonus</i>	<i>car</i>	<i>expenses</i>	<i>health insurance</i>	<i>income</i>
<i>pension</i>	<i>rise</i>	<i>salary</i>	<i>stock option</i>	<i>vouchers</i>	

1. Your base *salary* will be \$500,000 per year.
2. When you are 65, you will get a _____ of \$400,000 per year.
3. But you will get many other _____ as well.
4. A _____ plan gives you shares in the company which you can sell at a profit if the price goes up.
5. You have an expensive company_____.
6. You have unlimited travel and entertainment _____.
7. You get free_____.
8. You get free luncheon _____ which you can use in most restaurants in the city.
9. And you get a special _____ if the company's sales go up by more than 15 % in the year.
10. So your total _____ next year could be more than a million pounds. Even so, you are thinking about asking for another _____ soon!

6. Tony Johansen tells us about his professional life but some of the letters are missing from the key words. Fill in the missing letters. Take care with

the correct form of the verb. You can then make similar sentences about your own professional life story.

1. I guess my C A R E E R so far has not been very typical.
2. My first J _ _ _ was with Flat Earth Mechanics.
3. I S _ A _ T _ _ with them in 1975.
4. It was just after I had L _ F _ school.
5. My first job was in the office but I soon M _ V _ to the sales department. I knew then that I was born to be a salesman!
6. In 1980 I was P _ O _ O _ E _ to the position of sales manager.
7. But soon after that, the company went through a bad period and most of us were M _ D _ R _ D _ N _ A _ T.
8. It took me two weeks to find another job and at the beginning of 1981 I J _ I _ E _ Round Earth Mechanics.
9. This was a much more successful company and in 1990 I was A _ P _ I _ T _ to the post of national sales manager.
10. Things have been fine since then although I was almost F _ R _ once for paying my sales people too much commission.
11. I have no plans to R _ T _ R _ before I'm 60.
12. If someone O _ F _ R _ me a better job, I will think about it seriously!

7. Match the business cards (a – l) with the job descriptions (1 – 12).

1. I buy all the things that the company needs. 6

2. My job is to make sure that the company has a good image. _____

3. My job is to find and test new products. _____

4. I'm in charge of the people who sell our products. _____

a.



b.



c.



d.

5. I type letters, file papers and make appointments for my boss. _____

6. I have general responsibility for the whole company. _____

7. I make sure we have the products which people want to buy. _____

8. I look after the company's money. _____

9. I do the books and prepare the balance sheets. _____

10. I'm the company's people manager. _____

11. I make the products which the company sells. _____

12. I'm responsible for everything when the boss is away. _____

Alice Hernandez

Chief Accountant

e.

Li Wan

Secretary

f.

LENA JOHANSSON
PURCHASING MANAGER

g.

FRANCOIS BARBOT

Assistant General Manager

h.

YURI MANKOVICH

Director of Research
and Development

i.

Jim Hicks

Production Manager

j.

PADRIG BYRNE

MARKETING DIRECTOR

k.

Santi Brunello

Sales Director

l.

Kate Hogg

Public Relations Manager

Note

In some cultures, people exchange business cards at the beginning of a meeting or a visit. In others, they do it at the end of the meeting. In some cultures, people present their business cards with one hand. In others, they present the card with two hands.

In some cultures, business cards are usually white. In others, they can be multi-coloured.

What information do you have on your card? What colour is it? When do you give it to another person? Do you know people who do things differently?

8. Match the descriptions (a-m) with the personality adjectives (1-13).

- | | |
|-------------------------|--|
| 1. tidy _____ | a. works well, does not waste time |
| 2. shy _____ | b. wants to have a top job |
| 3. self-confident _____ | c. doesn't get angry when he or she has to wait |
| 4. reliable _____ | d. doesn't feel confident when talking to people he or she doesn't know |
| 5. patient _____ | e. trustworthy, dependable |
| 6. demanding _____ | f. thinks carefully before doing or deciding anything |
| 7. nervous _____ | g. arrives on time |
| 8. ambitious _____ | h. keeps desk, papers, files, etc. in good order |
| 9. relaxed _____ | i. calm, unstressed, unworried |
| 10. cautious _____ | j. has a positive feeling about him or herself |
| 11. dynamic _____ | k. makes other people work hard, often to a high standard |
| 12. efficient _____ | l. afraid, does not have a lot of confidence |
| 13. punctual _____ | m. energetic and (usually) successful |

Note

An appraisal is a description of your performance at work. Many people have appraisal interviews with their bosses one or more times per year to discuss the work they did in the last year and the work they will do next year. More and more job interviews and appraisal interviews are done in English.

9. These pairs of words describe employee qualities and performance. From the words on the right, choose a synonym for each adjective (1 – 12).

- | | |
|-------------|-------------------|
| 1. tidy | clever |
| 2. friendly | timid |
| 3. careful | easy-going |

4. intelligent	acceptable
5. shy	self-assured
6. reliable	cautious
7. relaxed	adaptable
8. self-confident	neat
9. flexible	consistent
10. systematic	outstanding
11. satisfactory	dependable
12. excellent	warm

10. Write the negative forms of the following adjectives using the pre-fixes *un-* (11 examples), *in-* (7 examples), *dis-* (3 examples), *ir-* (1 example) or *im-* (1 example).

Adjective	Negative	Adjective	Negative
1. tidy	_____	13. obedient	_____
2. organized	_____	14. reliable	_____
3. accurate	_____	15. predictable	_____
4. systematic	_____	16. friendly	_____
5. sensitive	_____	17. diplomatic	_____
6. patient	_____	18. trustworthy	_____
7. conventional	_____	19. tolerant	_____
8. traditional	_____	20. sincere	_____
9. convincing	_____	21. orthodox	_____
10. responsible	_____	22. honest	_____
11. efficient	_____	23. experienced	_____
12. secure	_____		

11. Match the terms on the right (a – r) with their equivalents on the left (1 – 18).

1. headquarters	a. chief
2. executive	b. plan
3. human resources	c. products
4. customer	d. sales revenue
5. factory	e. position
6. head	f. purchaser
7. firm	g. correspondence
8. manufacturing	h. objective
9. Chief Executive Officer	i. plant
10. turnover	j. deliver

11.	pay	k.	manager
12.	buyer	l.	production
13.	post	m.	head office
14.	supply	n.	Managing Director
15.	target	o.	company
16.	letters	p.	salary
17.	goods	q.	client
18.	scheme	r.	personnel

12. Business idioms

Read the sad story of Pedro Brown. Then match the idioms (1-12) with their meanings (a-l).

1. Pedro Brown was on the ball.
 2. He had a good track record.
 3. He had a good nose for a sale.
 4. And he usually played his cards right.
 5. But success went to his head.
 6. He began to lose his touch.
 7. He was always up to his eyes in work.
 8. He started trying to pass the buck.
 9. And then he put his foot in it.
 10. The boss gave him a piece of his mind.
 11. Nobody put him in the picture any more.
 12. And in the end he was fired.
-
- a. He began to have too important an opinion of himself.
 - b. He had too many things to do.
 - c. He made a big mistake.
 - d. He lost his job.
 - e. He was not told what was happening.
 - f. He was a clever employee, he knew what was going on.
 - g. He made the right decisions.
 - h. He passed responsibility to other people.
 - f. His job experience was good.
 - j. He talked to him very directly.
 - κ. He started to make mistakes.
 - l. He was a natural salesman.

13. Business verbs

The company is in crisis. Below is a memo from the Chief Executive Officer. Fill in the missing words in the sentences.

cut deal decide -fix- forecast launch make play raise reach solve

We have to:

1. _____ a meeting.
2. _____ with a very difficult situation.
3. _____ the problem of falling sales.
4. _____ agreement about exactly what to do.
5. _____ on a strategy.
6. _____ a profit next year.
7. _____ a new product very soon.
8. _____ next year's sales.
9. _____ the prices of our existing products.
10. _____ costs and staff.
11. _____ a different role in the market in order to survive.

Note

You can also: arrange a meeting, call a meeting or organize a meeting.

14. Business word families 1

Circle the 'odd one out' in each of these groups of basic business words.

- | | | | | |
|----|--------------|--------------|---------------|--------------------|
| 1 | a) firm | b) company | c) enterprise | d) manager |
| 2 | a) plant | b) factory | c) office | d) works |
| 3 | a) sell | b) make | c) produce | d) manufacture |
| 4 | a) client | b) customer | c) consumer | d) employee |
| 5 | a) salary | b) research | c) pay | d) income |
| 6 | a) manager | b) profit | c) executive | d) business person |
| 7 | a) export | b) division | c) section | d) department |
| 8 | a) assistant | b) desk | c) deputy | d) subordinate |
| 9 | a) timetable | b) plan | c) schedule | d) market |
| 10 | a) staff | b) personnel | c) product | d) workforce |
| 11 | a) choice | b) option | c) action | d) alternative |
| 12 | a) discuss | b) call | c) phone | d) ring |
| 13 | a) aim | b) target | c) reach | d) objective |

15. Problem pairs

These pairs of words often cause problems. Choose the correct alternative for each sentence.

1. ECONOMIC / ECONOMICAL

a) Prices are rising and the number of jobs is falling. It's not just a business problem, it's a general **economic** problem.

b) This car uses less petrol than the other one so this one is the more **economical**.

2. TRAVEL / TRIP

a) Zangief is doing too much business _____ and wants to cut the number of visits to foreign clients next year.

b) However, he still has to make one important _____ to the agent in Singapore.

3. PRODUCTION / PRODUCTIVITY

a) We will increase pay if the employees raise their _____.

b) If we don't get another order soon, we'll have to cut _____ and maybe close a factory.

4. SALARY / WAGE

a) We pay a monthly _____ by cheque to our white-collar staff.

b) We pay a weekly _____ in cash to our part-time blue-collar staff.

5. EXPENSES / EXPENDITURE

a) We have to reduce our general _____: we must cut costs wherever we can.

b) The sales manager has to cut his travel, accommodation and entertainment _____: he'll have to stay in cheaper hotels and take his clients to cheaper restaurants.

16. Business documents 2

Write the types of written communication in the box next to the correct definitions.

agenda annual report contract directory fax in-house magazine invoice mailshot memo minutes newsletter order form price list sales brochure sales report user manual

- | | |
|--|---------------------------------|
| 1 it tells people - usually people inside the company - about the life of the organization | <u><i>in-house magazine</i></u> |
| 2 a report of a meeting | _____ |
| 3 a letter sent at the same time to a number of customers or possible customers, for example about a new product or service | _____ |
| 4 a paper which you fill in when you want to buy something from a company | _____ |
| 5 an internal message, usually from one person to a group of people | _____ |
| 6 a list of things to discuss at a meeting | _____ |
| 7 it tells people - usually people outside the company - about the life of the organization | _____ |
| 8 it gives information about the company's products | _____ |
| 9 it tells you how much products cost | _____ |
| 10 a book with lists of telephone numbers or other information | _____ |
| 11 the paper which tells you how much you must pay when you buy something from a company | _____ |
| 12 a document which tells you about the company's performance over the year, including the accounts for the year | _____ |
| 13 a legal agreement between two parties | _____ |
| 14 a message sent by facsimile machine | _____ |
| 15 it tells you how a piece of equipment works | _____ |
| 16 it contains figures on how much money people have spent on the company's products in, for example, a month | _____ |

17. Business letters

Match the letters (a-n) with the different parts of the letter (1-14).

1	salutation	<u>e</u>
2	signature	—
3	letterhead	—
4	enclosures	—
5	complimentary close	—
6	final paragraph	—
7	sender's title	—
8	sender's address	—
9	main paragraph	—
10	website	—
11	introductory paragraph	—
12	date	—
13	sender's name	—
14	addressee's name and address	—

18. Production 2: from factory to home.

The sentences in the chart below describe how goods get from the factory to your home. Match the letters in the chart (a-m) with the words or phrases they represent (1-11). Some words or phrases are used more than once.

1 a consumer	7 in
2 a distributor	8 makes
3 a manufacturer	9 sells
4 a retail outlet	10 through
5 a warehouse	11 transports
6 by	

Person	Activity	Goods	Preposition	Place
a 3	b	cars	c	a factory.
A wholesaler	stores	machine tools	d	e
f	g	frozen foods	h	road, rail, sea or air.
A retailer	i	televisions	j	k
l	buys	video cassette recorders	at / through	m

19. Business and the economy.

Match the statements about the imaginary country of Zakaria (1 – 10) with their (similar) meanings (a – j).

1. There are 20 million people in Zakaria who want to work. One million do not have jobs. _____

2. Some industries are privately owned and some are state-owned. _____

3. Last year the size of the economy was \$100 billion. This year it is \$101 billion. _____

4. Prices are much higher this year than last year. _____

5. Banking, insurance and tourism, etc., are important to the country's economy. _____

6. But the production of cars, machine tools, white goods, etc., is still the most important part of the economy. _____

7. At the moment, the economic situation is bad. There is a danger that the economy will get smaller, not bigger this year. _____

8. Most working people have to pay about a third of their income to the government. _____

9. Today you can buy 10 Zaks for one US dollar. Last year it was the same. _____

10. Two million workers are members of labour organizations. _____

a. The EXCHANGE RATE is stable.

b. The standard RATE OF INCOME TAX is 30 %.

c. The MANUFACTURING SECTOR is larger than the service sector.

d. The UNEMPLOYMENT RATE is 5 %.

e. People are afraid of a RECESSION.

f. The GROWTH RATE was 1 %.

g. The economy has a large SERVICE SECTOR.

h. TRADE UNION MEMBERSHIP is about 10 % of the whole workforce.

i. Zakaria has a MIXED ECONOMY.

j. The RATE OF INFLATION is high.

ATTACHMENT 2 BUSINESS ENGLISH

1. WHO'S WHO IN FINANCE

Match each job title on the left with the correct definition on the right (a-j). Use the grid below.

- | | | |
|----------------------|----|--|
| 1. tax inspector | a) | The person who is responsible for an individual bank. |
| 2. tax consultant | b) | Someone who advises people on how to manage their financial affairs. |
| 3. bank manager | c) | Someone who prepares an individual's (or a company's) tax return. |
| 4. commodity trader | d) | The person who is responsible for the financial side of running a business. |
| 5. accountant | e) | A government official who checks that you are paying enough tax. |
| 6. finance director | f) | The person who finds you the best insurance policy at the best price. |
| 7. market analyst | g) | Someone who buys and sells stocks and shares for clients, and charges a commission. |
| 8. financial advisor | h) | Someone who advises you or a company on how to pay less tax. |
| 9. insurance broker | i) | Someone who comments on business and share prices in a particular sector of the economy. |
| 10. stockbroker | j) | Someone who buys and sells large quantities of goods, especially food products such as tea, coffee, and cereals, or raw materials such as wood, or metals. |

1	2	3	4	5	6	7	8	9	10
e									

The word ending *-or* or *-er* indicates someone who does something. In many cases there is a related verb: *inspector* (*inspect*), *manager* (*manage*), *trader* (*trade*), *director* (*direct*), *advisor* (*advise*).

2. WHAT'S WHAT IN FINANCE

Match each word on the left with the correct definition on the right (a-o). Use the grid below. The rest of the words are familiar to you.

- | | |
|---------------------|--|
| 1. pension | a) Something that the government collects and no one likes to pay. |
| 2. bank | b) Where you go to borrow money or get cash. |
| 3. tax | c) How you are charged for borrowing money. |
| 4. dividends | d) How you can pay for a house, unless you can pay for it in a single payment. |
| 5. shares | e) A type of investment made by a company when buying equipment. |
| 6. inflation | f) What, in financial terms, a business hopes to make. |
| 7. bankruptcy | g) What a company has to prepare every year for presentation to its owners and to the relevant authorities. |
| 8. capital spending | h) The situation where a company does not have enough money or property to pay its debts, and so the company closes. |
| 9. profit | i) The total amount of sales in a year. |
| 10. interest | j) Rising prices, rising costs and rising wages in an economy. |
| 11. assets | k) What you buy if you invest money in a company. |
| 12. turnover | l) Individuals who invest their money in a company hope to receive these regularly. |
| 13. liabilities | m) When you are old, you hope to have one of these. |
| 14. accounts | n) The name for all the property, equipment, investments and money owned by a company (or individual). |
| 15. mortgage | o) The name for everything that a company owes. |

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
<i>m</i>														

Make a new sentence for each of these terms, either about yourself, or about your company.

3. WORD FAMILIES

Financial vocabulary covers several areas, including economics, banking, marketing, personal finance and financial planning. Here is a selection of key words. Complete the table.

Verb	Personal noun	General noun	Adjective
1. to analyze			
2.	competitor		
3.		advice	
4. to merge	—		
5. to industrialize			
6.	trader		
7.			exporting / exported
8.	producer		
9.	supplier		
10.	consumer		
11. to guarantee			
12. to credit			
13.		debit	
14.	earner		
15.	investor		

4. FINANCIAL DOCUMENTS

Match each word on the left with the correct definition on the right (a-i). Use the grid below.

- | | |
|----------------------------|--|
| 1. profit and loss account | a) A plan of cash income and cash spending for a specific period of time. |
| 2. balance sheet | b) A document which represents a part of the total stock value of a company and which shows who owns it. |
| 3. cash budget | c) A formal agreement for the exchange of goods or services in return for payment. |
| 4. share certificate | d) A formal description of income and costs for a time period that has finished. |
| 5. tender | e) A formal description of a company's financial position at a specified moment. |

- | | |
|--------------------------|--|
| 6. business plan | f) A document which states that a named person or company has paid for protection against accidental loss or damage of goods or property. |
| 7. insurance certificate | g) A description of the ways a new business hopes to make money, showing possible income and expenditure. |
| 8. letter of credit | h) A formal letter with an offer to supply goods or services, containing a description of the project, including costs, materials, personnel, time plans, etc. |
| 9. contract | i) An official notification from a bank that it will lend money to a customer. |

1	2	3	4	5	6	7	8	9
<i>d</i>								

5. TYPES OF COMPANY

There are five main types of legally constituted company. Each type of company has different characteristics. Tick the correct characteristics for each business type, or write 'possibly' if the characteristic could apply.

	Public Limited Company	Private Limited Company	Sole Trader	Partnership	Cooperative
Single individual owns company			✓		
Two or more owners / directors					
Quoted on stock exchange					
Workers run the company					
Unlimited liability					
Limited liability					
Owner is self-employed					

6. INTRODUCING KEY TERMS IN FINANCIAL PLANNING

Complete the sentences below with a word from the box.

break-even point	core activity	cost of sales	gross profit margin
net profit margin	overheads	profitability	selling costs
setting-up costs			turnover

1. profitability shows how a business might make profits. It is calculated from the relationship between profit and the capital invested in the company, and between profit and turnover.

2. The _____ of a business is the total amount of sales, before costs are deducted.

3. The _____ of a business is the main product or service which the business provides, e.g. for FIAT it is cars.

4. The _____ is the profit the business makes before costs are considered.

5. The _____ are the costs involved in creating a new business.

6. The _____ are the normal costs of a business, which do not change if production rises. They are also referred to as indirect costs or fixed costs.

7. The _____ is a calculation of profit after deducting the cost of sales and overheads.

8. The _____ are all the costs directly associated with producing the products.

9. The _____ is the amount of sales a company needs to cover all costs.

10. The _____ are all costs directly concerned with getting customers to buy products and moving them to the customer.

🌀 Noun + noun combinations are common in English. The first noun qualifies the second one. Examples are *London University*, *sales costs*, *setting-up costs*, *software company*.

7. IDENTIFYING COSTS

Costs offer all businesses a major challenge. Good cost control is essential.

Read the definitions below, then complete the phrases that follow by combining an appropriate word from the box with cost(s).

analysis	centre	fixed	labour	manufacturing
operating	price	sales	selling	variable

1. Usual expenses such as rent, heating, lighting, which fixed costs are not changed by the volume of production.
2. Expenses which increase with increased production, e.g. labour, raw materials. _____ costs
3. All costs directly related to production. _____ costs
4. All costs directly related to getting someone to buy a product. _____ costs
5. The cost of employing workers and staff. _____ costs
6. The costs for the day-to-day running of a company or business. _____ costs
7. Selling at a price which is exactly what the product has cost to make. cost _____
8. The study of all likely costs associated with a product. cost _____
9. A business in a chain, or a subsidiary, but treated as independent for accounting. cost _____
10. The total costs for all products sold. cost of _____

8. WHAT'S A MASTER BUDGET?

A Here is part of a description of a master budget, given in a class to management trainees. Complete the spaces with appropriate words from the box.

administrative	budget	capital	cash	fixed	forecast
income	raw	sheet	turnover		variable

In business planning, a company financial controller needs to prepare a master budget. This is a budgeted (1) income statement which shows (2) _____ income and expenditure, and also a balance (3) _____ .

The master budget summarizes various forecasts, or budgets. Each of the following needs its own (4) _____ : sales, showing expected (5) _____ , production, showing all overheads and costs, both (6) _____ and (7) _____ , e.g. labour, (8) _____ materials and components.

A separate (9) _____ expenditure budget shows major spending on equipment and machinery. Another budget shows all general and (10) _____ expenditure that the business needs. Also, a (11) _____ budget shows estimated income and expenditure of cash, i.e. not cheque or credit card payments or payments by banker's order.

B Find words in the above text which mean the same as the following.

- a) estimated
- b) investment
- c) revenue
- d) spending
- e) income and expenditure plan
- f) a regular payment to a creditor's bank account, where the creditor can change the amounts paid

– **Sales, income, receivables** and **revenue** all indicate money received. **Costs, liabilities, expenditure, outgoings, overheads, payments,** and **expenses** all indicate money paid out.

– **Turnover** refers to total money received for all goods and services, sometimes referred to as **invoiced sales**. The **invoice** is, of course, the document which records the sale and requests payment. The word *turnover* is also used in the phrase **staff turnover**, to indicate the extent to which employees leave the company and are replaced.

9. CASH TERMS

Read the definitions below, then complete the phrases that follow by combining an appropriate word from the box with cash.

advance	budget	delivery	flow	hard	petty
price		ready		settlement	

- Small amounts of money in notes and coins for regular, small purchases. petty cash
- Money in notes and coins, not cheques or credit card _____ cash transfers.
- Cash which comes in to a company from sales, after cash _____ costs, overheads, etc.

- | | | |
|----|--|---------------|
| 4. | Payment when the customer receives the goods. | cash on _____ |
| 5. | Plan of cash income and expenditure. | cash _____ |
| 6. | A loan in cash against a future payment. | cash _____ |
| 7. | Notes and coins available for immediate expenditure. | _____ cash |
| 8. | Payment of a bill with cash. | cash _____ |
| 9. | A low price for payment in cash. | cash _____ |

10. SALES FORECASTING

Sales forecasting is based on a variety of estimates, depending on the product or service concerned and the market involved.

A *Below is part of a report by Michelle Cardot, the Marketing Manager of Fastrail Ltd, an urban transport system operator. Put the five parts of the report in the correct order.*

1. The sales forecaster interviews sales staff, sales managers and senior management. Talking with experts and analyzing figures from previous years helps to show trends, the relationship between price and demand, and any seasonal variations. The forecaster also considers the effects of advertising, or changes in the market. For example, if new competition arrives or old competitors disappear.

2. 4.2 Sales forecasting

Sales forecasting is an attempt to estimate the level of regular business. It includes existing contracts, the typical volume of sales to regular customers, typical volume of non-regular business and an estimate of the volume of new business.

3. Sales volume will be affected by the effectiveness of advertising and other promotional activities, the quality of the sales force, past sales volume and any seasonal influences.

4. Pricing policy is affected by market conditions, competition, economic climate, industrial conditions and organizational cost structure.

5. Factors affecting sales forecasting include pricing policy and sales volume.

B *Here is a memo based on the same report. Put the sections of the memo into the correct order.*

1. Factors affecting pricing policy: market conditions, competition, economic climate, industrial conditions and organizational cost structure.

2. Forecasting uses personal interviews with both staff and management and also analysis of past sales figures. The relationship between price and demand can also be significant.

At all times, forecasts can be adjusted, depending on changes.

3. Factors affecting sales volume: advertising, promotional activities, quality of sales force, past sales volume and seasonal variation.

4.

Fastrail Ltd

REPORT

From: Michelle Cardot – Marketing Director

To: JT, DS, HR, PD, PV

Date: 22 October 2002

Subject: Sales forecasting

Sales forecasting estimates the level of future business, combining volume of sales to regular customers with non-regular business and probable demand from new business.

5. Factors affecting sales forecasting: pricing policy and sales volume.

Notice the format for writing dates: 22nd October 2002 or 22 October 2002. However, when speaking, we say: the 22nd of October. In American English the month usually comes before the day, e.g. October 22, 2002.

11. PRICE – DEMAND RELATIONSHIP

Find words or phrases in the text which mean more or less the same as the phrases given.

THE CROWN SLIPS – US TRUCK GIANT DROPS TOP SELLER

FD Auto, the largest independent truck manufacturer in the USA, yesterday announced plans to end production of its biggest-selling truck, the Crown 5000. Over half a million Crown trucks have been sold in 20 years, but sales in the past five years have declined to only 9,000 last year.

Three years ago the company cut prices by 20 % to try to stimulate demand but sales rose by less than 5 %. The price cut ate up the entire margin. Even in the normally price-sensitive US truck market, the Crown could not recover.

‘It’s a sad day, but we have to face reality. The Crown has passed its sell-by-date,’ said Laurie Seller, the Marketing Manager for FD Auto. He accepted that the price cut had failed, saying that the company had miscalculated. ‘Demand for the Crown is now totally inelastic: price does not affect demand. It’s a dead truck. We cannot make any profit.’

It is not all bad news for FD Auto, however. Annual sales showed a small increase and turnover is expected to rise in the components division.

1. consumers wanting to buy the product
2. difference between cost price and selling price
3. easily influenced by price changes
4. is old-fashioned
5. reduction in price
6. not affected by price changes
7. sales in a year
8. total sales

12. KEY TERMS IN MANAGING COMPANY FINANCES

A Match the phrases on the left with a word or phrase on the right which means the same.

- | | |
|-----------------------|------------------------|
| 1. contribution ratio | a) turnover |
| 2. fixed costs | b) gross profit margin |
| 3. variable costs | c) overheads |
| 4. income from sales | d) direct costs |

B Match the term on the left with an appropriate definition on the right.

- | | |
|---------------------|--|
| 1. contribution | a) The number or total value of sales necessary to equal all costs. |
| 2. capital costs | b) An individual cost centre in a company’s product range. |
| 3. gearing | c) Net profit available for reinvestment in the company. |
| 4. retained profit | d) Sales income less variable costs. |
| 5. work-in-progress | e) Selling price less variable costs divided by volume of production. |
| 6. wealth | f) Cost of buying fixed assets such as buildings, equipment, vehicles. |

- | | |
|----------------------------|---|
| 7. unit contribution | g) Relationship between the cost of borrowing money and the total equity capital. |
| 8. break-even point | h) Work done which has cost the company but has not yet been sold. |
| 9. strategic business unit | i) Net value of a company (total assets less total liabilities). |

1	2	3	4	5	6	7	8	9
<i>d</i>								

13. SETTING UP A BUSINESS

Look at the four formulae below and then complete the spaces in the conversation below.

Contribution = sales revenue – variable costs
Profit = Total value of contribution – total costs; or
Profit = Revenue – {variable costs + fixed costs}
Break-even volume of production = $\frac{\text{fixed costs}}{\text{unit contribution}}$

- Teacher: All products sold should make a contribution to the business.
- Student: What is contribution?
- Teacher: It is the total selling price of all goods sold by the company, (1) sales revenue, less (2) _____ .
- Student: So, it's like margin.
- Teacher: Yes, it's the same as the gross profit margin. But, to calculate profit, you have to consider (3) _____ costs. In other words, the total value of contributions less (4) _____ and (5) _____ costs.
- Student: I see. And when you've made enough contributions, you reach your break-even point.
- Teacher: Yes, that's right. Then you start to make profit.
- Student: How do you calculate the break-even point?
- Teacher: You have to divide the (6) _____ by the (7) _____ or the contribution made by a single item that you sell.
- Student: So if you raise your price, you increase the value of the contributions.
- Teacher: Yes, but you must not raise your price so much that you lose sales. If demand is (8) _____, sales may fall.

14. OVERHEADS

Here as a list of 16 fixed cost items. Categorize them according to the headings given below.

accountancy fees	leasing of computers
books, newspapers	mortgage payments
car and van hire	professional indemnity insurance
car hire purchase agreements	rent
electricity account	salaries
employee National Insurance contributions	secretarial support
employer's liability insurance	stationery and printing
equipment, machinery	telephone

Services

electricity account

Insurance

Property

Vehicles

Miscellaneous costs

Employee costs

Administration

Professional fees

Equipment

Miscellaneous means anything that does not fit easily into any of the given categories. **Miscellaneous costs**, therefore, are any other costs not already mentioned.

15. CASHFLOW PROBLEMS AND OTHER DIFFICULTIES

Choose the correct definition for each of the terms in italics.

1. *cashflow*
 - a) money from sales and money going out to meet costs, both fixed and variable
 - b) cash available to pay debts
 - c) payment of fixed costs, including salaries
2. *to reschedule overdraft payments*
 - a) stop paying overdraft credits to the bank
 - b) set a new level of payments and / or change the frequency of payments to the bank
 - c) ask the bank for a bigger loan

3. *liquidity problem*
 - a) not paying debts
 - b) customers who are late in making payments
 - c) not enough cash available to pay for costs
4. *liquid assets*
 - a) wealth that can easily be changed into cash
 - b) property that cannot be easily changed into cash
 - c) stocks and shares in drinks companies
5. *bad debts*
 - a) large bills to pay
 - b) old invoices that the customer has not paid
 - c) customers who always pay late
6. *to go liquidation*
 - a) to have a lot of money, especially cash
 - b) to go bankrupt and to stop trading
 - c) to be taken over by another company
7. *to record a credit deficit*
 - a) to have no profits
 - b) to be refused credit by a supplier
 - c) to make a loss
8. *debit balance*
 - a) the same as a credit deficit
 - b) debits and credits are equal
 - c) the number of debits is the same as the company forecast
9. *capacity problem*
 - a) workers are not able to meet production needs
 - b) the company is already producing the maximum quantity possible, but there is demand for more
 - c) costs are at the maximum level the company can afford and the bank will not lend any more money
10. *opportunity cost*
 - a) the costs associated with doing new business
 - b) the cost of not doing something
 - c) the cost of research and development

16. FINANCIAL CONTROL

Businesses have to work out the most efficient ways to produce products and services at a profit. This test introduces some key terms for this aspect of managing company finances. Match the term on the left to the correct definition on the right.

Financial planning term	Definition
1. profitability	a) the amount of products or services a company needs to sell to cover all its costs
2. return on investment (ROI)	b) ratio of total debts to total assets
3. liquidity	c) measure of profitability obtained from dividing net income by total amount invested
4. leverage	d) ratio of total sales to total cost of inventory (goods in storage)
5. break-even point (BEP)	e) ratio of cost to benefit
6. efficiency	f) measure of how well a business can meet its short term cash needs

1	2	3	4	5	6
e					

A key function in financial planning is to keep control of **investments** (spending). All the terms in this test are important in ensuring the efficiency of a business. Good planning often means making separate calculations and judgements for different activities in the same business. In this way, profitable units can be further developed. Weak units can be changed or abandoned. The correct term for these units is **strategic business unit** (SBU). A company treats each separate SBU as an individual **cost centre**.

17. IF THE PRICE IS RIGHT ...

In an interview with a journalist, Jan Horst, a marketing consultant, speaks about pricing policies. Complete the text of the interview with words or phrases from the box.

competition	cost plus	discount	margin	marginal cost
market price		penetration strategy	skimming strategy	

Journalist: So, in terms of pricing, what mistakes do small companies often make?

Horst: They take the cost of sales, and add to it – inventing a (1) margin. This is a (2) _____ approach.

Journalist: What's the alternative?

Horst: First, fix a price somewhere near or below the competition, the (3) _____. This can get you market share, using a so-called (4) _____.

Journalist: What about (5) _____, just a bit above variable costs?

Horst: Marginal cost pricing only works if you have a lot of spare stock. It can help with a (6) _____ policy.

Journalist: And how can pricing help to build up market share?

Horst: First, a low price is essential to build up market share in many markets. This is the penetration strategy approach. Or you can have a (7) _____, with high margins to help to pay costs quickly. This is often used with hi-tech goods. They start expensive but prices come down quickly once the (8) _____ arrives.

18. OPERATIONS CONTROL

A key aspect of managing company finances is keeping control of operations. Operations means all aspects of organizational activity. Read the text below, then match the underlined phrases to one of the terms in the box.

Operational control brings financial rewards

Many businesses and organizations have a 1) strategic approach to management. Good operational control is essential. One important tool is the 2) strategic business unit (SBU). With this approach, it is possible to see the individual 3) contribution that each product makes to the overall company profitability.

A further useful tool is the idea of the 4) break-even point. Using this tool, prices may be raised or cut, but with a proper understanding of the effect.

Businesses should also make sure that there is a continually low level of 5) inventory.

Holding components or finished products is a waste of resources. It is better to operate a 6) just-in-time (JIT) approach. Storage is therefore kept to a minimum.

Control operations should focus on quality, service, efficiency and effective evaluation of the processes involved. There are three kinds of operational control: 7) precontrol, 8) concurrent control and 9) postcontrol.

The benefits of good operational control are shown in terms of increased profit and long term security for the business.

- a) a focus on the quality of inputs in the production process
- b) analysis of each separate product as a separate cost centre
- c) goods in storage
- d) gross profit margin
- e) planning, controlling and monitoring all the activities of the business, so that efficiency is maintained, waste is cut to a minimum, quality is enhanced, customer satisfaction improves and profitability goes up.
- f) policy of taking delivery of goods only when they can be used, and producing to order
- g) monitoring quality after the production or output of service
- h) evaluation of the conversion of inputs to outputs as it happens
- i) demonstrating the volume required at a certain price to produce the required profit

1	2	3	4	5	6	7	8	9
<i>e</i>								

Pre-, ***con-*** and ***post-*** are all prefixes. ***Pre-*** usually indicates before; ***con-*** can sometimes indicate with or at the same time; ***post-*** usually means after.

Another common prefix is ***contra-*** indicating against. Examples are *premature*, *precondition*, *pre-determined*; *contemporary*, *convention*; *post-pone*, *postscript*; *contravention*, *contradict*.

19. OTHER ASPECTS OF PROFITABILITY

Match the underlined phrases to similar phrases in the box.

budgeted income statement	capital employed	current assets
current liabilities	debtors	net income
turnover		stock
		work-in-progress

A Two documents provide the necessary information for the most important decisions about the strength of a business: a (1) forecast profit and loss account and the present balance sheet.

B A study of profitability must look at the relationship between:

- (2) income after all costs have been deducted and (3) total invoiced sales;
- net income and the amount of (4) money invested in the business.

C A study of a company's ability to make enough cash should show:

- if the planned cash balance is satisfactory;
- if (5) people who owe money are likely to pay on time;
- (6) work which has been contracted but not yet invoiced or (7) finished goods which will one day be sold;
- if the relationship between fixed assets and (8) cash or other items of value which can easily be converted into cash is satisfactory;
- if the relationship between current assets and (9) debts due for payment is satisfactory, i.e. current assets should be much greater than liabilities.

Management should be careful with forecasts, because budgeting is not a science and forecasts cannot be exact.

Businesses often fail because of problems of **liquidity**: they cannot meet their **short-term cash** needs.

20. KEY TERMS IN MEASURING FINANCIAL PERFORMANCE

The phrases on the left are commonly used in considerations of the financial strength of a company. Match each one to an appropriate explanation on the right. Use the grid below.

- | | |
|----------------------------|--|
| 1. company accounts | a) The description of income and expenditure in a specific accounting period. |
| 2. profit and loss account | b) Items of value which are not easily changed into cash but which the business needs. |
| 3. balance sheet | c) Documents showing income, expenditure, assets and liabilities, sales records, etc. |
| 4. opening balance | d) Major spending on large items necessary for the business, such as property or equipment. |
| 5. closing balance | e) Cash items, or items that can easily be changed into cash for the present financial year. |

- | | |
|------------------------|---|
| 6. capital expenditure | f) The amount of money held in cash or near cash at the end of the accounting period. |
| 7. fixed assets | g) The cost of borrowing from a bank. |
| 8. current assets | h) Money made by the company, less all costs, but before tax has been paid. |
| 9. net sales | i) The amount of money held in cash or near cash at the start of the accounting period. |
| 10. pre-tax profit | j) The overall picture of assets and liabilities. |
| 11. interest paid | k) The profit from sales after direct costs have been deducted. |

1	2	3	4	5	6	7	8	9	10	11
c										

Note the verbs to **borrow** and to **lend**. A bank lends money. That is a **loan**. A **borrower** borrows a loan. But, there is also the less common verb to loan. This is a more formal word, meaning the same as to make a loan or to lend. Example: *The bank loaned the company \$500,000.*

21. THE BALANCE SHEET

Match the words or phrases on the left with the correct definition (a-i). Use the grid below.

- | | |
|----------------------|---|
| 1. intangible assets | a) The money paid to shareholders out of profits. |
| 2. fixed assets | b) Regular costs and money owed. |
| 3. liquidity | c) Any investments, cheques, bank deposits, stock or work-in-progress that can easily be converted into cash. |
| 4. depreciation | d) Assets which can be used to make immediate payments. |
| 5. current assets | e) Property, land and equipment which is not normally intended for immediate sale. |
| 6. dividend | f) Brand names, patents, rights, trade marks and licences which may be the major part of a company's wealth. |
| 7. liabilities | g) The total amount borrowed from a bank. |
| 8. liquid assets | h) The ability of a company to pay suppliers, employees, shareholders, tax authorities, etc. |
| 9. overdraft | i) The notional fall in value of equipment over time. |

1	2	3	4	5	6	7	8	9
<i>f</i>								

Depreciation is calculated by dividing the purchase price of an item of **capital expenditure** (usually a machine or vehicle, for example) by the useful life of the item, for example four years. Then that 25% of the purchase cost is treated as an **expenditure** in each of four years in the company accounts.

22. KEY ECONOMIC TERMS

Match the words on the left with the correct definition (a-l). Use the grid below.

- | | |
|--|---|
| 1. central bank | a) Education and skills development for young people and the unemployed. |
| 2. exchange rate | b) The part of the economy that does not make goods, also known as the tertiary sector. |
| 3. inflation | c) The money a government needs to borrow to pay for what it does. |
| 4. interest rates | d) The value of a currency against other currencies. |
| 5. invisible earnings | e) The annual cost of borrowing money from a bank. |
| 6. manufacturing industry | f) A measure of retail price increases. |
| 7. national debt | g) The principal national banking authority. |
| 8. public sector borrowing requirement | h) The part of the economy that makes products and changes raw materials into products. |
| 9. public spending | i) The number, or percentage, of people out of work. |
| 10. service sector | j) Government spending. |
| 11. training | k) The total amount of money that a government owes. |
| 12. unemployment rate | l) Income in foreign currency for services such as banking, insurance, tourism. |

1	2	3	4	5	6	7	8	9	10	11	12
<i>g</i>											

The **European Central Bank** is, of course, not a national bank, but the supreme banking authority of the participating states in the euro (€) area within the European Union. It is based in Frankfurt.

23. ACCOUNTING

Fill in the missing words in the sentences below. Choose from the box. You will need to use each word more than once.

account	accounts	accountant	accounting	accountancy
---------	----------	------------	------------	-------------

1. Can you check that the figures have been entered correctly in the bank account ?

2. He's at university studying _____ .

3. The management of the company have not yet decided on their _____ policies.

4. A bookkeeper writes details of financial transactions in the _____ .

5. Most people in the profession read _____ magazines and journals in order to stay informed.

6. She's been working as an _____ with this firm for several years now.

7. The directors of the company approve the _____ at the end of the _____ year.

8. The chief _____ has completed the draft _____ for this year.

9. Each branch maintains its own full _____ system.

10. They have opened an _____ for the consignment to Bombay.

11. _____ is really not an exact science.

12. A business manager needs some _____ knowledge in order to understand what he reads in the company _____ .

Accountancy (noun) is the theory of keeping financial records. **Accounting** (noun + adjective) refers to the activity of keeping financial records. **Account** (noun) is a record of money received and spent. **Accountant** (noun) is a person who keeps and works with financial records.

24. PHRASES

What are the meanings of the phrases in bold in the sentences (1-10) below? Choose the correct definition from the list (a-j) on the right. Write your answers in the grid below.

1. How do you **account for** the sudden fall in the stock value? a) people say
2. Agents buy and sell goods **on their own account**. b) report
3. They gave the solicitor a detailed **account** of the customer's business deals in the last year. c) under no circumstances
4. The draft accounts had to be adjusted **on account of** the discovery that a major debtor had gone bankrupt. d) consider
5. Raw materials **account for** 30% of the manufacturing cost. e) explain
6. They are regular customers in this shop and are now able to buy **on account**. f) big customers
7. **On no account** should these figures be released before the board meeting. g) for themselves
8. When making decisions for the future the managers have to **take** this year's poor performance **into account**. h) because of
9. **By all accounts**, they will benefit greatly if the deal goes through. i) on credit
10. The advertising company has won two new **accounts** in South Africa. j) represent

1	2	3	4	5	6	7	8	9	10
<i>e</i>									

The word **account** is now used in everyday English to form phrases with different meanings, e.g. *by all accounts*, *account for*. These phrases are easier to learn and remember in short sentences.

25. BANKING

Take one word from the left-hand column and one from the right to complete each of the following sentences.

account	bank
bank (2)	book
base	cash
central	charges
cheque	code
overdraft	facility
sort	number
standing	order
withdraw	rate
	statement

1. All correspondence with the bank must include the company account number.

2. The company _____ should be kept in a safe place when not being used.

3. The office needed money, so had to _____ from the account.

4. Each branch of the bank has its own unique _____ .

5. The bank will set _____ which are payable for each transaction carried out by the bank.

6. Interest rates are calculated as a small percentage above _____ .

7. The _____ in Britain is the Bank of England and in Germany it's the Bundesbank.

8. The bank can be asked to pay the rent for the building automatically every month by _____ .

9. The _____ each month lists all the money which has gone into and out of the account.

10. The company has negotiated an _____ which allows them to spend more than they actually have in the account.

Certain pairs of words are often found together, e.g. **overdraft facility**, **bank rate**. Try to learn these words as a pair. To help you remember, write the words in short sentences. You can test more pairs of words in Test 43.

26. BUYING AND SELLING

Choose the correct word in each of the following.

1. The book / file which contains a list of all company sales arranged by date is known as the sales day book .

a) sales account

c) sales invoice

b) sales card

d) sales day book

2. A _____ is not recorded in double entry.
a) cash discount c) trade discount
b) refund d) cash sale
3. Faulty goods which are sent back to the supplier by the customer are known as _____.
a) returns c) recovers
b) provisions d) discounts
4. A _____ system should make sure that debtors do not owe too much money.
a) quality control c) credit note
b) credit control d) credit transfer
5. A company sells goods on credit, but if customers never pay for these goods the money owing is known as _____.
a) bad debts c) bad payment
b) debits d) bankrupts
6. The estimated expense of not being paid by debtors is known as a/an _____.
a) allowance c) proviso
b) devaluation d) provision
7. If you calculate different percentages for debts which have been owing for different lengths of time, you can prepare a/an _____ schedule of debtors.
a) progressive c) reducing
b) ageing d) increasing
8. In many countries a tax is added to the price of goods and services, but some goods may be _____ and no tax is due.
a) exempt c) excused
b) exceptional d) uncovered
9. At the end of an accounting period, details of tax collected and tax paid are given to the authorities on an official form called a _____.
a) statement c) return
b) declaration d) confirmation

27. PROFIT AND LOSS

Fill in the missing words in the sentences below. Choose from the box.

administrative expenses	cost of sales	distribution	dividend
extraordinary	ordinary	retained	turnover

1. As AZ Designs Ltd is a small printing company, all their printing contracts are known as ordinary activities.

2. Recently, a film company paid AZ Designs a large amount of money to use the company's premises when they were making a film. This was recorded in the Profit and Loss Account as _____ income.

3. Income which the company makes in its normal activities is known as _____ .

4. At the end of the year, some of the profits may be shared out among the shareholders who will receive a _____ .

5. The costs of getting the goods to the customers are shown as _____ costs in the Profit and Loss Account.

6. Materials which are used up in manufacturing and workers' wages are recorded as _____ .

7. The secretary's salary and expenses incurred in the office are shown as _____ .

8. The company may decide to keep some of the profits at the end of the year and the amount is shown as _____ profits.

For many businesses, the main reason for the accounting function is to calculate profits earned or losses incurred. The **Profit and Loss Account** is used to compare **actual results** with **projected results**, and for future planning. Organizations with a financial interest in the company will also wish to see the **P&L Account**.

28. BUSINESSES

Match the following sentences (1-11) with the words or phrases (a-k) on the following page. Write your answers in the grid below.

1. The holder of these has lent the company money but has no voting rights.
2. A group of five accountants have decided to form an association to carry on business in common and make a profit.
3. The investors give these people the power to run the company.
4. This company holds more than 50% of the voting shares in another company.
5. Members of the public can only invest in this company if they are invited to do so.
6. Investments in many companies can be made by buying shares on this market.

7. The public at large can be shareholders in this company.
8. The golf club was set up with no intention of making a profit.
9. Fifty-one per cent of the voting shares of this company are held by another company.
10. This is the meeting which is held once a year for the shareholders.
11. This exists when several companies are in a relationship of owning and being owned.

- | | |
|----------------------|---------------------------|
| a) subsidiary | g) private limited |
| b) group | h) debentures |
| c) non-profit-making | i) public limited company |
| d) stock exchange | j) holding company |
| e) partnership | k) annual general |
| f) directors | |

1	2	3	4	5	6	7	8	9	10	11
<i>h</i>										

In Britain, **Ltd** is the abbreviation used after the name of a private limited company. Only private investors can invest in this company. **Plc** is the abbreviation used after public limited companies. Members of the public can buy shares in these companies on the stock exchange.

29. PARTNERSHIPS

Choose the correct word or phrase in the following statements about partnerships.

1. If a partner is liable only to the amount of capital he invested he is a limited partner.

a) liability	c) corporate
b) limited	d) dead
2. The partners want an official agreement about their share in the partnership, so they are going to draw up a / an _____ of partnership.

a) deed	c) title
b) transaction	d) instrument
3. If there isn't an official written agreement, but a partner signs a balance sheet which shows that profits have not been shared equally, agreement would be _____.

a) implied	c) drawn
b) stated	d) believed

4. Partners can choose to produce fixed capital accounts or _____ capital accounts.
 - a) changeable
 - b) moving
 - c) variable
 - d) fluctuating
5. A partner who does not take an active part in the business is called a _____ partner.
 - a) silent
 - b) dead
 - c) sleeping
 - d) inactive
6. When partners can't or don't want to continue in partnership there is a _____ of the partnership.
 - a) divorce
 - b) decomposition
 - c) amalgamation
 - d) dissolution
7. When this happens a _____ Account is opened to record the transactions.
 - a) Sales
 - b) Realization
 - c) Distribution
 - d) Liability
8. When the partnership comes to an end, the debts or liabilities are _____.
 - a) discharged
 - b) disposed
 - c) distributed
 - d) dissolved
9. One partner, who owes the partnership money, will have to cancel his _____ to the partnership firm.
 - a) deal
 - b) claim
 - c) indebtedness
 - d) articles

In Britain groups of professional people such as accountants, lawyers, dentists and vets often form partnerships. Can you think of any other groups that form partnerships?

30. TAXES

Match each definition on the right with a term from the box. Write the term beside each definition.

capital gains tax		corporation tax	
creative accounting	excise duty	income tax	loophole
money laundering	progressive tax	tax deductible	tax evasion
tax haven	tax loss	tax shelter	value added tax

1. income tax People pay this tax on the money they earn.
2. _____ Companies pay this tax on their profits.
3. _____ Profits from the sale of assets may be subject to this tax.
4. _____ Government tax on things such as cigarettes, alcohol and petrol.
5. _____ This kind of tax means that the more money you earn, the higher the rate of tax you have to pay.
6. _____ A clever but still legal way of reducing the amount of tax to an absolute minimum.
7. _____ A country such as Liechtenstein and the Bahamas where tax is low.
8. _____ A mistake in the law which allows people to avoid paying tax.
9. _____ These payments are not subject to tax.
10. _____ In the accounts the company is seen to make this if capital expenditure is brought forward to use up profits.
11. _____ This tax is added to the price of goods and services.
12. _____ Avoiding paying tax by giving false information to the authorities.
13. _____ Investment schemes which allow people to postpone paying tax.
14. _____ Handling money made from illegal activity.

31. FUNDS

Choose the correct answer in each of the following.

- Funds coming into a firm are known as sources of funds.
 - a) springs
 - b) sources
 - c) origination
 - d) income
- The ways these funds are used are known as the _____ of funds.
 - a) application
 - b) delegation
 - c) disposal
 - d) consumption
- _____ funds include money in our hands and in the bank.
 - a) working
 - b) current
 - c) profit
 - d) cash
- When you take away current liabilities from current assets you have the amount of _____ funds.
 - a) liability
 - b) working capital
 - c) asset
 - d) flow
- Financial statements about cash funds are usually known as _____ statements.

- a) deliver c) discharge
b) release d) liberate

When the words debt and debtor are spoken the letter 'b' is silent. /dɛt/, /'dɛtə/.

32. COST ANALYSIS

Take one word from the left-hand column and one from right to complete each of the following sentences.

financial	facilities
prime	analysis
functional	decisions
consumable	process
maximum	data
business	profit
arbitrary	materials
manufacturing	cost

1. Accountancy provides financial data which is used to make future business decisions.
2. In order to succeed, company managers try to make _____ because this is where capital growth comes from.

3. Because accountants rely on estimates rather than 'true costs', they often have to make _____ .

4. _____ are used up in the manufacturing process but are not part of the final product.

5. All the direct costs of manufacturing are referred to as _____ .

6. Overhead is the cost of providing _____ which you need to produce goods.

7. The management accountant should understand the _____ used to make a product in the factory.

8. Cost accounting uses _____ which looks at where each transaction comes from.

Remember that words are often used in association with other words depending on the context. Try to note words which often go together. You could do this in spider diagrams similar to the idea in Test 45.

33. COST ASCERTAINMENT: WORD BUILDING

Use the words in bold at the end of each of the following sentences to form a word which fits in the blank space.

- | | |
|---|-------------------|
| 1. It's not always possible to calculate product costs of multiple products <u>accurately</u> . | ACCURATE |
| 2. You need product costs to make a _____ between products. | COMPARE |
| 3. Management may wish to expand the sales of the more _____ products. | PROFIT |
| 4. Process costing looks at the _____ of costs in a department over a period of time. | ACCUMULATE |
| 5. Operating costing is the way of calculating the cost of the _____ of services. | PROVIDE |
| 6. Material losses which result from the nature of the operating method are usually not _____ . | AVOID |
| 7. Losses caused by inefficient operations are _____ . | PREVENT |
| 8. The disposal of waste might incur _____ . | EXPEND |
| 9. Some costs may be _____ by the sale of scrap. | RECOVER |
| 10. Bookkeepers normally don't make a _____ between scrap and waste. | DISTINCT |

11. _____ may be possible on some products
which fail quality control. RECTIFY
12. In jobbing production there is usually no
_____ in design from previous orders. REPEAT

You can practise more word building in Tests 22 and 28 and 60.

34. NEW MARKETS: PREPOSITIONS

Fill in the missing prepositions in the sentences below. Choose from the box.

on	for	in	to	of
----	-----	----	----	----

- The directors are interested in the prospects of future developments in South America.
- At the meeting they will decide _____ financial targets for the next six months.
- We look forward _____ receiving a detailed plan of the project.
- The director gave a brief account _____ the company's recent performance.
- Future dividends will depend _____ the success of the new product.
- The director stressed the importance _____ effective control on spending.
- The marketing strategy is to concentrate _____ developing markets in Europe.
- There is a need ___ a full risk assessment before going into these markets.
- We must be aware _____ the attitude towards foreign investors.
- There may be difficulties _____ enforcing contracts.
- For the site construction we will rely _____ local contractors.
- We have already reached agreement _____ local short-term credit.
- It is necessary _____ everyone involved in the project to show respect _____ local customs.
- We are proud _____ recent successes in these markets.
- The sale of the building has been agreed subject _____ contract.
- We are all involved _____ finding solutions to the current problems.

Certain nouns, verbs and adjectives combine with specific prepositions. It is important to learn the preposition together with the word. For example, to have an effect **on**, to decide **on**, to be interested **in**.

35. BUDGETING

Fill in the missing words in the sentences below by making combinations with the word budget. In some expressions budget appears as the second word. Choose from the following.

appropriation	cash	committee	current	fixed	functional
master	officer	period	principal		selling

1. Next year's budget is being prepared by the budget committee over the next few weeks.

2. They haven't taken variable output levels into account and have set a _____ of £800,000 for raw materials.

3. The sales manager has to give his budget estimate to the _____ by tomorrow morning so that he can check it before the meeting next week.

4. For most companies the _____ is a year but due to the rapidly changing nature of the fashion industry they prepare their budget every four months.

5. There is a limit to the amount of money which may be spent on research and development, so an _____ has been prepared.

6. In order to have an effective management control system, we prepare a _____ for a short period of time.

7. The market demand is for 900,000 units, but the existing plant, which is only capable of producing 500,000 units, is the _____ factor.

8. The marketing department is divided into ten territories, each with its own _____ .

9. Sales reps' salaries, rent for sales offices, advertising and publicity are some of the items included in the _____ .

10. In order to make sure that there will be enough cash available to meet demands and provide additional finance if required, a _____ must be prepared.

11. The budget profit and loss account is incorporated in the final _____ once the board of directors has agreed it.

36. PERFORMANCE: PHRASAL VERBS

A Match the following phrasal verbs with a synonym on the right.

- | | |
|----------------|----------------------|
| 1. go ahead | a) arrange / display |
| 2. run into | b) proceed |
| 3. go over to | c) understand |
| 4. put forward | d) cause to happen |
| 5. bring in | e) avoid |
| 6. get out of | f) encounter |
| 7. set out | g) change |
| 8. make out | h) submit |
| 9. bring about | i) earn |

B Fill in the missing phrasal verbs in the sentences below. Choose from the list (1-9) above.

1. The increase in raw material prices will _____ a reduction in profits.
2. The contract to refit the cruise liner will _____ much needed revenue.
3. Include all the relevant figures on the performance report and then _____ it _____ for senior management.
4. The company have _____ problems of setting realistic budgets because they a poor accounting system.
5. The department managers have to _____ their budgets by the end of this week.
6. Because of incomplete records, it is impossible to _____ how the final figures were calculated.
7. It's amazing what some firms will do to ____ paying corporate tax.
8. Profits over the last three years have increased steadily and the firm has decided to _____ with the expansion of the business.
9. Because of large variances between the budgeted and actual costs, they should _____ a different method of calculating the variance.

Remember that a preposition or adverb together with a verb may give that verb a specific meaning. Phrasal verbs are often more informal and are seldom used in formal documentation.

37. PRICING

Fill in the missing words in the sentences below. Choose from the box.

behaviour	ceiling	competitors	demand	discretion	elasticity
floor	full cost	leader	legislation	make or buy	substitutes

1. For some products, such as perfume, expensive and attractive packaging can increase the demand for them.

2. Most businesses are in competition with other companies who manufacture similar products or _____ .

3. A manufacturer should first look at the prices set by his _____ before he sets his own prices.

4. When preparing information for pricing decisions, the accountant should be aware of market _____ .

5. If sales representatives are working in a very competitive market, they should perhaps set prices at their own _____ .

6. If the design of a product is confidential there will be no choice in the _____ decision.

7. Government _____ regulates the prices for certain products.

8. The maximum and minimum prices which can be set for a product are known as the price _____ and price _____ respectively.

9. To add a certain mark-up to the total cost of a product, a system of _____ pricing is used.

10. A price _____ is a product which all other companies watch when setting their prices.

11. The _____ of demand shows how consumers will react when prices are altered.

38. CONFUSING WORDS

*Look at the words in **italic** in each of the following sentences and choose the correct one.*

1. We're setting all the prices for next year *except* / ~~accept~~ the new range which won't be ready for another three months.

2. Can you *remember* / *remind* him to bring the comparative costs.

3. After the confusion over the bank transaction, they have agreed to *waive* / *wave* charges.

4. These two companies have been in *collision* / *collusion* with each other to fix prices.

5. We should use an *alternative* / *alternate* pricing structure to the one we use now.

6. We've had an *officious* / *official* letter to tell us about the changes in export regulations.

7. When deciding on new prices you mustn't lose *sight* / *site* of market behaviour.

8. Once they have agreed the figures we can *precede* / *proceed* with the costing.

9. Please *insure* / *ensure* that only the most recent figures are included in the calculations.

10. When we are setting standards we allow 10% for *deficient* / *defective* goods.

11. There must be a mistake in the calculations somewhere. These figures are just not *credible* / *creditable*.

12. The cash budget must take *seasonal* / *seasonable* variations into consideration.

13. The consultant is being *prosecuted* / *persecuted* for tax evasion.

14. The management have now decided what *measurements* / *measures* to take to increase productivity.

39. INVESTMENT

The same word is missing in each of the following sets of three sentences. Choose from the box.

capital	earnings	forecasts	pay-back	return
---------	----------	-----------	----------	--------

1. earnings

- The estimated _____ potential is very important when you are choosing an investment project.
- This project will yield _____ of £800,000 over five years.
- The amount of money an employee receives, and the money generated from an investment project are both known as _____.

2. _____
 - They want to know the expected _____ on investment.
 - Some projects will be rejected because they do not yield a high rate of _____ .
 - The _____ on an investment is the profit you get from it.
3. _____
 - The _____ expenditure in the canteen, sports centre and staff room will benefit the whole company.
 - In ten years we should be able to recover the _____ invested.
 - The total amount of money which is invested by the owners of a company is known as _____ .
4. _____
 - What is the _____ period of this investment likely to be?
 - They'll have to be prepared to wait longer for a _____ from this investment.
 - Recovering the costs of an investment is known as _____ .
5. _____
 - _____ of future inflation rates have not been taken into consideration.
 - The actual economic life of the assets turned out to be longer than the original _____ .
 - Statements about what is expected in the future are _____ .

40. DECISIONS: WORD BUILDING

*Complete the following words by choosing an appropriate prefix.
(Some prefixes may be used more than once.) Choose from the box.*

ir-	un-	in-	dis-	ab-	under-	mis-	de-
-----	-----	-----	------	-----	--------	------	-----

1. Low demand for their products has made production very unprofitable.
2. We don't have a detailed cost analysis yet, so the management are ____decided about future investment.
3. You must make everything very clear now in order to avoid any ____understandings later.
4. Four Seasons Ltd has been ____successful in marketing the new product.

5. Since ___regulation, telephone companies have been able to set their own prices.
6. The company would be more profitable if they could reduce the amount of ___used capacity.
7. They have decided to ___continue the production of Product P because sales have fallen.
8. They have changed the way they measure profit as absorption costing is ___adequate.
9. The management think that the policy of expanding sales is ___correct.
10. Prices for raw materials are ___normally high at the moment.
11. They ___estimated the effect of the competitor's products on sales in this market sector.
12. The report showed that moving the production to a new site was ___desirable.
13. An increase in the price of land was totally ___expected.
14. Lots of the documentation which was lost in the fire is ___replaceable.

Many prefixes make a word negative while other prefixes have a special meaning. **Mis-** = wrongly; **de-** = remove; **under-** = not enough. Can you think of some more words which begin with the prefixes given in the box above? Tests 22, 28 and 46 also test word building.

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