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Business English

Distanční studijní text

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FAKULTA V OPAVĚ

Obor: Angličtina pro odbornou praxi

Klíčová slova: Business, organizations, etiquette, recruitment, CV, job interview, money, correspondence, telephoning, presentation, meeting, negotiation, production, advertising.

Anotace: Předmět je zaměřen na praktické zvládnutí dovedností v rámci obchodní angličtiny se zaměřením na formální znalosti a jazykové dovednosti. V jednotlivých kapitolách se studenti naučí základní terminologii obchodní angličtiny zaměřenou nejen na chod společnosti a její komunikaci s klienty, ale také na způsoby vytvoření životopisu, jak se chovat při přijímacím pohovoru a jak zvládnout komunikaci a prezentaci ve firmách. Cílem předmětu je seznámit se s fungováním společnosti a získat znalosti z oblasti podnikové komunikace, a to písemné i elektronické. Důraz se klade na pečlivost, správnou formu, jazykovou přijatelnost a věcnou správnost. Součástí jednotlivých kapitol je i krátký gramatický přehled, který poskytne studentům jistotu v písemném i mluveném projevu.

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ÚVODEM

Tato studijní opora je určena studentům se zájmem o obchodní angličtinu se zaměřením na všeobecné znalosti komunikace a fungování firem. Předmět Obchodní angličtina je zaměřen na praktické zvládnutí dovedností v rámci obchodní angličtiny a to jak formálních znalostí, tak jazykových dovedností. V jednotlivých kapitolách se studenti naučí základní terminologii obchodní angličtiny zaměřenou nejen na chod společnosti a její komunikaci s klienty, ale také na vytvoření životopisu, jak se chovat při přijímacím pohovoru a jak zvládnout komunikaci a prezentaci ve firmách. Cílem předmětu je seznámit se s fungováním společnosti a získat znalosti z oblasti podnikové komunikace, a to písemné i elektronické. Důraz se klade na pečlivost, správnou formu, jazykovou přijatelnost a věcnou správnost. Součástí jednotlivých kapitol je i krátký gramatický přehled, který poskytne studentům jistotu v písemném i mluveném projevu.

Student by měl být schopný porozumět psanému textu, mít základní znalosti práce s PC (Word, PowerPoint) a být schopen vyjádřit se jak v ústním, tak písemném projevu. Každá kapitola poskytne studentům základní přehled terminologie, která je obsažena v textech a dále procvičována v úkolech. Stejně tak gramatické jevy obsahují krátký souhrn a následně si je mohou studenti procvičit v interaktivních cvičeních.

Jako distanční prvky jsou v textu použity odkazy na užitečné webové stránky, které poskytují studentům materiály k textům, možnost rozšíření slovní zásoby či další procvičení gramatických jevů.

RYCHLÝ NÁHLED STUDIJNÍ OPORY

Tato studijní opora je rozdělena do třinácti kapitol, které se věnují jednotlivým aspektům obchodní angličtiny. Introduction to Business uvádí základní terminologii a fráze, které se mohou použít při popisu typu zaměstnání a jeho náplně. Gramatická část je zaměřena na přítomný čas prostý a průběhový. Business Organizations and Company Structures seznamuje s různými typy organizací a jejich operacemi, se základní strukturou firem. Gramatická část obsahuje minulý čas prostý a průběhový. Business Etiquette se zabývá problémy morální odpovědnosti a etiky v korporátním světě se zaměřením na možná kulturní nedorozumění. Kapitola se také věnuje předpřítomnému času. Recruitment seznamuje především s užitečnou slovní zásobou a zaměřuje se především na konverzaci, v gramatické části pak na předminulý čas. Writing CV and Letter of Application objasní postup, jak napsat úspěšný životopis, který si studenti mohou vyzkoušet vytvořit. Gramatika kapitoly se zaměřuje na způsoby vyjádření budoucnosti a pravděpodobnosti. Job Interviews nabízí užitečné rady jak zvýšit své šance u pracovního pohovoru a jak se na něj co nejlépe připravit. Gramatika lekce se zabývá použitím členů. Money Matters pojednává o teorii monetárního systému se zaměřením na specifickou slovní zásobu a fráze. Gramatická část se věnuje časovým a místním předložkám. Correspondence seznamuje se základy písemné komunikace společnosti se zákazníky a dodavateli. Dále kapitola uvádí názorné příklady této komunikace a praktická cvičení ke zlepšení písemného projevu. Gramatika je zaměřená na užití trpného rodu. Telephoning se věnuje zásadám firemní komunikace a poskytuje jak zásady této komunikace, tak užitečnou slovní zásobu vhodnou ke zlepšení ústního projevu. Gramatika lekce je zaměřena na nepřímou řeč. Giving a Successful Presentation seznamuje se základy tvorby úspěšné prezentace, aby byla jasná a přehledná, včetně charakteristik jednotlivých částí a nástrojů. Gramaticky je lekce zaměřena na vztažné věty. Meetings poskytuje užitečnou slovní zásobu pro firemní schůzky, včetně rad, jak řešit diplomaticky řešit různé problémy. Gramatická část se věnuje podmínkovým větám. Negotiations se zabývá nejen zásadami a řešením problémů při vyjednávání ve společnostech, ale dále rozšiřuje slovní zásobu z předchozí kapitoly. Na to také navazuje gramatická část o poskytování rad a návrhů. Production and Advertising pojednává o vývoji, výrobě a propagaci výrobků se zaměřením na specifickou slovní zásobu a fráze. Gramaticky je kapitola zaměřená na předávání instrukcí. Každá kapitola obsahuje konverzační a korespondenční úkoly pro procvičení specifické slovní zásoby a základních pravidel daných témat jednotlivých kapitol. Gramatické jevy si studenti mohou procvičit v zadání na Moodle. Opora se opírá o základní literaturu kurzu. Literatura navíc je poskytnuta v odkazech jednotlivých kapitol.

1 INTRODUCTION TO BUSINESS

QUICK OVERVIEW



This is a short introduction to the world of business providing basic vocabulary and questions to develop students' communication skills. This chapter defines business, business operations, production, marketing, finances and provides some useful phrases to talk about a job. Students can discuss their current or future job possibilities and practise Present Simple and Continuous.

AIMS



- Learning basic vocabulary and phrases.
 - Defining the key words.
 - Describing a job.
 - Talking about work responsibilities.
 - Discussing various work problems.
-

STUDY TIME



15 minutes to read the text, 30 minutes for discussion

KEYWORDS



Business, business operations, production, marketing, finance, human resource management, inventory.

In this chapter, students will learn some basic vocabulary and phrases concerning business and jobs. The tasks are designed for a discussion or an essay about a current or future occupation. The chapter also includes links to grammar exercises dealing with Present Simple and Continuous which may be practised on Moodle.

1.1 Basic terminology

Business is an organized approach to providing customers with the goods and services they want, as well as an organization that provides these goods and services. Most businesses want to make a profit - to gain more money than they spend on operating the business. Some businesses want to earn enough money to cover their operating costs. Commonly called nonprofits, these organizations are primarily nongovernmental service providers, such as organizations as social service agencies, foundations, advocacy groups, and many hospitals.

Business operations: A variety of operations keep businesses running efficiently and effectively: common business operation divisions include (1) production, (2) marketing, (3) finance, and (4) human resource management.

Production includes activities involved in designing and creating products and services. In recent years there have been dramatic changes in the way goods are produced. Nowadays, computers help monitor, control, and even perform work. Another important development has been the trend toward just-in-time inventory. The word **inventory** refers to the amount of goods a business keeps available for wholesale or retail, only what it needs for the next day or two. Many businesses rely on fast, global computer communications to allow them to respond quickly to changes in consumer demand. Inventories are thus minimized and businesses can invest more in product research, development, and marketing.

Marketing is the process of identifying the goods and services that consumers need and want and providing those goods and services at the right price, place, and time. Businesses develop marketing strategies with help of research to determine what products and services potential customers would like to purchase. Companies also promote their products and services through advertising and personalized sales to inform potential customers and motivate them to purchase.

Finance means the management of money. All businesses must have enough capital on hand to pay their bills, and for-profit businesses seek extra capital to expand their operations. Some companies raise long-term capital by selling ownership in the company. Other common financial activities include granting, monitoring, and collecting on credit or loans and ensuring that customers pay bills on time. The financial division of any company must also establish a good working relationship with a bank. This is particularly important when a business wants to obtain a loan.

HRM: Companies also rely on effective human resource management to ensure that they hire and keep good employees. HRM specialists determine the number and type of employees that a company will need. They are then responsible for recruiting new employees to replace those who leave and for filling newly created positions. HRM division also trains or arranges for the training of its staff to encourage worker productivity, efficiency, and satisfaction, and to promote the overall success of the company. Further, HRM creates workers' compensation plans and benefit packages for employees.

1.2 Useful phrases to talk about your job

Students can use the phrases below to discuss their jobs and practise Present Simple and Continuous.

I work for ...

I am responsible for ...

I am in charge of...

I work full-time/part-time.

It is a very challenging/demanding/satisfying/stimulating/boring/repetitive job.

I report directly to the ...

The job involves a lot of travelling.

It involves working long hours.

I usually start work at ...

I work flexible hours.

I work in shifts.

How is the new job?

I really enjoy it.

The salary is good.

The atmosphere is relaxed/informal/formal/stressed.

REFERENCES

The Business 2.0: Unit 1 – Corporate culture, 1.1 Work culture and placement (pp. 10–11).

Business Vocabulary in Use: Unit 1 – Work and jobs, Unit 2 – Ways of working, Unit 11 – Organizations 1

Everyday Business English: Unit 3 – Job information



COMPREHENSION CHECK

DISCUSS THE FOLLOWING QUESTIONS REFERRING TO THE ARTICLE ABOVE:

1. Give definition to the word 'business'.
 2. What is the difference between for-profit and non-profit organizations?
 3. What is production?
 4. Specify the notion of 'just-in-time inventory'.
 5. What is marketing?
 6. Define finance.
 7. What does the HRM involve?
-



POINTS TO REMEMBER

Business is an organized approach to providing customers with the goods and services they want, as well as an organization that provides these goods and services.

Business operations keep businesses running efficiently and effectively.

Production includes activities involved in designing and creating products and services.

Marketing is the process of identifying the goods and services that consumers need and want and providing those goods and services at the right price, place, and time.

Finance means the management of money.

Human resource management hires and keeps good employees.



EXTRAS

- **The following guide includes extra information complementary to your *The Business 2.0* book:**

<http://www.businessenglishonline.net/business-2/files/2014/11/Little-Book-of-Business-Skills.pdf>

- **If you need any help with vocabulary in this course, the following link to a dictionary can help you:**

<https://www.macmillandictionary.com/>

ADDITIONAL SOURCES



PRESENT SIMPLE AND CONTINUOUS (UNIT 4.3 + P. 124)

<https://learnenglish.britishcouncil.org/english-grammar-reference/talking-about-present>

<https://learnenglish.britishcouncil.org/english-grammar-reference/present-simple>

<https://learnenglish.britishcouncil.org/english-grammar-reference/present-continuous>

QUESTIONS



- **Which aspects are the most important for any company and why?**
(money, business, promotion, customer, challenge, result, respect, profit, team spirit, prestige)
- **What kind of work are you interested in and why?**
(well paid, interesting, work in a large and famous company, quiet, work in an industry which has future prospects, prestigious, a kind of work such as not to sit the whole day in the office, to travel a lot)
- **What are advantages and disadvantages of your profession? Discuss the following questions:**
 1. Do you think that your profession is prestigious?
 2. Do you think it will be still prestigious and well paid in the future?
 3. How difficult is it to find a good work in your field?
 4. Is there a competition in your profession?
 5. Do you think that competition among your co-workers is a good stimulus to work well or it just makes communication between you more difficult?
- **How would you feel if you appeared in the following situations?**
 1. The company you work for is well-known for its job security.

2. You were suddenly made redundant.
 3. You received a promotion.
 4. You worked unsociable hours.
 5. You had a steady job.
 6. You had adverse working conditions.
 7. You suddenly found yourself unemployed.
 8. You took time off work because of repetitive strain injury.
 9. You receive regular perks as part of your job.
 10. Somebody called you a workaholic.
 11. Your company doesn't give you many incentives.
 12. Your boss announces that there is going to be some downsizing of the workforce.
 13. Your work didn't offer much job satisfaction.
 14. Your company has a generous incentive scheme.
 15. You receive a commission for the work you have done.
 16. You were under stress.
 17. You were forced to resign.
 18. You received a cut in your salary.
 19. Your company gave you sickness benefit.
 20. You found your job very demanding.
-



SUMMARY

Business is an organized approach to providing customers with the goods and services they want, as well as an organization that provides these goods and services to make a profit. Operations that keep businesses running efficiently and effectively include production, marketing, finance, and human resource management.

Production includes designing and creating products and services. Marketing identifies the goods and services that consumers need and want and provides those goods and services at the right price, place, and time. Marketing strategies help determine what products and services potential customers would like to purchase. Finance department of a business deals with capital to pay bills, suppliers and employees. Human resources department determine the number and type of employees that a company will need, recruit new employees to replace those who leave and fill newly created positions, and also trains or arranges for the training of its staff to encourage worker productivity, efficiency, and satisfaction, and to promote the overall success of the company.

2 BUSINESS ORGANIZATIONS AND COMPANY STRUCTURES

QUICK OVERVIEW



This chapter introduces types of companies, their ownership and basic operations, including starting a business and its risks. Students will learn specified vocabulary which is put into context in an article. The questions are designed to help students with their final task as they are supposed to create their own imaginary business. Grammar of this chapter concentrates on Past Simple and Continuous.

AIMS



- Describing a structure of a company.
 - Learning specific vocabulary.
 - Matching collocations.
 - Explaining specific abbreviations.
 - Creating own company.
-

STUDY TIME



20 minutes to read the text, 25 minutes for exercises.

KEYWORDS



Company, partnership, business operations, risks, structures, CEO, HR, RD.

In this chapter, students will broaden their vocabulary concerning specific terms dealing with company ownership, structure and operations. The tasks are designed to help them establish their own imaginary company as their final task of this course to be presented at the end of semester. The chapter also includes links to grammar exercises dealing with Past Simple and Continuous which may be practised on Moodle.

2.1 Company

A company is any group of persons (known as its members) united to pursue a common interest. Synonymous with association, it is used specifically to identify associations formed for profit, such as the partnership, the joint-stock company, and the for-profit corporation. A company is not necessarily a corporation, and may not have a separate existence from its members.

A voluntary association is a group of individuals who voluntarily enter into an agreement to form a body (or organization) to accomplish a purpose. Associations that are organized for profit or financial gain are usually called partnerships. A special kind of partnership is a co-operative, usually founded on one man - one vote principle, and which distributes its profits according to the amount of goods produced or bought by the member. Associations may take the form of a non-profit organization or they may be not-for-profit corporations; this does not mean that the association cannot make benefits from its activity, but all the benefits must be reinvested.

Sole Proprietorship

The most basic type of business organization is the sole proprietorship, a business owned by one person. It is the oldest form of business organization and also the most common. When we speak of a proprietor, we are always referring to the owner of a business, this business is a kind of property.

Limited Partnerships

A limited partnership is a special form of partnership in which the partners are not equal. One partner is called the general partner, who assumes all of the management duties and has full responsibilities for the debts of the limited partnership. The other partners are “limited” because they only contribute money or property. They have no voice in the partnership’s management. The advantage to the limited partners is that they have no liability for the losses beyond what they initially invest. The disadvantage is that they have no say in how the business is run.

Joint Ventures

When individuals or companies want to do a special project together and they do not have any desire to work together after the project is done, they might form a joint venture. A joint venture is a temporary partnership set up for a specific purpose and for a short period of time.

Corporation

A corporation is an organization led by many people but treated by the law as though it were a person. It owns property, pays taxes, makes contracts, etc. It has a separate and distinct existence from the stockholders who own the corporation’s stock. Stock represents

ownership rights to a certain portion of the profits and assets of the company that issues the stock.

Franchises

Many hotel, motel, gas station, and fast-food chains are franchises. A franchise is a contract in which a franchisor sells to another business the right to use its name and sell its products. This franchisee pays a fee that may include a percentage of all money taken in. For example, when you buy a motel franchise, you agree to pay the motel chain a certain fee plus a portion of the profits for as long as your motel stays in business. In return, the chain will help you set up the motel and it can have a training program to teach you about the business and set the standards of business operations.

The Steps in Starting a Business

Nearly every person who makes the decision to start a business is an entrepreneur because he or she is willing to take a risk. Usually, people decide to start a business to gain profits and to “do something on their own” or to be their own boss. Entrepreneurs then gather the factors of production and decide on the form of business organization that best suits their purposes. Anyone hoping to become an entrepreneur must also learn as much as possible about the business he or she plans to start. This process includes learning about the laws, regulations, and tax codes that will apply to the business.

Elements of Business Operation

To start a business, you must make potential customers aware that your services are available for a price. You could have one-page fliers printed to advertise your business and pass them out. You could also buy advertising space in the local newspaper. Every business, regardless of size, involves four elements: expenses, advertising, receipts and record keeping, and risk:

Expenses

If you own a painting business, you will need to purchase brushes and paint. As your business grows, you might invest in paint sprayers so that you can complete jobs faster. This new equipment would add to your income, but will probably take more money capital than you have on hand.

Advertising

You will quickly find out that letting potential customers know that you are in business is costly. Once you have customers, however, information about your business will spread by word of mouth.

Receipts and Record Keeping

No matter how small your business is, having a system to track your expenses and income is key to your success. All receipts should be safely filed and saved.

Risk

Every business involves risks. You must balance the risks against the advantages of being in business for yourself - including profit versus loss. Depending on the kinds of jobs you do, you will need equipment and replacement parts. At first, you might buy parts as you need them for a particular job. In time, you will find it easier to have an inventory. An inventory is a supply of whatever items are used in a business. Probably one of the first things you want to do, if you have not already done so, is buy a computer. With the computer, you also should purchase the programs that will allow you to keep track of all your expenses and all your receipts. Many such programs exist and are relatively inexpensive. Programs write checks for you, calculate your monthly profit and loss, tell you the difference between what you own and what you owe (called net worth), etc.

2.2 Company structures

Most organizations have a hierarchical or pyramidal structure, with one person or a group of people at the top, and an increasing number of people below them at each successive level. There is a clear line or chain of command running down the pyramid. All the people in the organization know what decisions they are able to make, who their superior/boss is (to whom they report), and who their immediate subordinates are (to whom they can give instructions). Some people in an organization have colleagues who help them: e.g., an Assistant to the Marketing Manager. This is known as a staff position - its holder has no line authority, and is not integrated into the chain of command, unlike, for example, the Assistant Marketing Manager, who is number two in the marketing department. Yet the activities of most companies are too complicated to be organized in a single hierarchy.

Today, most large manufacturing organizations have a functional structure, including production, finance, marketing, sales, and personnel or staff departments. This means that the production and marketing departments cannot take financial decisions without consulting the finance department. Functional organization is efficient, but there are two standard criticisms. Firstly, people are usually more concerned with the success of their department than that of the company, so there are permanent battles between, for example, finance and marketing, or marketing and production, which have incompatible goals. Secondly, separating functions is unlikely to encourage innovation. Yet for a large organization manufacturing a range of products, having a single production department is generally inefficient. Consequently, most large companies are decentralized. Businesses that cannot be divided into autonomous divisions with their own markets can simulate decentralization, setting up divisions that deal with each other using internally determined transfer prices.

An inherent problem of hierarchies is that people at lower levels are unable to make important decisions, but have to pass on responsibility to their boss. One solution to this is

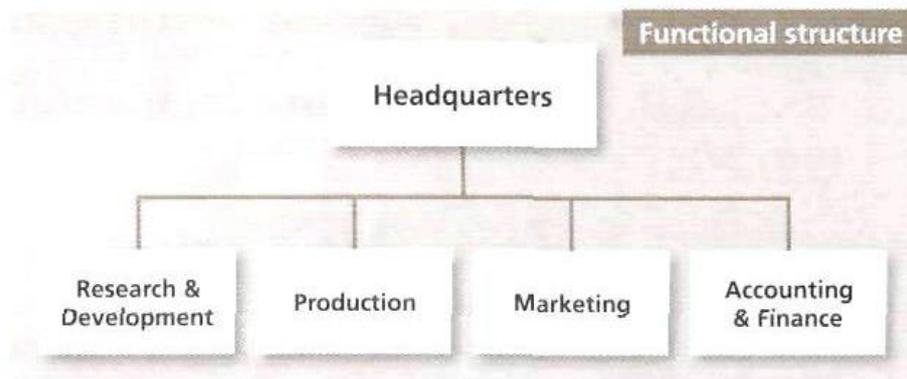
matrix management, in which people report to more than one superior. For example, a product manager with an idea might be able to deal directly with managers responsible for a certain market segment and for a geographical region, as well as the managers responsible for the traditional functions of finance, sales and production. This is one way of keeping authority at lower levels, but it is not necessarily a very efficient one. A further possibility is to have wholly autonomous, temporary groups or teams that are responsible for an entire project, and are split up as soon as it is successfully completed. Teams are often not very good for decision-making, and they run the risk of relational problems, unless they are small and have a lot of self-discipline. In fact, they still require a definite leader, on whom their success probably depends.

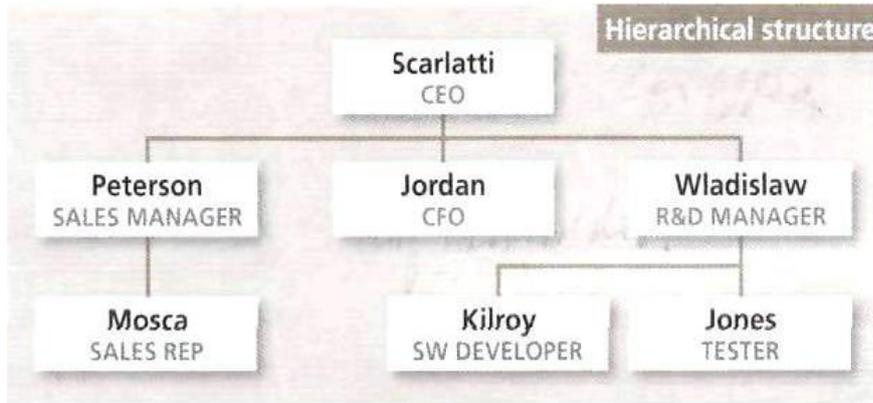
Industry type: 1. Primary (agriculture, mining, forestry)

2. Secondary (construction, manufacturing)

3. Tertiary/service (banking, tourism, entertainment)

2.2.1 STRUCTURES





CEO = chief executive officer

COO = chief operating officer

CFO = chief financial officer

Marketing director

HR (human resources) director

IT director

RD (research and development) director

Sales manager

Customer services manager

Accounts department manager

- The most common verbs for describing structure are:

consists of, contains, includes, is composed of, is made up of, is divided into

- Other verbs frequently used to describe company organization include:

to be in charge of, to support or to be supported, to be accountable to, to be responsible for, to assist or to be assisted

REFERENCES

The Business 2.0: Unit 1 – Corporate culture, 1.2 Work organization and responsibility (pp. 12–13).

Business Vocabulary in Use: Unit 6 – People and workplaces, Unit 9 – Managers, executives, and directors, Unit 10 – Businesspeople and business leaders, Unit 12 – Organizations 2, Unit 13 – Manufacturing and services

POINTS TO REMEMBER



A company is any group of persons (known as its members) united to pursue a common interest.

The most basic type of business organization is the sole proprietorship, a business owned by one person.

A corporation is an organization led by many people but treated by the law as though it were a person.

To start a business, you must make potential customers aware that your services are available for a price.

Most organizations have a hierarchical or pyramidal structure, with one person or a group of people at the top, and an increasing number of people below them at each successive level.

Most large manufacturing organizations have a functional structure, including production, finance, marketing, sales, and personnel or staff departments.

EXTRAS



- **The following link can be used to practice vocabulary and listening skills:**

<http://www.businessenglishonline.net/business-2/resources/videos/?video-id=510>

ADDITIONAL SOURCES



PAST SIMPLE AND CONTINUOUS: UNIT 1.3 + PP. 118–119

<https://learnenglish.britishcouncil.org/english-grammar-reference/talking-about-past>

<https://learnenglish.britishcouncil.org/english-grammar-reference/past-simple>

<https://learnenglish.britishcouncil.org/english-grammar-reference/past-continuous>



ASSIGNMENT

As a part of your final report or presentation, you will establish an imaginary company and present it at the end of the semester. The questions in this chapter are prepared to lead you through the process. Be ready to answer any questions concerning your business and based on the topics covered in this course.



INDIVIDUAL ASSIGNMENT

INVENT YOUR OWN COMPANY AND DESCRIBE ITS ORGANIZATIONAL STRUCTURE:

1. What does your company do?
 2. What is it called?
 3. What kind of public image do you have?
 4. How many people do you employ?
 5. Where are your headquarters?
 6. Do you have offices in other countries? If so, where?
 7. What is your turnover, market share and net profits? Who is your main competitor?
 8. Are you growing, shrinking or holding steady?
 9. What are your most promising products and/or markets?
 10. What problems are you having and how are you dealing with them?
-



QUESTIONS

- **What are the most common collocations? Match the following:**

- | | |
|--------------|---------------|
| 1. product | a. teams |
| 2. target | b. objectives |
| 3. borrowing | c. lines |
| 4. project | d. units |

- | | |
|---------------|-------------|
| 5. delayering | e. company |
| 6. country | f. process |
| 7. business. | g. markets |
| 8. software. | h. needs |
| 9. company | i. managers |

- **Which department does which job?**

Human Resources:

Production:

Marketing:

Finance:

Sales, Financial Services, Quality, Training, Payroll, Production, Advertising, Accounts, Distribution, Maintenance, Marketing, Customer Service, Purchasing, Personnel, Packaging

- **What department does the following tasks?**

Department: Training, Production, Marketing, Purchasing, Personnel, Packaging, Sales, Accounts, Payroll, Distribution, Customer Service, Financial Service, Quality, Advertising, Maintenance

1. puts the product into boxes?
2. pays wages and salaries?
3. plans how to promote products?
4. has systems to prevent mistakes?
5. looks after the equipment?
6. deals with complaints?
7. manufactures the products?
8. sends invoices to customers?

9. buys equipment?
10. arranges credit facilities?
11. helps staff develop new skills?
12. sends products to the customer?
13. buys media space?
14. recruits new staff?
15. sends representatives to visit customers?

• **Can you match the following collocations?**

- | | |
|-------------|--------------------------------|
| 1. come up | a. to business |
| 2. cut back | b. for a promotion |
| 3. get on | c. for criticism |
| 4. keep up | d. to expectations |
| 5. back out | e. with a lot of hassle |
| 6. put in | f. with a solution |
| 7. get down | g. of an agreement |
| 8. live up | h. to the account department |
| 9. come in | i. with the latest development |
| 10. put up | j. on spending |



SUMMARY

A company/organization is any group of people united to pursue a common interest. Most organizations have a hierarchical or pyramidal structure, with one person or a group of people at the top, and an increasing number of people below them at each successive level. Most large manufacturing organizations have a functional structure, including production, finance, marketing, sales, and personnel or staff departments. This means that the production and marketing departments cannot take financial decisions without consulting the finance department.

Industry: primary (agriculture, mining, forestry), secondary (construction, manufacturing), tertiary/service (banking, tourism, entertainment).

ANSWERS



- What are the most common collocations?

- | | |
|---------------|---------------|
| 1. product | c. lines |
| 2. target | g. markets |
| 3. borrowing | h. needs |
| 4. project | a. teams |
| 5. delayering | f. process |
| 6. country | i. managers |
| 7. business | d. units |
| 8. software | e. company |
| 9. company | b. objectives |

- Which department does which job?

Human Resources: Training, Payroll, Personnel

Production: Quality, Production, Maintenance, Packaging

Marketing: Marketing, Advertising, Purchasing, Distribution, Sales, Customer Service,

Finance: Financial Services, Accounts

- What department does the following tasks?

1. puts the product into boxes? F. Packaging
2. pays wages and salaries? I. Payroll
3. plans how to promote products? C. Marketing
4. has systems to prevent mistakes? M. Quality
5. looks after the equipment? O. Maintenance
6. deals with complaints? G. Sales

Business Organizations and Company Structures

7. manufactures the products? B. Production
8. sends invoices to customers? L. Financial Services
9. buys equipment? D. Purchasing
10. arranges credit facilities? H. Accounts
11. helps staff develop new skills? A. Training
12. sends products to the customer? J. Distribution
13. buys media space? N. Advertising
14. recruits new staff? E. Personnel
15. sends representatives to visit customers? K. Customer Service

- Can you match the following collocations?

- | | |
|-------------|--------------------------------|
| 1. come up | f. with a solution |
| 2. cut back | j. on spending |
| 3. get on | h. to the account department |
| 4. keep up | i. with the latest development |
| 5. back out | g. of an agreement |
| 6. put in | b. for a promotion |
| 7. get down | a. to business |
| 8. live up | d. to expectations |
| 9. come in | c. for criticism |
| 10. put up | e. with a lot of hassle |
-

3 BUSINESS ETIQUETTE

QUICK OVERVIEW



This chapter introduces ethical behaviour and social responsibility of companies. Students will discuss the ways to avoid cultural misunderstanding, which is useful not only in business. The tasks are aimed at improving speaking skills as well as broadening vocabulary concerning word formation. Grammar of this chapter concentrates on Present Perfect.

AIMS



- Understanding ethical behaviour.
 - Learning specific vocabulary.
 - Defining moral attitudes.
 - Discussing possible ethical problems.
 - Analyzing culture misunderstanding.
-

STUDY TIME



15 minutes to read the text, 30 minutes for exercises.

KEYWORDS



Ethical behaviour, social responsibility, moral beliefs, corruption, corporate culture, crimes, communication.

Ethical behaviour is doing things that are morally right. Ethics are moral beliefs about what is right or wrong.

3.1 Ethical behaviour and social responsibility

Ethically responsible companies want to do the right things in the following areas:

- employment and community: they pay attention to things that affect all people, not just their employees, in the areas where the company has its offices, factories and activities.
- the environment: they conduct business in ways that protect the environment to ensure it is not polluted and plants and animals are not endangered.
- winning new business: they get business without engaging in corrupt behaviour, for example, offering bribes - money given to someone so that they behave unethically.

Companies want to be seen as good corporate citizens, with activities that are beneficial not only for their stakeholders – employees and shareholders – but for the community and society as well.

Accountability and transparency

Ethical corporate behaviour includes accountability - companies are completely responsible for what they do and should be able to explain their actions. Transparency is explaining this behaviour in a way that can be understood by outsiders, and not trying to hide anything. Companies may demand complete honesty from their employees with zero tolerance of any form of misconduct.

Corporate social responsibility

Companies have long had codes of ethics and codes of conduct saying how their managers and employees should behave. Now they are designating executives to oversee the whole area of corporate social responsibility (CSR).

3.1.1 WRONGDOING AND CORRUPTION

Noun (crime – criminal):	Verb:	Adjective:
Bribery – briber	bribe	bribed
Counterfeiting – counterfeiter	counterfeit	counterfeit
Embezzlement – embezzler	embezzle	embezzled
Faking – faker	fake	faked
Forgery – forger	forge	forged
Fraud – fraudster	defraud	fraudulent

Money laundering – money launderer	launder money	-
Racketeering – racketeer	racketeer	-

3.1.2 CORPORATE CULTURE

Culture is the way we do things in a country/an area/a social class/an organization (company or school).

You often talk about:

- company or corporate culture: the way a particular company works, and the things it believes are important.
- canteen culture: the ways that people in an organization think and talk, not approved by the leaders of the organization.
- long-hours culture: where people are expected to work for a long time each day.
- macho culture: ideas typically associated with men: physical strength, aggressiveness, etc.

Cross-cultural communication – areas of potential misunderstanding (It is important to pay attention to the following points):

- a. distance when talking to people: what is comfortable?
- b. eye contact: how much of the time do people look directly at each other?
- c. gesture: people make lots of facial gestures? How much do they move their arms and hands?
- d. greetings/goodbyes: do people shake hands every time? Are there fixed phrases to say?
- e. humour: is this a good way of relaxing people? Or is it out of place in some contexts?
- f. physical contact: how much do people touch each other?
- g. presents: when should you give them? When should you open them? What should you say when you receive one?
- h. rules of conversation and the role of silence: how long can people be silent before they feel uncomfortable? Is it acceptable to interrupt when others are speaking?

REFERENCES

The Business 2.0: Unit 6 – Company and community, 6.1 Corporate social responsibilities, 6.2 Meetings, ethical behaviour and social performance (pp. 74–77).

Business Vocabulary in Use: Unit 40 – Wrongdoing and corruption, Unit 41 – Ethics, Unit 45 – Business across cultures 1, Unit 46 – Business across cultures 2, Unit 47 – Business across cultures 3



POINTS TO REMEMBER

Ethical behaviour is doing things that are morally right. Ethics are moral beliefs about what is right or wrong.

Ethical corporate behaviour includes accountability - companies are completely responsible for what they do and should be able to explain their actions.

Transparency is explaining this behaviour in a way that can be understood by outsiders, and not trying to hide anything.

Culture is the way we do things in a country/an area/a social class/an organization.



EXTRAS

- **The following link is a video guide to the office etiquette:**

<http://www.businessenglishonline.net/business-2/resources/videos/?video-id=489>



ADDITIONAL SOURCES

PRESENT PERFECT: UNIT 4.3 + PP. 124–125

<https://learnenglish.britishcouncil.org/english-grammar-reference/present-perfect>

<https://learnenglish.britishcouncil.org/english-grammar-reference/present-tense>

ASSIGNMENT



- **How ethical are you? Find out with the questionnaire below:**

1. You do a lot of travelling on business. Your company pays your air fares and you have collected 'frequent flyer' miles from the airlines that you can exchange for free flights. If you use them for your own personal travel, nobody will know. Will you:

- a. use them for business trips and save your company money?
- b. use them to upgrade your seat to first class on business trips?
- c. book that holiday in the Bahamas that you've always wanted?

2. You are the manager of a charming pub in the country a long way from the nearest town. The owner of the pub wants you to run an 'all you can drink' campaign where the customers can have as much beer as they want for a fixed price. It's bound to attract more customers and be very profitable. Will you:

- a. refuse to do it, in case it encourages people to drink and drive?
- b. agree to do it, but put up posters warning against drink-driving and start selling black coffee as well as beer?
- c. refuse to do it unless you receive a profit related bonus?

3. You are the owner of a small business. One of your suppliers, an old friend, has asked you to pay them cash for an order so they can avoid paying VAT. There's no chance of you getting into trouble even if the tax office finds out because it is your supplier's responsibility to declare it, not yours. Will you:

- a. refuse?
- b. warn your friend that they could get into trouble but agree if they insist?
- c. agree? (After all, what are friends for?)

4. You have run out of stationery at home and there's plenty of nice blank paper and envelopes in your desk at work. Will you:

Business Etiquette

- a. resist the temptation to take any home?
- b. take a little home to keep yourself going until you can buy some more?
- c. take plenty home so you don't run out again?

5. You work in the purchasing department of a large company. One of your suppliers has sent you a Christmas present - a case of wine. They know you shouldn't accept it because they also sent a note promising not to tell any of your colleagues about it. Will you:

- a. send the wine back and never buy anything from that supplier again?
- b. send the wine back and explain you can only accept gifts up to a certain value?
- c. send the wine back and say that you prefer fine malt whisky?

6. You are a financial manager. Until last year, your company had an unbroken record of rising earnings per share, but last year's profits were down. Fortunately, you have received a very large order since the beginning of the present financial year. Your boss tells you to record the new order in last year's accounts, so you don't spoil the company's track record. Will you:

- a. explain it might mislead shareholders and refuse?
- b. refuse unless you can include a note about it in the small print in the annual report?
- c. agree and suggest some other 'legal' ways of making the figures look better this year?

7. You are friendly with someone in the strategic planning department of your company. One day, they give you some confidential information. They tell you about a company they are going to target for take-over. They are sure the share price will rise. You could make a lot of money if you buy shares now. Will you:

- a. tell your colleague they shouldn't pass on confidential information?
- b. thank your colleague but do nothing?
- c. tell your broker to buy as many shares as they can?

8. You are the owner of a small company. A friend offers you a free copy of a computer software program that you need at work. If you accept their offer, you won't have to pay the \$700 licensing fee to the software company. Will you:

- a. turn down your friend's offer and buy your own copy?
- b. accept your friend's offer?
- c. accept their offer and charge the company \$700 which you can pocket tax-free?

How did you score?

Mostly a:

You may not always be popular with your colleagues but your business contacts know they can trust you to play fair. If some people accuse you of being inflexible, it's because your strong principles make them feel uncomfortable. Your honest approach should bring you success in your career and it's bound to be long-lasting.

Mostly b:

You like to do what's right if you can, but realize the world is not an honest place. You've probably noticed the person who tells the truth is not always the person who gets on fastest so you are prepared to make compromises, accepting the fact that in order to do business you sometimes have to bend the rules.

Mostly c:

If the people around you are behaving dishonestly, you will do everything necessary to ensure they don't get your share, if you can't beat them, join them. No doubt you will advance up the ladder of success at top speed because you are very good at telling people exactly what they want to hear. The trouble is, it is not always what they should hear, so your success will probably be short-lived.

QUESTIONS



- **Are the following pieces of advice about the English-speaking business world are true or false? Read the article and decide:**

In the English-speaking business world, people use first names, even with people they do not know very well. But if you aren't sure, use Mr. and their surname for men, and Mrs. or Miss and their surname for women, depending on whether they are married or not. Ms. often replaces Mrs. and Miss.

1. It's possible to introduce yourself by saying your surname then your first name.
2. It's possible to use Mr., Mrs. or Miss on its own, or with a first name.

3. You can always use someone's first name to talk to them, even if you don't know them very well.

4. Ms. is being used more and more as a title for women.

• **Which of the following points support the opinions expressed in the article?**

1. In meetings the French tend to be more aggressive than the Germans.
2. The Arabs have nothing in common with the Japanese.
3. The French generally don't appreciate the British sense of humour.
4. The Spanish are rarely hesitant in cross-cultural meetings.
5. The Americans and Scandinavians value a methodical approach.
6. The Germans want quality at any price.
7. The British tend to be more individualistic in business than the Germans.
8. In business the Italians are more or less like the Spanish.

BOARDROOM CULTURE CLASH

An Unpredictable Affair

Try to put pressure on a Japanese in a negotiation and you will be met with stony silence. Hold an informal fact-finding meeting with a German and you can expect a battery of searching questions. Disagree with the French on even a minor point and they will take great pleasure in engaging in verbal combat. Doing business across culture can be an unpredictable affair.

Cultural Awareness

Most of us prefer to do business with people we like. It should come as no surprise that the people we like tend to be like us. It is generally agreed that good business relationships are built on cultural awareness.

The US Perspective

Most Americans will insist on the hard sell. It's not enough that you want to buy their products, you must let them sell them to you. They have to report back to superiors who will be as interested in how the deal was struck as the result. Systems and procedures matter to Americans.

The Spaniards Trust You

The Spanish are unimpressed by the best prepared meeting and pay much more attention to people. In this they are more like the Arabs or the Japanese. In the Middle and Far East business is built on trust over a long period of time. Spaniards may come to a decision about whether they trust you a little sooner.

Animated Italians

Italians tend to feel that the main purpose of meetings is to assess the mood of those present and reinforce team-spirit. There may be a lot of animated discussion at a meeting in Italy, but the majority of decisions will be made elsewhere and in secret.

Scandinavians want results

Scandinavians are rather like Americans. They value efficiency, novelty, systems and technology. They are firmly profit-oriented. They want results yesterday.

Succeed with the Germans

Germans want to be convinced you are as efficient and quality-conscious as they are. They will be cautious about giving you too much business until you have proved yourself. They will demand prompt delivery. Succeed and you will enjoy a long-term business relationship.

Adversarial Meetings

The French will give you their business much more readily, but they will withdraw it just as fast if you fail to come up with the goods. Meetings in France tend to be adversarial as heated discussion is all part of the game. Germans will be shocked to hear you question their carefully prepared arguments. The Spanish will offer no opinion unless sure of themselves, for fear of losing face. But French executives prefer to meet disagreement head on, and the British tendency to diffuse tension with humour doesn't go down too well.

Prisoners of our culture

Ask yourself whether meetings are opportunities to network or get results. Is it more important to stick to the agenda or generate new ideas? Is the main aim of a meeting to transmit or pool information? It all depends on where in the world you hold your meeting and whether you belong to an individualistic business culture like the French, Germans and Americans or to a collective one like the British, Japanese and Greeks.

- **After reading the article, can you complete the following sentences, using the words in the brackets?**

(market, price, profit, quality, client, cost, technology)

Business Etiquette

1. We're a firmly-oriented company, so the bottom-line for us is not how big our market share is, but how much money we're going to make.
2. Even at low prices, inferior products won't sell in such a-conscious market.
3. The market's far too-sensitive to stand an increase in service charges.
4. We're constantly forced to respond both to changing customer needs and to what our main competitors are doing in a-driven business such as this.
5. The customer always comes first. We're a very-centred company.
6. In a-led business, such as ours, it's vital to plough profits back into R&D.
7. If the price of materials goes up any more, production will no longer be- effective.

- **Are you able to express yourself diplomatically (make your point firmly but politely)? Match what you think with what you say:**

WHAT YOU THINK

1. We are unhappy with this offer.
2. We are dissatisfied.
3. We can't accept it.
4. You said there would be a discount.
5. Don't forget your obligations.
6. We want a guarantee.
7. We won't agree to this.
8. We're shocked you expect us to cover the costs.
9. That's wrong.
10. We want a bigger rebate.
11. We must finalize the deal today.
12. You obviously don't understand.

WHAT YOU SAY

- a. Unfortunately, we would be unable to accept that.
- b. With respect, that's not quite correct.
- c. I'm sure we don't need to remind you of your contractual obligations.
- d. We're rather surprised you expect us to cover the costs.
- e. We would find this somewhat difficult to agree to.
- f. We were rather hoping to finalize the deal today.
- g. I'm sorry but we're not very happy with this offer.
- h. Actually, we were hoping for a slightly more substantial rebate.

- i. I'm afraid you don't seem to understand.
 - j. We understood there would be a discount.
 - k. We would need some sort of guarantee.
 - l. We're not completely satisfied.
-

SUMMARY



Ethical behaviour is doing things that are morally right. Ethics are moral beliefs about what is right or wrong.

Ethical corporate behaviour includes accountability - companies are completely responsible for what they do and should be able to explain their actions.

Companies have long had codes of ethics and codes of conduct saying how their managers and employees should behave.

Culture is the way we do things in a country/an area/a social class/an organization.

ANSWERS



- **After reading the article, can you complete the following sentences, using the words in the brackets?**
 1. We're a firmly profit-oriented company, so the bottom-line for us is not how big our market share is, but how much money we're going to make.
 2. Even at low prices, inferior products won't sell in such a quality-conscious market.
 3. The market's far too price-sensitive to stand an increase in service charges.
 4. We're constantly forced to respond both to changing customer needs and to what our main competitors are doing in a market-driven business such as this.
 5. The customer always comes first. We're a very client-centred company.
 6. In a technology-led business, such as ours, it's vital to plough profits back into R&D.
 7. If the price of materials goes up any more, production will no longer be cost-effective.

- **Are you able to express yourself diplomatically (make your point firmly but politely)? Match what you think with what you say:**

1. We are unhappy with this offer. -g. I'm sorry but we're not very happy with this offer.
 2. We are dissatisfied. -l. We're not completely satisfied.
 3. We can't accept it. -a. Unfortunately, we would be unable to accept that.
 4. You said there would be a discount. -j. We understood there would be a discount.
 5. Don't forget your obligations. -c. I'm sure we don't need to remind you of your contractual obligations.
 6. We want a guarantee. -k. We would need some sort of guarantee.
 7. We won't agree to this. -e. We would find this somewhat difficult to agree to.
 8. We're shocked you expect us to cover the costs. -d. We're rather surprised you expect us to cover the costs.
 9. That's wrong. -b. With respect, that's not quite correct.
 10. We want a bigger rebate. -h. Actually, we were hoping for a slightly more substantial rebate.
 11. We must finalize the deal today. -f. We were rather hoping to finalize the deal today.
 12. You obviously don't understand. -i. I'm afraid you don't seem to understand.
-

4 RECRUITMENT



QUICK OVERVIEW

This chapter briefly introduces recruitment of new employees providing basic vocabulary concerning applying for a job and selection procedures. The attention is put on speaking about looking for a job, applying, advantages and disadvantages of various jobs as well as losing a job. The grammar part concentrates on Past Perfect.

AIMS



- Describing strategies of recruitment.
 - Learning useful phrases.
 - Understanding selection procedures.
 - Talking about job selection.
 - Reading advertisements.
-

STUDY TIME



15 minutes to read the text, 30 minutes for exercises.

KEYWORDS



Recruitment, hiring, job application, selection procedure, motivation, salary, benefits, promotion, retirement.

4.1 Recruitment

It is the process of finding people for particular job (in Am. English hiring). Someone who has been recruited is a recruit (in Am. E. a hire). The company employs or hires them; they join the company. A company may recruit employees directly or use outside recruiters, recruitment agencies or employment agencies. Outside specialists (called headhunters) may

be paid to headhunt people for very important jobs, persuading them to leave the organizations they already work for - this process is called headhunting.

4.1.1 APPLYING FOR A JOB

You can search various newspapers or Internet pages for advertised job positions. Then you can apply for the job by completing an application form. You also need to send your CV (curriculum vitae – the “story” of your education and working experience) and a covering letter explaining why you want the job and why you are the right person for it.

Note: BrE: CV; AmE: resume

BrE: covering letter; AmE: cover letter.

4.1.2 SELECTION PROCEDURES

The following is a description of the selection process – the methods that the company uses to recruit people – by the head of recruitment of a German telecommunications company:

“We advertise in national newspapers. We look at the backgrounds of applicants: their experience of different jobs and their educational qualifications. We don’t ask for handwritten letters of application as people usually apply by email. We invite the most interesting candidates to a group discussion. Then we have individual interviews with each candidate. We also ask the candidates to do written psychological tests to assess their intelligence and personality. After this, we shortlist three or four candidates. We check their references by writing to their referees: previous employers or teachers that candidates have named in their applications. If the references are OK, we ask the candidates to come back for more interviews. Finally, we offer the job to someone, and if they turn it down we have to think again. If they accept it, we hire them. We only appoint someone if we find the right person.”

4.2 Useful phrases

- **Companies look for people who are:**
 - Self-starters, proactive, self-motivated, self-driven
 - Methodical, systematic, organized
 - Computer-literate, numerate
 - Motivated
 - Talented
 - Team players

- **Wages, salary, benefits:**

I get paid a salary every month.

I get paid wages every week.

I do not earn very much.

I get the minimum wage.

I get a basic salary.

I get extra money – a bonus.

There are some good benefits with this job: I get a company car, and they make payments for my pension.

- **The career ladder:**

-work your way up the career ladder

-get promotion

- **Losing your job:**

If you want to leave, you can **resign** or **hand in your notice**.

If you do something wrong, you are **dismissed/fired/sacked/terminated**.

If you have done nothing wrong, you are **laid off/made redundant/offered early retirement**.

- **Parts of speech:**

Noun:

retirement

promotion

resignation

dismissal

Verb:

retire

promote

resign

dismiss

Recruitment

termination terminate

REFERENCES

The Business 2.0: Unit 4 – Careers, 4.1 Career choices (pp. 48–49), 4.2 Careers, personal skills and qualities (pp. 50–51).

Business Vocabulary in Use: Unit 3 – Recruitment and selection, Unit 4 – Skills and qualifications, Unit 5 – Pay and benefits, Unit 7 – The career ladder.

Everyday Business English: Unit 2 – A company visit.



POINTS TO REMEMBER

Recruitment is the process of finding people for particular job (in Am. English hiring). Someone who has been recruited is a recruit (in Am. E. a hire).

You can apply for the job by completing an application form. You also need to send your CV (curriculum vitae – the “story” of your education and working experience) and a covering letter explaining why you want the job and why you are the right person for it.



EXTRAS

- **The following link includes a series of videos about applying for a job, how to be successful at the interview and the recruitment procedure:**

<https://learnenglish.britishcouncil.org/youre-hired>



ADDITIONAL SOURCES

PAST PERFECT: UNIT 1.3 + PP. 118–119

<https://learnenglish.britishcouncil.org/english-grammar-reference/past-perfect>

<https://learnenglish.britishcouncil.org/english-grammar-reference/past-tense>

ASSIGNMENT



- **Read the following newspaper article and find the answers to the questions below:**
 1. What were the TWO reasons why Virgin Atlantic was considering redundancies?
 2. What were the TWO things Richard Branson invited his staff to do?
 3. How many people volunteered to take unpaid leave?
 4. How did the long break affect the staff's attitude to their work?
 5. Why is the scheme attractive to new recruits?
 6. Is the scheme going to become permanent?

Branson's new route to more jobs by Celia Weston

For many young people lucky enough to get a job after leaving school or college, the biggest shock of the transition to work is how few holidays they get. Having spent their academic years working an eight or nine-month year, it can be depressing to realize that for the rest of their working lives they will be able to take only four weeks off a year. Many would jump at the chance to take three months off - and that's exactly what happened at Virgin Atlantic, the airline run by Richard Branson. He believes the new initiative could help to reduce unemployment.

Faced last autumn with the recession and with its failure to acquire more flight slots out of Heathrow airport, the company was having to consider redundancies. Mr. Branson wrote to staff saying that cutting back on jobs was "something I have never wanted to do." Instead, he invited employees to take up to six months unpaid leave and to participate in a job-sharing scheme.

The immediate crisis passed but the idea of a shorter working year took off. When the company

later asked for 300 volunteers to take three months unpaid leave, 450 put their names forward.

Mr. Branson said: "To be fair and share it around, in some cases we said that people could only take six weeks." Most of the volunteers were cabin crew but other staff, including secretaries and pilots, took advantage of the offer as well. "And when they came back from their break ... they definitely seemed to enjoy work more," he said.

Recruitment

The company tends to recruit and train its own staff from scratch. As Mr. Branson said: “If you’ve been at college or on the dole, working for only nine months still makes you a lot better off financially than you were before.” He believes there is a broader social benefit to be achieved. “If you are only taking on people for nine months, that will enable others who would otherwise have no work or be living on the dole to have a chance too.” And he goes further. “I think this should be the basis of a pattern across the whole European Union for the first few years of working life.” A shorter working year was not only applicable to young people. “If older women and men with children can afford it because one partner’s working 12 months and the other nine, I think a lot of people would like to earn slightly less and be able to spend more time with their children,” Mr. Branson said.

This year the scheme is on offer again, although not over the busy summer period. “All the people who took time off last year would like to do so again,” Mr. Branson said. But its realization depended on whether the company could recruit enough people to allow 400-500 existing staff to take three months off. The company was considering whether the arrangement should become a permanent feature, Mr. Branson said. “For new people being taken on in most departments, we’re thinking about making nine-month working a standard contract.”

- **Discuss these questions:**

1. What are your views on Richard Branson’s scheme? Would you like to participate in such a scheme?
2. Would such a scheme succeed in the firm you work/have worked for? Why not?
3. Why do you think so many of Virgin’s cabin crew took advantage of the scheme?
4. Could this kind of scheme only succeed with a youthful staff who have few family responsibilities?
5. How could you persuade people who have considerable working experience and are used to earning a certain wage that they should take a pay cut?
6. What do you think of the following: a four-day week, a nine-day fortnight, seasonal work, job sharing



QUESTIONS

- **Do you know how to apply for a job? Insert the following words in the gaps in the text below:**

- applicant, application, application form, apply, candidate, curriculum vitae or CV (GB) or resume (US), employment agencies, interview, job description, job vacancies, references, short-listed

Many people looking for work read the (1) advertised in newspapers by companies and (2) To reply to an advertisement is to (3) for a job. (You become a (4) or an (5)). You write an (6), or fill in the company's (7), and send it, along with your (8) and a covering letter. You often have to give the names of two people who are prepared to write (9)for you. If your qualifications and abilities match the (10), you might be (11), i.e. selected to attend an (12)

- **When employees ‘give notice’, i.e. inform their employer that they will be leaving the company, in what order should the company carry out the following steps?**

- a. either hire a job agency (or for a senior post, a firm of headhunters), or advertise the vacancy
- b. establish whether there is an internal candidate who could be promoted (or moved sideways) to the job
- c. examine the job description for the post, to see whether it needs to be changed (or indeed, whether the post needs to be filled)
- d. follow up the references of candidates who seem interesting
- e. invite the short-listed candidates for an interview
- f. make a final selection
- g. receive applications, curricula vitae and covering letters, and make a preliminary selection (a short list)
- h. try to discover why the person has resigned
- i. write to all the other candidates to inform them that they have been unsuccessful

Recruitment

- **Have you ever looked for a job reading wants ads? Fill in each blank with a word or phrase from the following list:**

-competitive, initiative, suit, kitchen staff, ability, outgoing, team, pension plan, clear, contact, experience, preference, required skills, willing, busy, office, hard work, potential customers, successful candidate, thorough training

- Our new 200-seat restaurant is opening in May and we are looking for waiters, waitresses and (1).....

- If you are a friendly and (2).....person who is not afraid of (3)....., we have the job and hours to (4).....you.

- For more information, (5).....Helen at (415) 331-2012.

- Secretary/Receptionist for a (6)..... (7)..... . Typing and shorthand between 80 and 120 wpm. We will give (8).....to applicants who have experience using word processors and computers.

- We want a positive person who is (9).....to work hard and can use their own (10)..... You must be lively and have a good sense of humour and a (11).....speaking voice. You will receive (12).....to enable you to inform (13).....of the benefits of advertising with us.

- The (14).....will have had (15).....in booking and banking procedures. The position calls for word-processing and secretarial (16).....plus the (17).....to work as part of a (18)..... A (19).....salary is offered as well as a company (20).....



SUMMARY

It is the process of finding people for particular job. Someone who has been recruited is a recruit. The company employs or hires them; they join the company. A company may recruit employees directly or use outside recruiters, recruitment agencies or employment agencies.

You can search various newspapers or Internet pages for advertised job positions. Then you can apply for the job by completing an application form. You also need to send your CV (curriculum vitae – the “story” of your education and working experience) and a covering letter explaining why you want the job and why you are the right person for it.

ANSWERS



- **Do you know how to apply for a job? Insert the following words in the gaps in the text below:**

Many people looking for work read the (1) job vacancies advertised in newspapers by companies and (2) employment agencies. To reply to an advertisement is to (3) apply for a job. (You become a (4) candidate or an (5) applicant). You write an (6) application, or fill in the company's (7) application form, and send it, along with your (8) curriculum vitae or CV (GB) or resume (US) and a covering letter. You often have to give the names of two people who are prepared to write (9) references for you. If your qualifications and abilities match the (10) job description, you might be (11) short-listed, i.e. selected to attend an (12) interview.

- **When employees 'give notice', i.e. inform their employer that they will be leaving the company, in what order should the company carry out the following steps?**

- h. try to discover why the person has resigned
- c. examine the job description for the post, to see whether it needs to be changed (or indeed, whether the post needs to be filled)
- b. establish whether there is an internal candidate who could be promoted (or moved sideways) to the job
- a. either hire a job agency (or for a senior post, a firm of headhunters), or advertise the vacancy
- g. receive applications, curricula vitae and covering letters, and make a preliminary selection (a short list)
- e. invite the short-listed candidates for an interview
- d. follow up the references of candidates who seem interesting
- f. make a final selection
- i. write to all the other candidates to inform them that they have been unsuccessful

- **Have you ever looked for a job reading wants ads? Fill in each blank with a word or phrase from the following list:**

- Our new 200-seat restaurant is opening in May and we are looking for waiters, waitresses and (1) kitchen staff.

- If you are a friendly and (2) outgoing person who is not afraid of (3) hard work, we have the job and hours to (4) suit you.

- For more information, (5) contact Helen at (415) 331-2012.

Recruitment

- Secretary/Receptionist for a (6) busy (7) office. Typing and shorthand between 80 and 120 wpm. We will give (8) preference to applicants who have experience using word processors and computers.

- We want a positive person who is (9) willing to work hard and can use their own (10) initiative. You must be lively and have a good sense of humour and a (11) clear speaking voice. You will receive (12) thorough training to enable you to inform (13) potential customers of the benefits of advertising with us.

- The (14) successful candidate will have had (15) required skills in booking and banking procedures. The position calls for word-processing and secretarial (16) experience plus the (17) ability to work as part of a (18) team. A (19) competitive salary is offered as well as a company (20) pension plan.

5 WRITING CV AND LETTER OF APPLICATION



QUICK OVERVIEW

This chapter informs how to create a successful CV with examples. Students can practice writing their CV using an online form. Specific points of CV are explained as well as formal aspects of writing a letter of application step by step. This guide can help students with their future job application. Grammar of this chapter concentrates on expressing future and possibility.

AIMS



- Explaining motivation.
 - Creating CV.
 - Writing a letter of application.
 - Applying for a job.
 - Learning formal style of writing.
-

STUDY TIME



20 minutes to read the text, 25 minutes for exercises.

KEYWORDS



CV (Curriculum Vitae), job application, education, experience, skills, qualification, motivation, letter of application.

A Curriculum Vitae, commonly referred to as CV, includes a summary of your educational and academic backgrounds as well as work and research experience, various skills, certificates, and training.

5.1 Format for a Curriculum Vitae (CV)

A Curriculum Vitae, commonly referred to as CV, includes a summary of your educational and academic backgrounds as well as work and research experience, various skills, certificates, and training. The following curriculum vitae template will give you an example of what to include in your CV and show the appropriate format for a curriculum vitae. Notice that you list your educational and work experience from the latest.

Having a well written CV is an excellent tool in today's ever-changing job market. A strong CV will help you to get a call for an interview. Different areas of your experience and education need to be emphasized in your CV depending on description of a job you want to apply for.

5.1.1 SAMPLE CURRICULUM VITAE TEMPLATE

CONTACT INFORMATION

Name

Address

Telephone

Email

PERSONAL INFORMATION

Date of Birth

Place of Birth

Citizenship

EMPLOYMENT HISTORY

Work History

Research and Training

EDUCATION

University

Secondary School

(Primary School is not included)

PROFESSIONAL QUALIFICATIONS

Language Certificates

Computer Skills

Skills concerning the job of interest

Driving License

INTERESTS

5.2 Writing application letter

A letter of application should create enough interest to make the potential employer want to look at your application in a greater detail by reading your CV and hopefully invite you for an interview. Your application letter should not contain too many details about your experience and qualifications because that should be in your CV.

5.2.1 LAYOUT AND STYLE

The letter should be limited to one page and a few paragraphs will normally be sufficient. It is better to address a letter to a specific person, e.g. Dear Mr. Smith, rather than to Dear Sir or Madam. However, in some job advertisements the name of the person you are writing to is not given. Try to find out the following information before you write your letter:

- the full name of the person you are writing to;
- their title - Mr., Mrs., Miss, Ms, Dr, etc.;
- their position - Personnel Manager, Human Resources Manager, etc.

All the information can be obtained on the web page of the company. If you start with Dear Sir/Madam, it is accepted practice to finish with Yours faithfully. Whereas, if you start with Dear Mr. Smith, you may finish with Yours sincerely. Your letter should be neat and free from careless mistakes. You can follow the blocked and open punctuation style. Whichever layout style you choose to use, you should use it consistently throughout the letter.

5.2.2 STRUCTURE OF THE LETTER

Paragraph 1: It should state clearly why you are writing and where you saw the job advertised.

1. I would like to apply for the post of ... as advertised in today's issue of...
2. With reference to your advertisement in ... on ..., I am writing to apply for the position of ...

Paragraph 2: It should give a little information about your qualifications and experience. Make sure the information you give is relevant to the job that you are applying for.

1. As you can see from my enclosed CV, I have worked in my present position for five years. During this time, I have gained invaluable experience in ...
2. I am currently a student at SU studying I am due to graduate in..... Although I have been studying full time, I have had a number of summer jobs which have helped me to gain experience in ...
3. My experience over the past two years has been at the managerial level, where I have had responsibility for ...

Paragraph 3: It should say why you believe you are suited to the job and what you can offer the company. Those currently employed can state the reason for wishing to change their present job. However, you should not sound critical of your present employer.

1. I am currently working as a receptionist in ... The reason for my seeking a new position is that I wish to pursue a secretarial career. Unfortunately, there are no openings for advancement in my present employment.
2. For the last two years, I have been working as a receptionist in ... Unfortunately, the company is moving its main offices overseas and I have therefore decided to look for a new position. I believe that the experience I have gained in ... has given me the qualities you are looking for ...
3. I believe I would be an asset to your company. I will be able to bring with me my experience of ... which I believe would be useful in this position...
4. I feel that my ability to ... will help/enable me to ...

Paragraph 4: It should tell the reader when you are available for an interview and how to contact you.

1. I would like to have the opportunity to talk to you further about my application. I am available for interview at any time and I can be contacted at/on ...
2. I am available for an interview at any time but would appreciate two days' notice. I can be contacted on/at ... I look forward to hearing from/meeting you soon.
3. As requested in the advertisement, I enclose a copy of my resume together with a recent photograph. I look forward to meeting with you to discuss my application further. I am available ... and can be contacted on/at ...

Remember you might have to give more details than in the above examples. You can also combine the language in these examples. It is very useful to gather information about the company so that you know more about its background and policies. This may help you present yourself in the best light.

REFERENCES

The Business 2.0: Business fundamentals – CVs and cover letters (p. 9), Unit 4 Careers: 4.5 A CV (pp. 56–57).

<https://europass.cedefop.europa.eu/editors/cs/cv/compose>

POINTS TO REMEMBER



A Curriculum Vitae, commonly referred to as CV, includes a summary of your educational and academic backgrounds as well as work and research experience, various skills, certificates, and training.

A letter of application should create enough interest to make the potential employer want to look at your application in a greater detail.

Your application letter should not contain too many details about your experience and qualifications because that should be in your CV.

EXTRAS



- **Example of a letter of application/cover letter and CV:**

Dear Mr Miller,

I am currently studying at ESADE business school in Madrid and will graduate next June. Last year, I completed an internship with Air France in Paris where I acquired extensive knowledge of the airline industry. I am also now working as a part-time check-in agent for Iberia in Madrid.

At present, I am focusing on profit centre business models, and I am keen to pursue my career development in the field of air transport. Access Airlines is well-known for its innovative approach to financial management: with the theoretical knowledge and the practical experience I have acquired, I feel I could make a significant contribution to profitability as a future Profit Centre Manager in your organization. I will be

Writing CV and Letter of Application

available to work from the beginning of July next year. Please find enclosed my curriculum vitae and a copy of my Air France internship report.

I would be grateful for the opportunity to meet you to discuss the possibility of a position with your company. You can reach me at the above address. I look forward to speaking to you in the near future.

Sincerely yours,

Adriana Fernandez



PERSONAL INFORMATION Betty Smith

32 Reading rd, Birmingham B26 3QJ United Kingdom

+44 2012345679 +44 7123456789

smith@koi.com

AOL Instant Messenger (AIM) betty.smith

Sex Female | Date of birth 01 March 1975

JOB APPLIED FOR European project manager

WORK EXPERIENCE

August 2002 – Present **Independent consultant**

British Council
123, Bd Ney, 75023 Paris (France)

Evaluation of European Commission youth training support measures for youth national agencies and young people

March 2002 – July 2002 **Internship**

European Commission, Youth Unit, DG Education and Culture
200, Rue de la Loi, 1049 Brussels (Belgium)

- evaluating youth training programmes for SALTO UK and the partnership between the Council of Europe and European Commission
- organizing and running a 2 day workshop on non-formal education for Action 5 large scale projects focusing on quality, assessment and recognition
- contributing to the steering group on training and developing action plans on training for the next 3 years. Working on the Users Guide for training and the support measures

Business or sector European institution

October 2001 – February 2002 **Researcher / Independent Consultant**

Council of Europe, Budapest (Hungary)

Working in a research team carrying out in-depth qualitative evaluation of the 2 year Advanced Training of Trainers in Europe using participant observations, in-depth interviews and focus groups. Work carried out in training courses in Strasbourg, Slovenia and Budapest.

EDUCATION AND TRAINING

1997 – 2001 **PhD - Thesis Title: 'Young People in the Construction of the Virtual University', Empirical research on e-learning**

Brunel University, London United Kingdom

1993 – 1997 **Bachelor of Science in Sociology and Psychology**

Brunel University, London United Kingdom

- sociology of risk
- sociology of scientific knowledge / information society
- anthropology
- E-learning and Psychology
- research methods



Curriculum Vitae

Betty Smith

PERSONAL SKILLS

Mother tongue(s) English

Other language(s)

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
French	C1	C2	B2	C1	C2
German	A2	A2	A2	A2	A2

Levels: A1/A2: Basic user - B1/B2: Independent user - C1/C2: Proficient user
Common European Framework of Reference for Languages

Communication skills

- team work: I have worked in various types of teams from research teams to national league hockey. For 2 years I coached my university hockey team
- mediating skills: I work on the borders between young people, youth trainers, youth policy and researchers, for example running a 3 day workshop at CoE Symposium 'Youth Actor of Social Change', and my continued work on youth training programmes
- intercultural skills: I am experienced at working in a European dimension such as being a rapporteur at the CoE Budapest 'youth against violence seminar' and working with refugees.

Organisational / managerial skills

- whilst working for a Brussels based refugee NGO 'Convivial' I organized a 'Civil Dialogue' between refugees and civil servants at the European Commission 20th June 2002
- during my PhD I organised a seminar series on research methods

Computer skills

- competent with most Microsoft Office programmes
- experience with HTML

Other skills

Creating pieces of Art and visiting Modern Art galleries. Enjoy all sports particularly hockey, football and running. Love to travel and experience different cultures.

Driving licence A, B

ADDITIONAL INFORMATION

Publications

'How to do Observations: Borrowing techniques from the Social Sciences to help Participants do Observations in Simulation Exercises' Coyote EU/CoE Partnership Publication, (2002).

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- **The following link can help you with your cover letter and resume:**

<https://resume-help.org/>

ADDITIONAL SOURCES



FUTURE FORMS AND EXPRESSIONS OF LIKELIHOOD: UNIT 7.3 + PP. 130–131

<https://learnenglish.britishcouncil.org/english-grammar-reference/talking-about-future>

<https://learnenglish.britishcouncil.org/intermediate-grammar/future-continuous-and-future-perfect>

<https://learnenglish.britishcouncil.org/intermediate-grammar/future-plans>

ASSIGNMENT



- Using the europa link, create your CV with all your educational and work experience by now. Your CV should be a part of your final project.

<https://europass.cedefop.europa.eu/editors/cs/cv/compose>

QUESTIONS



- Can you write a letter of application? Read the following extracts from two letters about the advertisement for administrative clerk. Fill in each blank with a word from the following list:
 - as, audio, available, consider, enclose, inquiries, favourably, for, form, further, in, opportunity, position, take, to, with

1. Dear Sir or Madam,

In reference (1).....your advertisement in today's *Morning News*, I am interested (2).....applying for the (3).....of administrative clerk with your company. Could you please send me (4).....details and an application (5).....

2. Dear Sir,

I would like to apply (6).....the position of administrative clerk with your company. I (7).....my application form. I am presently working (8).....a secretary in the accounts office at TW Industries. My responsibilities include (9).....and copy typing and dealing (10).....correspondence and telephone (11)..... Twice a week I have been going to evening classes in bookkeeping and I intend to (12).....an examination in three months. I am applying for the position because I would like an (13).....to make more use of my training. I would be (14).....for an interview at any time. I hope that you will (15).....my application (16).....



SUMMARY

A Curriculum Vitae, commonly referred to as CV, includes a summary of your educational and academic backgrounds as well as work and research experience, various skills, certificates, and training. A strong CV will help you to get a call for an interview. Different areas of your experience and education need to be emphasized in your CV depending on description of a job you want to apply for.

A letter of application should create enough interest to make the potential employer want to look at your application in a greater detail by reading your CV and hopefully invite you for an interview. Your application letter should not contain too many details about your experience and qualifications because that should be in your CV. The letter should be limited to one page and a few paragraphs will normally be sufficient. It is better to address a letter to a specific person, e.g. Dear Mr. Smith. . If you start with Dear Sir/Madam, it is accepted practice to finish with Yours faithfully. Whereas, if you start with Dear Mr. Smith, you may finish with Yours sincerely. Your letter should be neat and free from careless mistakes. . It is very useful to gather information about the company so that you know more about its background and policies. This may help you present yourself in the best light.



ANSWERS

- **Can you write a letter of application? Read the following extracts from two letters about the advertisement for administrative clerk. Fill in each blank with a word from the following list:**

1. Dear Sir or Madam,

In reference (1) to your advertisement in today's *Morning News*, I am interested (2) in applying for the (3) position of administrative clerk with your company. Could you please send me (4) further details and an application (5) form?

2. Dear Sir,

I would like to apply (6) for the position of administrative clerk with your company. I (7) enclose my application form. I am presently working (8) as a secretary in the accounts office at TW Industries. My responsibilities include (9) audio and copy typing and dealing (10) with correspondence and telephone (11) inquiries. Twice a week I have been going to evening classes in bookkeeping and I intend to (12) take an examination in three months. I am applying for the position because I would like an (13) opportunity to make more use of my training. I would be (14) available for an interview at any time. I hope that you will (15) consider my application (16) favourably.

6 JOB INTERVIEWS



QUICK OVERVIEW

This chapter provides brief information about various interview tactics and how to prepare for it. Students will learn tips and tricks to increase their chances at a job interview. The exercises should help them broaden specific vocabulary in case an interview is in the English language. Grammar of this chapter concentrates on the basic usage of articles.



AIMS

- Describing interview procedure.
 - Learning specific vocabulary.
 - Explaining decisions and plans.
 - Proving required qualification and skills.
 - Analysing possible mistakes.
-



STUDY TIME

15 minutes to read the text, 30 minutes for exercises.



KEYWORDS

Interview, strategy, preparations, questions, answers, body language, qualification, skills, expressions.

6.1 Job interviewing

A job interview is your chance to show an employer what he or she will get if you're hired. That is why it is essential to be well prepared. There are five basic types of interviews:

The Screening Interview

It is usually an interview with someone in human resources (HR). It may take place in person or on the telephone. They will have a copy of your CV in hand and will try to verify the information on it. The human resources representatives will want to find out if you meet the minimum qualifications for the job.

The Selection Interview

The selection interview is the step in the process which makes people the most anxious. The employer knows you are qualified to do the job. You may have the skills to perform the tasks that are required by the job in question, but the employer also needs to know if you have the personality necessary to “fit in.” You have to be able to interact well with management and co-workers in order not to disrupt the functioning of an entire department. This ultimately can affect the company’s bottom line.

The Group Interview

In the group interview, several job candidates are interviewed at once. The interviewer or interviewers are trying to separate the leaders from the followers. The interviewer may also be trying to find out if you are a “team player.” The type of personality the employer is looking for determines the outcome of this interview. There is nothing more to do than act naturally.

The Panel Interview

The candidate is interviewed by several people at once. It can be quite intimidating as questions are fired at you. You should try to remain calm and establish rapport with each member of the panel. Make eye contact with each member of the panel as you answer his or her question.

The Stress Interview

It is a technique sometimes used to weed out those that cannot handle adversity. The interviewer will try to artificially introduce stress into the interview by asking questions so quickly that the candidate doesn’t have time to answer each one. The interviewer may also ask weird questions, not to determine what the job candidate answers, but how he or she answers.

6.1.1 PREPARING FOR THE INTERVIEW

Before you begin to think about how you will dress for the interview, or answer questions, you should gather as much information about the employer as you can. Not only will you appear informed and intelligent, it will also help you decide if a job offer is eventually made. You can also prepare for answering questions by listing some of your attributes. Talk to former co-workers with whom you worked closely, and ask them to list some work-

related traits about you that they most admired. You want to seem spontaneous, but you also want to appear self-confident. The way to do that is to rehearse how you will say it. Concentrate on your posture, the way you make eye contact, and your body language.

Dressing for the Interview

Appearance is very important and it is the first thing people notice about us. You should match your dress to employees in the workplace in which you are interviewing. If clothes are very casual, those being interviewed should wear dress pants and dress shirts or skirts and blouses.

Establishing Rapport

Since the interviewer's job is to make sure that not only your skill, but your personality as well, is a good match, you must establish rapport with the person or persons interviewing you. That begins the instant you walk in the door. Let the interviewer set the tone. Nothing is as awkward as offering your hand and having the gesture not returned by the other person. Therefore, you should wait for the interviewer to offer his or her hand first, but be ready to offer your hand immediately.

Body Language

Body language gives more away about us than speech. Eye contact is very important but make sure it looks natural. A smiling, relaxed face is very inviting. Hands resting casually in your lap rather than arms folded across your chest also is more inviting.

Answering Questions

Speak slowly and clearly, pause before you answer a question. Your answers will seem less rehearsed and it will give you a chance to collect your thoughts.

Asking Questions

Usually toward the end of the interview, the person conducting it will ask you if you have any questions. You should ask about what a typical day would entail. You could also ask what special projects you would be working on. As in every other aspect of the job search, you are trying to show the employer how you can fill their needs.

Money Questions

Money is a very sensitive topic. The candidate shouldn't bring it up. However, the interviewer may bring it up first. He or she may ask what salary you hope to earn. You must prepare for this question before the interview. Find out what others in the same position are earning. Always give a range, not an exact number. This will help keep you from pricing yourself out of a job. You don't want the employer to think they can't afford you, but you also don't want them to think you are a cheap commodity.

6.2 Useful expressions

1. May I think about that for a moment?
2. In short, ...
3. What I'm trying to say is...
4. What are your views on...?
5. Would you mind repeating that?
6. How can I put this?
7. In other words...
8. Well, as a matter of fact...
9. I'm not so sure about that
10. Pardon?
11. I can't help thinking the same
12. What are your feelings about...?
13. So in conclusion, ...
14. I see things rather differently myself.
15. True enough
16. That's right
17. I don't entirely agree with you
18. Perhaps I should make that clearer by saying...
19. How can I best say this?
20. Could you repeat what you said?
21. I couldn't agree more
22. Actually...
23. To put it another way...
24. That's just what I was thinking
25. In brief, ...

Job Interviews

26. Could I just say that ...
27. Well, my own opinion is that...
28. That's my view exactly
29. To summarize, ...
30. What was that?
31. I must take issue with you on that.
32. Let me get this right
33. Sorry to interrupt, but...
34. I'm afraid I didn't catch that.
35. What's your opinion?

REFERENCES

The Business 2.0: Unit 4 – Careers, 4.4 Job Interviews (pp. 54–55).

Business Vocabulary in Use: Unit 42 – Time and time management, Unit 43 – Stress and stress management, Unit 44 – Leadership and management styles.



POINTS TO REMEMBER

A job interview is your chance to show an employer what he or she will get if you're hired.

You should gather as much information about the employer as you can. Not only will you appear informed and intelligent, it will also help you decide if a job offer is eventually made.

Speak slowly and clearly, pause before you answer a question. Your answers will seem less rehearsed and it will give you a chance to collect your thoughts.



EXTRAS

- **The following link includes a video with some useful tips for a successful job interview:**

<http://www.businessenglishonline.net/business-2/resources/videos/?video-id=475>

ADDITIONAL SOURCES



ARTICLES: UNIT 3.3 + P. 122

<https://learnenglish.britishcouncil.org/english-grammar-reference/indefinite-article-and>

<https://learnenglish.britishcouncil.org/english-grammar-reference/definite-article>

ASSIGNMENT



- **Read the text below which advises candidates how to answer difficult interview questions:**

Attending interviews

Good interviewers prepare their questions carefully in advance according to the candidate's application and CV. Candidates need to prepare just as carefully. Here are some useful tips on answering interview questions.

1. What don't you like about your current position?

No job is perfect; there's always something we don't like. Be honest but don't give a list of complaints. The important thing is to talk positively about how you deal with problems at work.

2. Where does your employer think you are today?

Be honest. If you lie to your current employer, you'll lie to your next employer. Don't phone in sick on the day of the interview. Take a day's holiday but don't say why.

3. What are your professional objectives?

Your objectives should be relevant to the job you have applied for and achievable. If the new job can't offer you everything you want, the interviewer will think that you probably won't stay with the company very long.

4. What are your weaknesses?

Be honest; no-one is perfect. Think about this before the interview and choose your answer carefully. Talk about how you deal with a weakness; this is far more important than the weakness itself.

- **Mark the following sentences referring to the advice above right, wrong or not given:**

1. Interviewers ask every candidate the same questions.
2. You shouldn't mention problems with your current job.
3. You should arrange to have a day off for the interview.
4. You should give your personal objectives.
5. Your objectives should suit the position you apply for.
6. You should practise your answers at home.
7. You shouldn't discuss things you aren't good at.



QUESTIONS

- **Have you ever attended a job interview? Discuss the following questions:**

- What was the worst thing about it?
- What difficult questions were you asked?
- Why do you think you were successful, or unsuccessful?
- If you could go through the interview again, what would you do differently?
- In an interview, do you always have to be completely honest?
- What impression do you try to give in an interview?

- **Do you know the basics for appearance and body language at an interview? For each one select the correct missing word from the options below:**

1. Make sure your clothes are clean, but _____ wear obvious logos or designer names.
 - a. do
 - b. don't
 - c. must

2. Don't use _____ much deodorant or perfume!
 - a. to
 - b. too
 - c. two

3. Don't wear too much jewellery. Interviewers don't _____ like rings!
 - a. never
 - b. sometimes
 - c. usually

4. Wear _____ that are smart, but comfortable.
 - a. cloths
 - b. clothes
 - c. covers

5. Arrive well _____ the interview time.
 - a. before
 - b. after
 - c. later than

6. Make eye _____ with the interviewer when you are introduced.
 - a. contactation
 - b. contiction
 - c. contact

7. Give a firm handshake, and make sure you _____!
 - a. snarl
 - b. smile
 - c. snigger

8. Don't _____. This will distract the interviewer from what you're saying.
 - a. fidget
 - b. figgit
 - c. fijit

9. Don't appear over-confident, for example by leaning too far back in your chair, but do

Job Interviews

try to _____.

- a. relax
- b. relapse
- c. collapse

- **Can you match the common interview question with the suitable response from the list below?:**

1. Why did you choose this company?
2. What are your strengths/weaknesses?
3. How would your friends describe you?
4. What is your greatest achievement?
5. How well do you work in a team?
6. Where will you be in 5 years?

- A. People say I'm sociable, organized, and decisive.
- B. My aim is to have a position in the Management Team.
- C. I have excellent time management, but I can be impatient for results.
- D. Because I think I will find the work environment both challenging and rewarding.
- E. I always support my colleagues and believe we should work towards a common goal.
- F. Leading the University football team to the national Championships.

- **Can you match the definitions with the correct phrase?:**

1. Chances of future success in your career
2. The direction you hope your career will take
3. A change you make in order to progress
4. Time when you are not employed, perhaps when travelling or looking after children
5. A series of promotions towards more senior positions

- A. career move
- B. career break

- C. career prospects
- D. career ladder
- E. career plan

SUMMARY



A job interview is your chance to show an employer what he or she will get if you're hired. That is why it is essential to be well prepared. Before you begin to think about how you will dress for the interview, or answer questions, you should gather as much information about the employer as you can. Not only will you appear informed and intelligent, it will also help you decide if a job offer is eventually made. You can also prepare for answering questions by listing some of your attributes. You want to seem spontaneous, but you also want to appear self-confident. The way to do that is to rehearse how you will say it. Concentrate on your posture, the way you make eye contact, and your body language.

Speak slowly and clearly, pause before you answer a question. Your answers will seem less rehearsed and it will give you a chance to collect your thoughts. Usually toward the end of the interview, the person conducting it will ask you if you have any questions. You should ask about what a typical day would entail. You could also ask what special projects you would be working on. As in every other aspect of the job search, you are trying to show the employer how you can fill their needs.

ANSWERS



- **Do you know the basics for appearance and body language at an interview? For each one select the correct missing word from the options below:**

1. Make sure your clothes are clean, but _____ wear obvious logos or designer names.

b. don't

2. Don't use _____ much deodorant or perfume!

b. too

3. Don't wear too much jewellery. Interviewers don't _____ like rings!

c. usually

4. Wear _____ that are smart, but comfortable.

Job Interviews

b. clothes

5. Arrive well _____ the interview time.

a. before

6. Make eye _____ with the interviewer when you are introduced.

c. contact

7. Give a firm handshake, and make sure you _____!

b. smile

8. Don't _____. This will distract the interviewer from what you're saying.

a. fidget

9. Don't appear over-confident, for example by leaning too far back in your chair, but do try to _____.

a. relax

- **Can you match the common interview question with the suitable response from the list below?:**

1. Why did you choose this company? -D. Because I think I will find the work environment both challenging and rewarding.

2. What are your strengths/weaknesses? -C. I have excellent time management, but I can be impatient for results.

3. How would your friends describe you? -A. People say I'm sociable, organized, and decisive.

4. What is your greatest achievement? -F. Leading the University football team to the national Championships.

5. How well do you work in a team? -E. I always support my colleagues and believe we should work towards a common goal.

6. Where will you be in 5 years? -B. My aim is to have a position in the Management Team.

- **Can you match the definitions with the correct phrase?:**

1. Chances of future success in your career -C. career prospects

2. The direction you hope your career will take -E. career plan
 3. A change you make in order to progress -A. career move
 4. Time when you are not employed, perhaps when travelling or looking after children -B. career break
 5. A series of promotions towards more senior positions -D. career ladder
-

7 MONEY MATTERS



QUICK OVERVIEW

This chapter presents basic characteristics and functions of money. Students will learn specific vocabulary which is put into context in an article. The exercises are designed to help students with newly learned vocabulary and collocations connected with monetary system. Grammar of this chapter concentrates on prepositions of place and time.



AIMS

- Defining characteristics.
 - Learning specific vocabulary.
 - Understanding a text.
 - Using dictionary.
 - Matching collocations.
-



STUDY TIME

15 minutes to read the text, 30 minutes for exercises.



KEYWORDS

Money, functions, value, accounting, exchange, economy, market, goods, services, commodity.

7.1 The functions and characteristics of money

Money makes it possible for businesses to obtain what they need from suppliers and for consumers to obtain goods. Money is defined as anything customarily used as a medium of exchange, a unit of accounting, and a store of value. The basis of the market economy is voluntary exchange, the exchange involves money in return for goods or services.

7.1.1 THE FUNCTIONS OF MONEY

Most people think of money as bills, coins, and checks. Historically, money might be shells, gold, or even goods such as sheep. Economists identify money by the presence or absence of certain functions. Anything that is used as a medium of exchange, a unit of accounting, and a store of value is considered money. There are three functions of money:

1. Medium of Exchange

To say that money is a medium of exchange means that a seller will accept it in exchange for goods or services. Most people are paid for their work in money, which they then can use to buy whatever they need or want. Without money people would have to barter - exchange goods and services for other goods and services. Barter requires what economists call a double coincidence of wants. Each party to a transaction must want exactly what the other person has to offer. This situation is rare. As a result, people in societies that barter for goods spend great amounts of time and effort making trades with one another. Bartering can work only in small societies with fairly simple economic systems.

2. Unit of Accounting

Money allows people to compare the values of goods and services in relation to one another. Money that is a measure of value functions in this way as a unit of accounting. Each nation uses a basic unit to measure the value of goods, as it uses the foot or meter to measure distance. An item for sale is marked with a price that indicates its value in terms of that unit. Using money as the single unit of accounting provides a simple and convenient way to compare the values of various items. By using money prices as a factor in comparing goods, people can determine whether one item is a better bargain than another. A single unit of accounting also allows people to keep accurate financial records - records of debts owed, income saved, etc. Businesspeople can better calculate their profits and losses over the years by using a single money unit of accounting.

3. Store of Value

Money also serves as a store of value. You can sell something, such as your labour, and store the purchasing power that results from the sale in the form of money for later use. People usually receive their money income once a week, once every two weeks, or once a month. However, they usually spend their income at different times during a pay period. To be able to buy things between paydays, a person can store some of his or her income in cash and some on a bank account.

7.1.2 THE TYPES AND CHARACTERISTICS OF MONEY

Anything that people are willing to accept in exchange for goods can serve as money. At various times in history, cattle, salt, animal hides, gems, and tobacco have been used as mediums of exchange. Each of these items has certain characteristics that is better or worse than others for use as money. Precious metals, particularly gold and silver, are especially well suited as mediums of exchange, and have often been used as such throughout history.

It is only in more recent times that paper money has been widely used as a medium of exchange.

Mediums of exchange such as cattle and gems are considered commodity money. They have a value as a commodity, or good, aside from their value as money. Cattle are used for food and transportation. Gems are used for jewelry. Representative money is money backed by - exchangeable for - some commodity, such as gold or silver. It is not in itself valuable for nonmoney uses, but it can be exchanged for some valuable item. Like commodity money, the amount of representative money circulation, or in use by people, is limited because it is linked to some scarce good, such as gold.

7.2 Types of money in the United States

Money Is More Than Cash

When you think of money, you may think only of paper bills and coins. What does it mean to have “money in the bank”?

Money and Near Moneys

Money in use today consists of more than just currency. It also includes deposits in checking and savings accounts in banks and savings institutions, plus certain other investments.

Currency.

All United States coins in circulation today are token coins. The value of the metal in each coin is less than its exchange value. A quarter, for example, consists of a mixture of copper and nickel. If you melted down a quarter - which is illegal - the value of the resulting metal would be less than 25 cents. The Bureau of the Mint, which is part of the Treasury Department, makes all coins. Of the currency in circulation in the United States today, about 9 percent is in coins.

Most of the nation’s currency is in the form of Federal Reserve notes. Federal Reserve banks issue these notes. The Bureau of Printing and Engraving, also part of the Treasury Department, prints all Federal Reserve notes. They are issued in denominations of \$1, \$5, \$10, \$20, \$50, and \$100. United States notes make up less than 1 percent of the paper money in circulation.

Checks.

A checking account is money deposited in a bank that a person can withdraw at any time by writing a check. The bank must pay the amount of the check when it is presented for payment, i.e., on demand.

Credit Cards and Debit Cards.

Even though many people use their credit cards to purchase goods and services, the credit card itself is not money. It does not act as a unit of accounting nor as a store of value. The use of your credit card is really a loan to you by the issuer of the card, whether it is a bank, retail store, gas company, or American Express. Basically, credit card “money” represents a future claim on money that you will have later. Credit cards defer rather than complete transactions that ultimately involve the use of money. The debit card automatically withdraws money from a checkable account. When you use your debit card to purchase something, you are in effect giving an instruction to your bank to transfer money directly from your bank account to the store’s bank account. The use of a debit card does not create a loan. Debit card “money” is similar to checkable account money.

Near Moneys.

Numerous other assets are almost, but not exactly, like money. These assets are called near moneys. Their values are stated in terms of money, and they have high liquidity in comparison to other investments, such as stocks. Near moneys can be turned into currency or into a means of payment, such as a check, relatively easily and without the risk of loss of value. For example, if you have a bank savings account, you cannot write a check on it. You can, however, go to the bank and withdraw some or all of your funds. You can then redeposit it in your checking account or take some or all of it in cash. Time deposits and savings-account balances are near moneys. Both pay interest, and neither can be withdrawn by check. Time deposits require that a depositor notify the financial institution within a certain period of time, often 10 days, before withdrawing money. Savings accounts do not usually require such notification.

The Money Supply

The narrowest definition of the money supply consists of money that can be spent immediately and against which checks can be written. It includes currency, traveler’s checks, and checkable deposits.

7.2.1 USEFUL PHRASES

- make a sale, be on sale, unit sales, sales figures, sales forecast, sales growth, sales turnover, sales volume
- direct costs, indirect costs, fixed costs, variable costs
- make a profit vs. make a loss
- current assets (money, investments, stocks of goods), fixed assets (equipment, machinery, buildings), intangible assets (reputation, brands)

REFERENCES

The Business 2.0: Business fundamentals: company finance (p. 7), Unit 5 – Making deals: 5.1 Retailing (pp. 62–63), Unit 7 – Mergers and acquisitions: 7.2 Business performance (pp. 90–91), Unit 8 – International trade: 8.1 Export sales and payment (pp. 100–101), 8.2 International deals and payments (pp. 102–103).

Business Vocabulary in Use: Unit 27 – Sales and costs, Unit 28 – Profitability and unprofitability, Unit 29 – Getting paid, Unit 30 – Assets, liabilities and the balance sheet, Unit 31 – The bottom line, Unit 32 – Share capital and debt, Unit 33 – Success and failure, Unit 35 – Personal finance, Unit 36 – Financial centres, Unit 37 – Trading.



POINTS TO REMEMBER

Money makes it possible for businesses to obtain what they need from suppliers and for consumers to obtain goods. Money is defined as anything customarily used as a medium of exchange, a unit of accounting, and a store of value.

Economists identify money by the presence or absence of certain functions. Anything that is used as a medium of exchange, a unit of accounting, and a store of value is considered money.

Mediums of exchange such as cattle and gems are considered commodity money.



EXTRAS

- **The following link can help you with your business vocabulary as well as reading skills:**

<http://www.businessenglishonline.net/news/>



ADDITIONAL SOURCES

PREPOSITIONS OF PLACE AND TIME: UNIT 8.3 + PP. 132–133

<http://www.onestopenglish.com/grammar/grammar-reference/nouns-and-phrases/prepositions-of-time-and-place-article/152825.article>

<https://www.studyandexam.com/preposition2.html>

ASSIGNMENT



- **Use a dictionary to find the difference in the following groups:**
 1. make a profit & make a loss
 2. extravagant & frugal/economical
 3. a current account & a deposit account
 4. a loan & a mortgage
 5. to deposit money & to withdraw money
 6. a wage & a salary
 7. broke & bankrupt
 8. to credit & to debit
 9. a discount & a refund
 10. something which was a bargain & something which was overpriced
 11. worthless & priceless
 12. save money & invest money
 13. inflation & deflation
 14. income & expenditure
 15. to lend & to borrow
-

QUESTIONS



- **Can you insert the following words in the appropriate space?:**
 - credit, inflation, output, unemployment, interest rates, the exchange rate, aggregate demand

When money is tight,

1. rise, because commercial banks have to borrow at a higher rate on the inter-bank market.
2. falls, because people and businesses borrow less at higher rates.
3. falls, because people and businesses buy less, as they have less money.
4. falls too, because with less consumption, firms produce less.

Money Matters

5. rises, because companies are producing and selling less, and so require less labour.

6. falls, because there is less money in circulation.

7. will probably rise, if there is the same demand but less money, or if there is higher demand, as foreigners take advantage of the higher interest rates to invest in the currency. Increasing the money supply, by making more reserves, available, has the opposite effects.

• Can you choose the correct alternative to complete each sentence?:

1. Money in notes and coins is called

a. cash

b. capital

c. reserves

2. The dollar, the euro and the yen are all

a. currencies

b. funds

c. monies

3. Money borrowed from a bank is a

a. deposit

b. income

c. loan

4. Borrowed money that has to be paid back constitutes a

a. debt

b. fund

c. subsidy

5. All the money received by a person or a company is known as

a. aid

b. income

c. wages

6. The money earned for a week's manual work is called

a. income

b. salary

c. wages

7. The money paid for a month's (professional) work is a

a. loan

b. salary

c. wages

8. Money placed in banks and other savings institutions constitutes

a. capital

b. deposits

c. finance

9. Money paid by the government or a company to a retired person is a

a. pension

b. rebate

c. subsidy

10. The money that will ultimately be used to pay pensions is kept in a

a. budget

b. deposit

c. fund

11. The money needed to start a company is called

a. aid

b. capital

c. debt

12. The money paid to lawyers, architects, private schools, etc. is called

Money Matters

a. fees

b. instalments

c. wages

13. Regular part payments of debts are called

a. deposits

b. loans

c. instalments

14. Part of a payment that is officially given back (for example, from taxes) is called a

a. gift

b. instalment

c. rebate

15. Estimated expenditure and income is written in a

a. budget

b. reserve

c. statement

16. A person's money in a business is known as his or her

a. deposit

b. fund

c. stake

17. Money given to producers to allow them to sell cheaply is called a

a. loan

b. rebate

c. subsidy

18. Money given to developing countries by richer ones is known as

a. aid

b. debt

c. subsidy

• **Can you choose the right answer?:**

1. When you retire at the age of sixty-five, you receive a(n)from the government.

- a) allowance
- b) fine
- c) grant
- d) pension

2. If production in that factory exceeds the target, the workers get a

- a) bonus
- b) donation
- c) gratuity
- d) premium

3. Income tax is to one's annual income.

- a) associated
- b) based
- c) dependent
- d) related

4. The of living has risen by 25% in the last six months.

- a) cost
- b) expenditure
- c) expense
- d) price

5. The kidnappers demanded a of \$ 1,000,000.

- a) fine
- b) penalty

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c) ransom

d) reward

6. You can your basic wage by working longer hours.

a) effect

b) help

c) implement

d) supplement

7. A salesman is paid a on the goods he sells.

a) commission

b) percentage

c) provision

d) salary

8. The President admitted taking and had to resign.

a) bribes

b) fees

c) fines

d) premiums

9. In our country of \$250 is paid weekly to a family with more than three children.

a) an allowance

b) a fee

c) an income

d) a wage

10. Mr. Mean cannot bear to even the smallest sum of money for a charity appeal.

a) give in

b) let out

c) part with

d) pay off

11. Mr. Rich earns \$8,000 a monthand \$5,000 a month net.

- a) bulk
- b) gross
- c) mass
- d) wholesale

12. You can only this postal order at a post office.

- a) alter
- b) cash
- c) exchange
- d) pay

13. If they are not more careful with their accounts, they will go

- a) bankrupt
- b) broken
- c) penniless
- d) poor

14. The Finance Minister will be making a today about new rates of income tax.

- a) declaration
- b) notice
- c) statement
- d) talk

15. If I had another \$25,000 a year, I would consider myself

- a) well deserved
- b) well done
- c) well-made
- d) well off

16. All the workers in our firm get a Christmas of \$100.

Money Matters

- a) bonus
- b) fine
- c) prize
- d) reward

17. Before starting a business, you have to raise the necessary

- a) capital
- b) currency
- c) investment
- d) savings

18. The usual reason for exemption from tax does not in this case.

- a) apply
- b) concern
- c) impose
- d) regard

19. Mrs. Unemployed is finding it difficult to pay the on her insurance policy.

- a) bonuses
- b) fees
- c) fines
- d) premiums

20. Our company made a record last year.

- a) benefit
- b) earn
- c) profit
- d) winning

21. While you are away from the office on business trips, you will be given a daily

\$50 towards meals and accommodation.

- a) allowance
- b) fine
- c) permit
- d) reward

22. I hate the beginning of each year when all the start coming in and I have to find the money to pay them all.

- a) accounts
- b) bills
- c) estimates
- d) receipts

• **Do you know the definitions of the following money words?:**

- an allowance, a bonus, commission, a deposit, a dividend, an investment, a legacy, maintenance, an overdraft, a premium, royalties, a share, a mortgage

- a. money paid to authors or investors according to the sales of their work
- b. a sum of money used to make more money from something that will increase in value
- c. the money which a building society or bank lends to someone to buy a house
- d. the money that a person pays to an insurance company to protect against loss or damage
- e. money, usually from a relative, to live on
- f. an additional payment which is a reward to those who work for a company for their extra work
- g. the amount of money borrowed from a bank, greater than that which is in your account
- h. money received from someone in his or her will
- i. the amount of money that goes to a shareholder
- j. money paid by divorced or separated people to support the former husband or wife
- k. part of the value of a company that you may buy
- l. part-payment of money which you make to stop the seller from selling his goods to others

m. an amount of money, related to the value of goods sold, which is paid to a salesman for his services

- **Can you match the sentences in column A with the sentences in column B:**

Column A

1. The managing director believes the company should start producing pocket computers.
2. I always put my money in a building society and not in a bank.
3. I can't afford to buy a new car right now. I don't have enough money.
4. I find Christmas a very expensive time.
5. I came into a lot of money recently when my uncle died.
6. Look at this cheque that came in the post this morning from the Inland Revenue.
7. I've been spending too much recently.
8. In my country, there are a lot of very poor people and only a few rich ones.
9. I lost my job last month.
10. I retire next month.
11. Prices are rising quickly everywhere.
12. The January sales start tomorrow.

Column B

- A. I'm really looking forward to spending my pension.
- B. The cost of living seems to go up every day.
- C. Of course, it's always so difficult to economize.
- D. Shops all over the country are making huge reductions on just about everything.
- E. I always seem to run up a huge overdraft at the bank.
- F. Of course, the potential global market for them is enormous.
- G. Fortunately I receive unemployment benefit.
- H. There is a very uneven distribution of wealth.

- I. The interest they pay me is much higher.
- J. It's the first time I've inherited something.
- K. It seems to be some kind of tax rebate.
- L. Maybe I should consider getting one on credit.

- **Can you choose the most suitable word underlined in each sentence?:**

- a. I haven't got enough money, I'm afraid. Could you borrow/lend me some?
- b. It's a good school, but the fares/fees are rather high.
- c. This car is too expensive. We can't afford/pay it.
- d. It was a very good meal. Can we have the account/bill please?
- e. There's a small flat to hire/let in Bridge Street.
- f. How much do you earn/gain in your new job?
- g. She's a good dentist, but she doesn't charge/spend too much.
- h. I bought this coat in the sales. It was decreased/reduced a lot.
- i. Jack made his fortune/treasure buying and selling property.
- j. How much do you reckon/value that house would cost?

- **Can you replace each word underlined with a word from the list which has the opposite meaning?:**

- cash, generous, profit, save, well off, purchase, worthless, expensive, poverty, take out

- a. I was surprised by how mean Charles was.
- b. Janet says that she is very hard up at the moment.
- c. Last year their business made a huge loss.
- d. I'd like to pay in £100 please.

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- e. That part of Spain always seems very cheap to me.
- f. Most people in the city live in great prosperity.
- g. The manager insisted that I paid by cheque.
- h. Some people manage to spend most of their money.
- i. Jean was able to make only one sale, during the morning.
- j. The old painting I found in the loft turned out to be valuable.

- **Can you match each person from the list with a suitable description? Use each name once only:**

- accountant, cashier, heir, manager, pensioner, agent, customer, investor, miser, swindler
- a. Someone who likes to keep money and not spend it.
 - b. Someone who inherits money or property.
 - c. Someone who runs a bank.
 - d. Someone who has retired.
 - e. Someone who keeps or checks financial records.
 - f. Someone who buys things in a shop.
 - g. Someone who pays out money in a bank.
 - h. Someone who represents others in business.
 - i. Someone who puts money into a business.
 - j. Someone who cheats people out of money.
-



SUMMARY

Money makes it possible for businesses to obtain what they need from suppliers and for consumers to obtain goods. Money is defined as anything customarily used as a medium of exchange, a unit of accounting, and a store of value. The basis of the market economy is voluntary exchange, the exchange involves money in return for goods or services.

Most people think of money as bills, coins, and checks. Historically, money might be shells, gold, or even goods such as sheep. Economists identify money by the presence or absence of certain functions. Anything that is used as a medium of exchange, a unit of accounting, and a store of value is considered money. Anything that people are willing to accept in exchange for goods can serve as money. It is only in more recent times that paper money has been widely used as a medium of exchange.

ANSWERS



- **Can you insert the following words in the appropriate space?:**

When money is tight,

1. Interest rates rise, because commercial banks have to borrow at a higher rate on the inter-bank market.
2. Credit falls, because people and businesses borrow less at higher rates.
3. Aggregate demand falls, because people and businesses buy less, as they have less money.
4. Output falls too, because with less consumption, firms produce less.
5. Unemployment rises, because companies are producing and selling less, and so require less labour.
6. The exchange rate falls, because there is less money in circulation.
7. Inflation will probably rise, if there is the same demand but less money, or if there is higher demand, as foreigners take advantage of the higher interest rates to invest in the currency. Increasing the money supply, by making more reserves, available, has the opposite effects.

- **Can you choose the correct alternative to complete each sentence?:**

1. Money in notes and coins is called
 - a. cash
2. The dollar, the euro and the yen are all
 - a. currencies
3. Money borrowed from a bank is a

Money Matters

c. loan

4. Borrowed money that has to be paid back constitutes a

a. debt

5. All the money received by a person or a company is known as

b. income

6. The money earned for a week's manual work is called

c. wages

7. The money paid for a month's (professional) work is a

b. salary

8. Money placed in banks and other savings institutions constitutes

b. deposits

9. Money paid by the government or a company to a retired person is a

a. pension

10. The money that will ultimately be used to pay pensions is kept in a

a. budget

11. The money needed to start a company is called

b. capital

12. The money paid to lawyers, architects, private schools, etc. is called

a. fees

13. Regular part payments of debts are called

c. instalments

14. Part of a payment that is officially given back (for example, from taxes) is called a

c. rebate

15. Estimated expenditure and income is written in a

a. budget

16. A person's money in a business is known as his or her

a. deposit

17. Money given to producers to allow them to sell cheaply is called a

c. subsidy

18. Money given to developing countries by richer ones is known as

a. aid

• **Can you choose the right answer?:**

1. When you retire at the age of sixty-five, you receive a(n)from the government.

d) pension

2. If production in that factory exceeds the target, the workers get a

a) bonus

3. Income tax is to one's annual income.

d) related

4. The of living has risen by 25% in the last six months.

a) cost

5. The kidnappers demanded a of \$ 1,000,000.

c) ransom

6. You can your basic wage by working longer hours.

d) supplement

7. A salesman is paid a on the goods he sells.

a) commission

8. The President admitted taking and had to resign.

a) bribes

9. In our country of \$250 is paid weekly to a family with more than three children.

a) an allowance

10. Mr. Mean cannot bear to even the smallest sum of money for a charity appeal.

c) part with

Money Matters

11. Mr. Rich earns \$8,000 a monthand \$5,000 a month net.

b) gross

12. You can only this postal order at a post office.

b) cash

13. If they are not more careful with their accounts, they will go

a) bankrupt

14. The Finance Minister will be making a today about new rates of income tax.

c) statement

15. If I had another \$25,000 a year, I would consider myself

d) well off

16. All the workers in our firm get a Christmas of \$100.

a) bonus

17. Before starting a business, you have to raise the necessary

c) investment

18. The usual reason for exemption from tax does not in this case.

a) apply

19. Mrs. Unemployed is finding it difficult to pay the on her insurance policy.

b) fees

20. Our company made a record last year.

c) profit

21. While you are away from the office on business trips, you will be given a daily
\$50 towards meals and accommodation.

a) allowance

22. I hate the beginning of each year when all the start coming in and I have to find the
money to pay them all.

b) bills

• **Do you know the definitions of the following money words?:**

1. an allowance - e. money, usually from a relative, to live on
2. a bonus - f. an additional payment which is a reward to those who work for a company for their extra work
3. commission - m. an amount of money, related to the value of goods sold, which is paid to a salesman for his services
4. a deposit - b. a sum of money used to make more money from something that will increase in value
5. a dividend – i. the amount of money that goes to a shareholder
6. an investment - l. part-payment of money which you make to stop the seller from selling his goods to others
7. a legacy - h. money received from someone in his or her will
8. maintenance - j. money paid by divorced or separated people to support the former husband or wife
9. an overdraft - g. the amount of money borrowed from a bank, greater than that which is in your account
10. a premium - d. the money that a person pays to an insurance company to protect against loss or damage
11. royalties - a. money paid to authors or investors according to the sales of their work
12. a share - k. part of the value of a company that you may buy
13. a mortgage - c. the money which a building society or bank lends to someone to buy a house

• **Can you match the sentences in column A with the sentences in column B:**

1. The managing director believes the company should start producing pocket computers.
-F. Of course, the potential global market for them is enormous.
2. I always put my money in a building society and not in a bank. -I. The interest they pay me is much higher.

Money Matters

3. I can't afford to buy a new car right now. I don't have enough money. -L. Maybe I should consider getting one on credit.
4. I find Christmas a very expensive time. -E. I always seem to run up a huge overdraft at the bank.
5. I came into a lot of money recently when my uncle died. -J. It's the first time I've inherited something.
6. Look at this cheque that came in the post this morning from the Inland Revenue. -K. It seems to be some kind of tax rebate.
7. I've been spending too much recently. -C. Of course, it's always so difficult to economize.
8. In my country, there are a lot of very poor people and only a few rich ones. -H. There is a very uneven distribution of wealth.
9. I lost my job last month. -G. Fortunately I receive unemployment benefit.
10. I retire next month. -A. I'm really looking forward to spending my pension.
11. Prices are rising quickly everywhere. -B. The cost of living seems to go up every day.
12. The January sales start tomorrow. -D. Shops all over the country are making huge reductions on just about everything.

• **Can you choose the most suitable word underlined in each sentence?:**

- a. I haven't got enough money, I'm afraid. Could you lend me some?
- b. It's a good school, but the fees are rather high.
- c. This car is too expensive. We can't afford.
- d. It was a very good meal. Can we have the bill please?
- e. There's a small flat to hire in Bridge Street.
- f. How much do you earn in your new job?
- g. She's a good dentist, but she doesn't charge too much.
- h. I bought this coat in the sales. It was reduced a lot.
- i. Jack made his fortune buying and selling property.
- j. How much do you reckon that house would cost?

- **Can you replace each word underlined with a word from the list which has the opposite meaning?:**

- a. I was surprised by how generous Charles was.
- b. Janet says that she is very well off at the moment.
- c. Last year their business made a huge profit.
- d. I'd like to take out £100 please.
- e. That part of Spain always seems very expensive to me.
- f. Most people in the city live in great poverty.
- g. The manager insisted that I paid cash.
- h. Some people manage to save most of their money.
- i. Jean was able to make only one purchase, during the morning.
- j. The old painting I found in the loft turned out to be worthless.

- **Can you match each person from the list with a suitable description? Use each name once only:**

- a. Someone who likes to keep money and not spend it – miser.
 - b. Someone who inherits money or property – heir.
 - c. Someone who runs a bank – manager.
 - d. Someone who has retired – pensioner.
 - e. Someone who keeps or checks financial records – accountant.
 - f. Someone who buys things in a shop – customer.
 - g. Someone who pays out money in a bank – cashier.
 - h. Someone who represents others in business – agent.
 - i. Someone who puts money into a business – investor.
 - j. Someone who cheats people out of money – swindler.
-

8 CORRESPONDENCE



QUICK OVERVIEW

This chapter provides some basic rules of formal correspondence of a company. Students will learn how to begin and end a formal letter as well as how to express various problems clearly and politely in order to keep good relationships with suppliers and customers. Grammar of this chapter concentrates on the Passive Voice.



AIMS

- Describing a structure of a formal letter.
 - Learning useful phrases.
 - Practicing writing.
 - Explaining specific problems.
 - Writing a formal e-mail.
-



STUDY TIME

25 minutes to read the text, 20 minutes for exercises.



KEYWORDS

Correspondence, formal letter, formal e-mail, address, style, greeting, salutation.

8.1 Basic rules of formal correspondence

In correspondence that does not have a letterhead, the sender's address is placed in the top right-hand corner of the page. It is also acceptable, but less common, to place it in the top left-hand corner. The blocked style is the most widely used, i.e. each line starts directly below the one above. In the UK it is not usual to write the sender's name before his or her address.

The date is written directly below the sender's address, separated from it by a space. In the case of correspondence with a letterhead, it is usually written on the right-hand side of the page. The month in the date should not be written in figures as this can be confusing; for example 11.3.03 means 11 March 2003 in British English, where the sequence is day-month-year, but 3 November 2003 in American English, where the sequence is month-day-year. It is acceptable to write the date with or without the abbreviations *-th* and *-nd*, e.g. 24th October or 24 October, and to transpose the date and the month, e.g. October 24 or 24 October. Whatever you choose you should be consistent throughout your correspondence.

The inside address is written below the sender's address and on the left-hand side of the page. If you know the name of the person you are writing to, write it as the first line of the address. Include either the person's initial/s or his or her first given name, e.g. Mr. J. E. Smith or Mr. John Smith.

Courtesy titles used in addresses are as follows:

— *Mr* is the usual courtesy title for a man. The unabbreviated form Mister should not be used.

— *Mrs* is used for a married woman.

— *Miss* is used for an unmarried woman.

— *Ms* is used for both married and unmarried women. It is advisable to use this form of address when you are unsure whether the woman you are writing to is married or not, or do not know which title she prefers.

If you do not know the name of the person you are writing to, but know their job title, you can use that, e.g. The Sales Manager, The Finance Director, in the inside address. Alternatively, you can address your letter to a particular department of the company, e.g. The Sales Department, The Accounts Department. Finally, if you know nothing about the company and do not know which person or department your letter should go to, you can simply address the letter to the company itself.

After the name of the person and/or company receiving the letter, the recommended order and style of addresses in the UK is as follows:

— Name of house or building (*Industrial House*)

— Number of building and name of street, road, avenue, etc. (*34-41 Craig Road*)

— Name of town or city and postcode (*Bolton*)

— Name of country (UK)

It is simplest to follow the above order and style, though variations are possible: for example, the name of the county, e.g. Lancashire, may, if known, be included on the line below the name of the town or city; the postcode may be written on a separate line; the name of the town, as well as the country, may be in capital letters.

Correspondence

An alternative to including the recipient's name or job title in the address is to use an attention line. Salutation *Dear Sir* opens a letter written to a man whose name you do not know. *Dear Sirs* is used to address a company. (In American English a letter to a company usually opens with *Gentlemen*.) *Dear Madam* is used to address a woman, whether single or married, whose name you do not know. *Dear Sir or Madam* (or *Dear Sir / Madam*) is used to address a person when you do not know their name or sex. When you know the name of the person you are writing to, but do not know them well, the salutation takes the form of Dear followed by a courtesy title and the person's surname. Initials or first names are not used with courtesy titles, e.g. Dear Mr. Smith, NOT *Dear Mr. J. Smith* or *Dear Mr. John Smith*. Business associates who you know well can be addressed using just their first name, e.g. *Dear John*. A comma after the salutation is optional, i.e. *Dear Mr. Smith, or Dear Mr. Smith*. (In American English a colon is usually used after the salutation, e.g. *Dear Mr. Smith:, Gentlemen:*).

The blocked style is the one most often used for the body of the letter. It is usual to leave a line space between paragraphs. If the letter begins *Dear Sir, Dear Sirs, Dear Madam, or Dear Sir or Madam*, the complimentary close should be *Yours faithfully*. If the letter begins with a personal name, e.g. *Dear Mr James, Dear Mrs Robinson, or Dear Ms Jasmin*, it should be *Yours sincerely*. A letter to someone you know well may close with the more informal *Best wishes*. Note that Americans tend to close even formal letters with *Yours truly* or *Truly yours*, which is unusual in the UK in commercial correspondence. Avoid closing with old-fashioned phrases, e.g. *We remain yours faithfully, Respectfully yours*. A comma after the complimentary close is optional, i.e. *Yours faithfully, or Yours faithfully*. The complimentary close is usually placed on the left, aligned under the rest of the letter.

Always type your name and, if relevant, your job title, below your handwritten signature. This is known as the signature block. Even though you may think your handwriting is easy to read, letters such as *a, e, o, r,* and *v* can easily be confused. It is, to some extent, a matter of choice whether you sign with your initial/s, e.g. *D. Jenkins*, or your full given name, e.g. *David Jenkins*, and whether you include your courtesy title in your signature block. But if you include neither your given name nor your title, your correspondent will not be able to identify your sex and may give you the wrong title when he or she replies.

The abbreviation P.P. sometimes appears in signature blocks. It means per pro, i.e. for *and on behalf of*, and is used by administrators or personal assistants when signing letters on behalf of their managers. When sending a letter or email on behalf of your company, it is a good idea to include your job title in the signature block, especially if your recipient has not dealt with you before.

If there are any documents enclosed with a letter, although these may be mentioned in the body of the letter, it is also common to write *Enc.* or *Encl.* below the signature block. If there are a number of documents, these can be listed, e.g.:

Enc.

Bill of lading (3 copies)

Insurance certificate (1 copy)

Certificate of origin (1 copy)

Bill of exchange (1 copy)

Private and confidential may be written at the head of a letter and on the envelope, in cases where the letter is intended to be read only by the addressee. There are many variations of this phrase, e.g. *Confidential, Strictly confidential*.

A subject title at the beginning of a letter, directly after the salutation, provides a further reference, saves introducing the subject in the first paragraph, immediately draws attention to the topic of the letter, and allows the writer to refer to it throughout.

It is not necessary to begin the subject title with *Re. (with regard to)*, e.g. *Re.: Application for the post of web designer*. When sending email messages this may even be confusing as *RE* is short for *reply*.

When copies are sent to people other than the named recipient, c.c. (carbon copy) is added, usually at the end of a letter, before the name/s of the recipient/s of the copies. Sometimes you will not want the named recipient to know that other people have received copies. In this case, b.c.c (blind carbon copy), and the name/s of the recipient/s, are added on the copies themselves, though not, of course, on the top copy. These abbreviations are used in email, and mean exactly the same thing.

8.1.1 EXAMPLES

Dear Mrs Lowe,

It was a pleasure to receive your letter today, and we are enclosing the catalogue and price-list you asked for.

You will see that we can offer a wide selection of dinner and tea services ranging from the rugged 'Greystone' earthenware breakfast sets, to the delicate 'Ming' bone china dinner service.

You can choose from more than fifty designs which include the elegance of Wedgwood, the delicate pattern of Willow, and the richness of Brownstone glaze.

We would be pleased to add your clients to our list of customers throughout the world and could promise them an excellent product with a first-class service. We would be glad to accept orders for any number of pieces, and can mix sets if required.

You will see that our prices are quoted c.i.f. to Eastern Canadian seaboard ports and we are offering a special 10% discount off all net prices, with delivery within three weeks from receipt of order.

If there is any further information you require, please contact us, and once again thank you for your letter.

Yours sincerely,



J. Merton (Mr)
Sales Manager

Wembley Shopfitters Ltd.

Wycombe Road, Wembley, Middlesex HA9 6DA
 Telephone: 081 903 2323 Reg: London 481629 VAT: 314 6519 28

Mr K. Bellon
 Superbuys Ltd.
 Superbuy House
 Wolverton Road
 London SW16 7DN

24 January 19—

Dear Mr Bellon,

Estimate for refitting 'Superbuys'
Wembley High Street Branch

Our foreman visited the above premises on Thursday and reported back to our costing department who have now worked out the following estimate for fixtures and fittings which includes materials and labour.

	£
Fitting 200m of 'Contact' Shelving in main shop and store room.	420.00
Erecting 15 steel stands plus shelves 23m × 6m @ £52.00 each.	780.00
Laying 3,320 sq.m. 'Durafloor' flooring @ £9.00 per sq.m.	29,880.00
Fitting 3 window frames plus glass 13m × 10m @ £79.00 each.	237.00
Rewiring; fixing power points, boxes, etc. 36 'Everglow' light fittings @ £12.00 each.	432.00
Total	31,749.00
plus VAT @ 17.8%	5,556.00
	37,305.00

cont.

Formal	Neutral/Informal
Greeting Dear Ms Reckett, Dear Sir or Madam,	Hi James, Dear Miss Roebbotham,
Opening I am writing with regard to ... I am writing to enquire about ...	Re your email Thanks for your mail.
Requests I was wondering if you could ...? I would be very grateful if you could ...	Give me a ring ... Can you just ...?
Closing I would very much appreciate any help. Thank you for your help.	Hope this helps. Don't hesitate to get back to me if ...
Salutation Yours sincerely, Yours faithfully,	Cheers, Regards,

Dear Colleague

I am writing to inform you and your staff that we are relocating our offices to Pisa. We will close on 2 November and will reopen in our new premises on 1 December. We will contact you again in the near future.

Best regards

Duncan Hoe

Use *Dear* with the person's title and surname when you are contacting the person for the first time and you have a formal relationship. The word *colleague* is used when writing to an identifiable group in more formal correspondence, you can use singular or plural. Full verb forms are often used in formal communications (I am writing ...). *Best regards* can be used in formal instead of Yours faithfully/sincerely.

Dear Friends and Colleagues

This is to let you know that Will Pick is leaving the company on Wednesday 3 April. As many of you know, Wilfred has worked for us for more than twenty years. **I'm sure that you will want to join us in wishing Wilfred good luck** in his new job. We will be organising a reception for him in the canteen after work on his last day and we very much hope that you will be able to come.

Yours sincerely

Tara Gozo

- **E-mail:**

From: Customer Service <customer.service@johnston-technology.com>

Sent: Tuesday 2 April 09:33:25

To: "O. Poujade" <oliver.poujade@hmail.com>

Re: Your service request

Dear Mr Poujade,

Thank you for your email concerning your memory module. We are sorry that you are not satisfied with this product; we will be pleased to exchange it under the terms of our guarantee. Please do not return the module until you have received an RMA (return merchandise authorization). To issue the RMA we require the revision number of the module (the long alphanumeric number, beginning with 00) and your delivery address, telephone number and your email address.

You will then receive an email, containing details of where to send your original product, together with your RMA number and the name and email address of the RMA department representative handling your case.

A printed copy of the email should be returned to the RMA department together with the faulty module. Your request will normally be processed within two working days and your replacement module shipped within a week.

Correspondence

Yours sincerely,

Karen Smith,

Customer Service Executive

- **Formal letters:**

Dear Mr Black,

I am writing to remind you that your account with us is currently overdue. Please find enclosed a statement of your account, which shows a balance due of £1,750.

If there is some reason why you have not been able to send your payment, please call us to discuss the problem. If it would be more convenient, please feel free to reply by email to h.koch@voronox.com.

Thank you for your prompt attention to this matter.

Yours sincerely,

Hannah Koch

Sales Manager

Dear Ms Koch,

Your letter arrived while my assistant was on holiday and I am afraid your invoice was mislaid. I enclose a cheque for £1,750 – please accept my sincere apologies for any inconvenience caused.

Our customers are very pleased with your spare parts, and I look forward to placing another order with you in the near future.

Sincerely,

Gilroy Black

8.2 Useful phrases

I look forward to hearing from you.

I look forward to meeting/ seeing you.

If you have any queries, please call me.

If you have any questions, please call me.

Many thanks for helping out with the conference.

Many thanks for the invitation.

It was very kind of you to invite me.

We really appreciate all your help.

We are very grateful for your help.

We are sorry to inform you that Mr. Smith has left the company.

Unfortunately, I am going to miss the presentation.

I hope I will be able to come next time.

Do you have any suggestions?

This is to inform you that the package will be late.

Email – receive/send/reply to/forward, attach a document/picture

Thanks for your email ...

Please find attached ...

Please let me know if you cannot read the attachment.

Do forward it to the manager.

Please reply asap (as soon as possible).

REFERENCES

The Business 2.0: Unit 1 – Corporate culture: 1.5 A placement report (pp. 18–19), Unit 2 – Customer support: 2.5 Formal and informal correspondence (pp. 30–31), Unit 5 – Making deals: 5.5 A proposal (pp. 70–71), Unit 8 – International trade: 8.5 Requests and reminders (pp. 108–109).

Business Vocabulary in Use: Unit 52 – Faxes, Unit 53 – Emails.

Everyday Business English: Unit 8 – Emailing

Oxford Handbook of Commercial Correspondence



POINTS TO REMEMBER

In correspondence that does not have a letterhead, the sender's address is placed in the top right-hand corner of the page.

If you know the name of the person you are writing to, write it as the first line of the address.

If you do not know the name of the person you are writing to, but know their job title, you can use that, e.g. The Sales Manager, The Finance Director.

Dear Sirs is used to address a company. *Dear Madam* is used to address a woman, whether single or married, whose name you do not know. *Dear Sir or Madam* (or *Dear Sir / Madam*) is used to address a person when you do not know their name or sex. When you know the name of the person you are writing to, but do not know them well, the salutation takes the form of Dear followed by a courtesy title and the person's surname.

The blocked style is the one most often used for the body of the letter.

If the letter begins *Dear Sir*, *Dear Sirs*, *Dear Madam*, or *Dear Sir or Madam*, the complimentary close should be *Yours faithfully*. If the letter begins with a personal name, e.g. *Dear Mr James*, *Dear Mrs Robinson*, or *Dear Ms Jasmin*, it should be *Yours sincerely*.

A subject title at the beginning of a letter, directly after the salutation, provides a further reference, saves introducing the subject in the first paragraph, immediately draws attention to the topic of the letter, and allows the writer to refer to it throughout.



EXTRAS

- **The following link can help you with your writing skills concerning writing business letters and emails:**

<https://www.thoughtco.com/business-letter-basics-1209018>

<https://learnenglish.britishcouncil.org/english-emails>

ADDITIONAL SOURCES



THE PASSIVE: UNIT 6.3 + P. 128

<https://learnenglish.britishcouncil.org/english-grammar-reference/active-and-passive-voice>

<https://learnenglish.britishcouncil.org/intermediate-grammar/passives>

ASSIGNMENT



You ordered new and expensive books from Amazon.com, however, you received some of them damaged. Write a complaint stating details of damage and request your money back.

QUESTIONS



- **Can you complete the sentences with a preposition?:**
 1. She is sick leave.
 2. We will contact you again the near future.
 3. I look forward hearing from you.
 4. I will call you the end of the week.
 5. Many thanks all your help.
 6. Good luck everything.
 7. He will be work for two weeks due to illness.
 8. Please pass our best wishes to him.
 9. We would like you to join us wishing him a happy retirement.

- **Can you complete the sentences with the verbs in the box? Use each verb only once:**
 - Inform, miss, know, must, hope, pass, join, call, get, thank, write
 1. I am writing to you that the conference has been cancelled.
 2. Your training manager has asked me to to you.
 3. I will you at the end of the week.
 4. I you are feeling better.

5. You visit us again soon.
 6. I would like to you for all your hard work.
 7. Please us for lunch on 19th November.
 8. Can we together sometime next week?
 9. I am sorry Peter has left. We will all him.
 10. We were very sad to hear about Peter. Please on our condolences.
 11. Just a short note to let you what is happening.
-



SUMMARY

In correspondence that does not have a letterhead, the sender's address is placed in the top right-hand corner of the page. The inside address is written below the sender's address and on the left-hand side of the page. If you know the name of the person you are writing to, write it as the first line of the address. If you do not know the name of the person you are writing to, but know their job title, you can use that, e.g. The Sales Manager, The Finance Director, in the inside address. Salutation *Dear Sir* opens a letter written to a man whose name you do not know. *Dear Sirs* is used to address a company, *Dear Madam* is used to address a woman, whether single or married, whose name you do not know. *Dear Sir or Madam* (or *Dear Sir / Madam*) is used to address a person when you do not know their name or sex. When you know the name of the person you are writing to, but do not know them well, the salutation takes the form of Dear followed by a courtesy title and the person's surname.

The blocked style is the one most often used for the body of the letter. It is usual to leave a line space between paragraphs. If the letter begins *Dear Sir*, *Dear Sirs*, *Dear Madam*, or *Dear Sir or Madam*, the complimentary close should be *Yours faithfully*. If the letter begins with a personal name, e.g. *Dear Mr James*, *Dear Mrs Robinson*, or *Dear Ms Jasmin*, it should be *Yours sincerely*.

A subject title at the beginning of a letter, directly after the salutation, provides a further reference, saves introducing the subject in the first paragraph, immediately draws attention to the topic of the letter, and allows the writer to refer to it throughout.



ANSWERS

- **Can you complete the sentences with a preposition?:**
 1. She is on sick leave.
 2. We will contact you again in the near future.
 3. I look forward to hearing from you.
 4. I will call you back the end of the week.
 5. Many thanks for all your help.
 6. Good luck in everything.

7. He will be off work for two weeks due to illness.
8. Please pass on our best wishes to him.
9. We would like you to join us in wishing him a happy retirement.

• **Can you complete the sentences with the verbs in the box? Use each verb only once:**

1. I am writing to inform you that the conference has been cancelled.
 2. Your training manager has asked me to write to you.
 3. I will call you at the end of the week.
 4. I hope you are feeling better.
 5. You must visit us again soon.
 6. I would like to thank you for all your hard work.
 7. Please join us for lunch on 19th November.
 8. Can we get together sometime next week?
 9. I am sorry Peter has left. We will all miss him.
 10. We were very sad to hear about Peter. Please pass on our condolences.
 11. Just a short note to let you know what is happening.
-

9 TELEPHONING



QUICK OVERVIEW

This chapter deals with the basic rules how to make telephone calls to companies. Students will practice their communication skills, learning how to make requests, arrangements and explain various problems. The chapter provides useful vocabulary and phrases of company telephone communication. Grammar of this chapter concentrates on the Reported Speech.



AIMS

- Describing a problem.
 - Asking questions.
 - Answering questions.
 - Explaining specific request.
 - Making arrangements.
-



STUDY TIME

25 minutes to read the text, 20 minutes for exercises.



KEYWORDS

Telephone call, brief, clear, polite, diplomatic, request, arrangement.

You are probably used to making informal calls to family and friends. When making calls to companies, however, some special rules and conventions apply. This article explains how to call someone in a company that you do not know personally and give you some models and language that you can use.

9.1 How to make telephone calls

General rules

When making a formal call, three rules should influence your choice of words:

- Be brief. Do not waste the receiver's time.
- Be clear. Explain the background and purpose of your call.
- Be polite. Recognize the receiver's point of view.

These rules can sometimes conflict. If you are too brief, you may confuse the receiver or appear impolite. Try to balance the three rules.

Making a call to someone you do not know

The most difficult calls to make are calls to people that you do not know. Usually, the purpose of your call will be to make a request for information or a meeting. This kind of call can be divided into sections according to the function each serves:

- Locate the person
- Make request
- Make arrangement
- Close the call

In the following examples, we will imagine that you are calling Mr. Smith to arrange a visit to his office.

Locate the person

If the person you want to speak answers the call, this part is simple. If the receiver gives his name when he answers your call, you can skip to the next stage. If the receiver does not give his name, you can confirm that you have the right person:

Hello, is that Mr. Smith?

More often the number will connect you to an operator or secretary. In this case you will have to ask to speak to Mr. Smith:

Hello, I'd like to speak to Mr. Smith, please.

If Mr. Smith is not available, you will need to find out when you can speak to him:

Could you tell me when he will be available?

Telephoning

If the person you are calling has a busy schedule, you may have to call several times. When you are finally connected, it is best to pretend that this is your first call. Do not mention how difficult it was to make contact! Sometimes, you will not know the name of the person who might be able to help you. In this case, you can state your request and then say:

Could you put me through to someone who might be able to help me?

Locating someone at a company can be frustrating if you are passed from person to person. Try not to let your frustration show!

Make request

Making a request involves three stages: introducing yourself, giving background, and making the request itself. Introduce yourself by giving your name and explaining who you are. If you have been given the receiver's name by someone else, you should also mention this:

Mr. Newton from Eurasia Products suggested that I call you....

Give the background to your request by explaining why you are making it:

I'm doing a project on work experience and I need to arrange a visit to a company in your field....

Make your request politely and clearly. Make sure that the receiver knows exactly what agreeing to your request will involve: how much of their time it will involve and what they will have to do:

I wonder if I could pay a visit to your office for an hour or so sometime in the next two weeks, to talk to one of your staff about....

Make arrangement

If the person you are calling agrees to your request, it is important to make a clear arrangement. If you are arranging a meeting, for example, arrange the time and place and make sure you know where to go and what to do when you get there. Make a note of all the information so that you do not need to call back again to find out something you have missed. If the person you are calling cannot agree to your request, he may modify it. Listen carefully and try to fit in with his schedule. If the person you are calling cannot agree to your request at all, ask if he knows someone else who can help:

Do you know anyone else who might be able to help me?

Whether the receiver can help you or not, thank him and close the call politely.

Close the call

As the caller, it is your job to close the call when you have got the information you need. Unless the receiver shows that he wants to talk, it is not polite to chat once your business

is finished. If there is a difficult silence at the end of the call, it is probably because you are not doing your job of closing the call. You can do this by confirming the arrangement:

So, I'll come to your office on Monday at 10....

Thanking the receiver:

Thank you very much for your help....

And saying goodbye. In each case, wait for the receiver's response before you go on to the next stage. Wait until you have heard the receiver say goodbye before you hang up.

9.2 Useful phrases

I am calling about

I am calling to confirm that ...

Could I leave a message?

Could you ask Mr. X to call me back?

Telephone language	
1 a) I'm just putting you on hold for a moment.	b) Please hold the line.
2 a) Dean speaking.	b) This is Dean.
3 a) What can I do for you?	b) How can I help you?
4 a) What exactly seems to be the problem?	b) Could you explain the problem you're having?
5 a) The line's bad.	b) It's not a very good line.
6 a) Could you speak up a little?	b) Can you talk a bit louder?
7 a) I'll connect you to ...	b) I'll put you through to ...
8 a) The number is engaged.	b) The number's busy.
9 a) Can I get her to call you back?	b) Could I ask her to get back to you?
10 a) So you're on ...	b) So, your number is ...
11 a) Could I have your name, please?	b) What's your name, please?
12 a) You're welcome.	b) Not at all.

Hang up – terminate a call

Speak up – talk louder

Call back – renew a call

Put through – connect

Hold on – stay on line

Get through – make contact

Get back to – return a call

Take down – make a note

9.2.1 DEALING WITH A PROBLEM ON THE PHONE

When I switch it on, nothing happens.
It broke down on the way to work.
It keeps crashing.
There's something stuck inside.
I can't switch it off.
It's not working properly.
It won't start.
It's out of order.
I think it's a complete write-off.
The battery's dead.

- Identify the symptoms
- Diagnose the fault
- Sort out a problem
- Talk the customer through the process
- Escalate the problem to the supervisor
- Arrange a visit from our technician
- Exchange the product
- Give a full refund

REFERENCES

The Business 2.0: Unit 2 – Customer support: 2.1 Call centres (pp. 22–23), 2.2 Customer service and telephoning (pp. 24–25), 2.4 Dealing with problems by telephone (pp. 28–29).

Business Vocabulary in Use: Unit 48 – Telephoning 1: phones and numbers, Unit 49 – Telephoning 2: getting through, Unit 50 – Telephoning 3: messages, Unit 51 – Telephoning 4: arrangements.

Everyday Business English: Unit 1 – Telephoning.

POINTS TO REMEMBER



Be brief. Do not waste the receiver's time.

Be clear. Explain the background and purpose of your call.

Be polite. Recognize the receiver's point of view.

Locate the person - Make request - Make arrangement - Close the call.

EXTRAS



- **The following links can help you with your listening skills concentrating on business English vocabulary:**

<https://learnenglish.britishcouncil.org/listening/intermediate-b1-listening>

<http://www.businessenglishonline.net/resources/podcasts/>

ADDITIONAL SOURCES



REPORTED SPEECH: UNIT 6.3 + P. 129

<https://learnenglish.britishcouncil.org/english-grammar-reference/reported-speech>

<https://learnenglish.britishcouncil.org/english-grammar-reference/reporting-verbs-that-wh-and-if-clauses>

<https://learnenglish.britishcouncil.org/intermediate-grammar/reported-speech-1>

<https://learnenglish.britishcouncil.org/intermediate-grammar/reported-speech-2>

<https://learnenglish.britishcouncil.org/intermediate-grammar/reported-questions>



QUESTIONS

• **Can you fill the gaps with suitable words from the list:**

- busy (US)/engaged (GB), collect call (US)/transferred charge call (GB), dialing, person-to-person call (US)/personal call (GB), off the hook, ringing, area code

1. To make a call: first listen for the tone and dial the number. With any luck, you'll hear a tone telling you that the number is If the other phone is being used you'll hear the tone.

2. To make an international call: first dial the international code, then the country code, then the and finally the number you require.

3. If you want the other person to pay for the call you can make a

4. If you want to talk to a particular person you can make a

5. If you don't want to be interrupted, you can leave the phone

• **Fill in the gaps with the following words:**

- automatic, call, dial, dialing tone, directory, engaged, exchange, operator, receiver, subscriber's number, trunk code, Yellow Pages

You need to make a telephone 1) _____. Then make sure you have your correspondent's number close at hand. Telephone numbers consist of a 2) _____ and a

3) _____. If you don't know your contact's number, look it up in the telephone

4) _____ of the 5) _____. The latter contains the telephone numbers of businesses and traders in your area. The next thing you do is lift the 6) _____ and 7) _____ or press the number. You will then hear a 8) _____. If the number is

9) _____ you will hear an engaged tone. Bad luck, you will have to ring back later.

In a company, the first person who answers the phone will often be the 10) _____. He - but still more often: she - will put you through to the person you require. The operator operates the telephone 11) _____. In an increasing number of businesses however manual exchanges are replaced by direct lines or 12) _____ exchanges.

SUMMARY



When making a formal call, three rules should influence your choice of words:

- Be brief. Do not waste the receiver's time.
- Be clear. Explain the background and purpose of your call.
- Be polite. Recognize the receiver's point of view.

Making a request involves three stages: introducing yourself, giving background, and making the request itself. Make your request politely and clearly. Make sure that the receiver knows exactly what agreeing to your request will involve: how much of their time it will involve and what they will have to do. If the person you are calling agrees to your request, it is important to make a clear arrangement. If you are arranging a meeting, for example, arrange the time and place and make sure you know where to go and what to do when you get there. Make a note of all the information so that you do not need to call back again to find out something you have missed. If the person you are calling cannot agree to your request, he may modify it. Listen carefully and try to fit in with his schedule. If the person you are calling cannot agree to your request at all, ask if he knows someone else who can help. As the caller, it is your job to close the call when you have got the information you need. And saying goodbye. In each case, wait for the receiver's response before you go on to the next stage. Wait until you have heard the receiver say goodbye before you hang up.

ANSWERS



- **Can you fill the gaps with suitable words from the list:**
 1. To make a call: first listen for the dialing tone and dial the number. With any luck, you'll hear a tone telling you that the number is ringing. If the other phone is being used you'll hear the busy (US)/engaged (GB) tone.
 2. To make an international call: first dial the international code, then the country code, then the area code and finally the number you require.
 3. If you want the other person to pay for the call you can make a collect call (US)/transferred charge call (GB).

Telephoning

4. If you want to talk to a particular person you can make a person-to-person call (US)/personal call (GB).
5. If you don't want to be interrupted, you can leave the phone off the hook.

- **Fill in the gaps with the following words:**

You need to make a telephone 1) call. Then make sure you have your correspondent's number close at hand. Telephone numbers consist of a 2) trunk code and a 3) subscriber's number. If you don't know your contact's number, look it up in the telephone 4) directory of the 5) Yellow Pages. The latter contains the telephone numbers of businesses and traders in your area. The next thing you do is lift the 6) receiver and 7) dial or press the number. You will then hear a 8) dialing tone. If the number is 9) engaged you will hear an engaged tone. Bad luck, you will have to ring back later. In a company, the first person who answers the phone will often be the 10) operator. He - but still more often: she - will put you through to the person you require. The operator operates the telephone 11) exchange. In an increasing number of businesses however manual exchanges are replaced by direct lines or 12) automatic exchanges.

10 GIVING A SUCCESSFUL PRESENTATION



QUICK OVERVIEW

This chapter provides a guide to a successful presentation. Students will learn how to prepare a presentation that is informative and understandable to the audience, as well as how to present the subject of their presentation. Useful phrases and tips are given as examples. Grammar of this chapter concentrates on Relative Clauses.

AIMS



- Describing a structure of a presentation
 - Learning specific phrases.
 - Introducing aims of a presentation.
 - Explaining specific issues.
 - Preparing a presentation.
-

STUDY TIME



25 minutes to read the text, 20 minutes for exercises.

KEYWORDS



Presentation, introduction, body, conclusion, questions, outline, summary, visual aids.

10.1 How to make a successful presentation

Most presentations are divided into 3 main parts (+ questions):

1 INTRODUCTION

2 BODY

3 CONCLUSION

+ Questions

As a general rule in communication, repetition is valuable. In presentations, there is a golden rule about repetition:

1. Say what you are going to say,
2. say it,
3. then say what you have just said.

In other words, use the three parts of your presentation to reinforce your message. In the introduction, you tell your audience what your message is going to be. In the body, you tell your audience your real message. In the conclusion, you summarize what your message was.

10.1.1 INTRODUCTION

The introduction is a very important - perhaps the most important - part of your presentation. This is the first impression that your audience has of you. You should concentrate on getting your introduction right. You should use the introduction to:

1. welcome your audience
2. introduce your subject
3. outline the structure of your presentation
4. give instructions about questions

The following list shows examples of language for each of these functions. You may need to modify the language as appropriate.

1. Welcoming your audience:

- Good morning, ladies and gentlemen
- Good afternoon, ladies and gentleman

2. Introducing your subject:

- I am going to talk today about...
- The purpose of my presentation is to introduce our new range of...

3. Outlining your structure:

- To start with I'll describe the progress made this year. Then I'll mention some of the problems we've encountered and how we overcame them. After that I'll consider the possibilities for further growth next year. Finally, I'll summarize my presentation (before concluding with some recommendations).

4. Giving instructions about questions:

- Do feel free to interrupt me if you have any questions.
- I'll try to answer all of your questions after the presentation.
- I plan to keep some time for questions after the presentation.

10.1.2 BODY

The body is the 'real' presentation. If the introduction was well prepared and delivered, you will now be 'in control'. You will be relaxed and confident. The body should be well structured, divided up logically, with plenty of carefully spaced visuals. Remember these key points while delivering the body of your presentation:

- do not hurry
- be enthusiastic
- give time on visuals
- maintain eye contact
- modulate your voice
- look friendly
- keep to your structure
- use your notes
- remain polite when dealing with difficult questions

10.1.3 CONCLUSION

Use the conclusion to:

1. Sum up
2. (Give recommendations if appropriate)
3. Thank your audience

Giving a Successful Presentation

4. Invite questions

The following table shows examples of language for each of these functions. You may need to modify the language as appropriate.

1. Summing up:

- To conclude,...
- In conclusion,...
- So let me summarize/recap what I've said.
- Finally, may I remind you of some of the main points we've considered.

2. Giving recommendations:

- In conclusion, my recommendations are...
- I therefore suggest/propose/recommend the following strategy.

3. Thanking your audience:

- Many thanks for your attention.
- May I thank you all for being such an attentive audience.

4. Inviting questions:

- I would be happy to answer any questions.
- If you have any questions, I would be pleased to answer them.
- I would welcome any comments/suggestions.
- Now I'll try to answer any questions you may have.
- Can I answer any questions?
- Do you have any questions?
- Are there any final questions?

10.1.4 QUESTIONS

Questions are a good opportunity for you to interact with your audience. It may be helpful for you to try to predict what questions will be asked so that you can prepare your response in advance. You may wish to accept questions at any time during your presentation, or to keep a time for questions after your presentation. Normally, it's your decision, and you should make it clear during the introduction. Be polite with all questioners, even if they ask

difficult questions. They are showing interest in what you have to say and they deserve attention.

10.2 Basics

Visual aids: flipchart, screen, whiteboard, projector, overhead projector, handouts.

Types of presentations: press conference, briefing, demonstration, product launch, lecture, talk, seminar, workshop.

Remember:

- to find out about the audience – how many people there will be, who they are, why they will be there, how much they know about the subject
- to find out about the presenting room – the seating plan, equipment
- to plan the content and structure
- to write notes
- to memorize the first five sentences of your talk
- to prepare visual aids – pictures, diagrams, etc.
- to rehearse your presentation – to practise it
- to start on time
- to plan timing of the slides
- not to spend too much time on one point
- not to digress
- to finish on time
- to speak clearly with appropriate tone and volume of your voice
- to make eye contact
- to face the audience at all times
- to smile only if appropriate
- to use gestures only to emphasize key points

10.2.1 USEFUL PHRASES

To begin, let's look at ...

Let's get back to ...

That's all I have time for now.

Let's move on to

As you can see...

I think that covers everything on

Time is moving on, so let's turn to

Giving a Successful Presentation

Firstly, Secondly, And last, but no least ...

In my view, ...

That brings me to the end of my presentation.

Answering questions:

That's a fair point.

That's confidential. I'm afraid I'm not at liberty to tell you.

That's not really my field. But I can put you in touch with ...

Well, I think that goes beyond the scope of today's presentation.

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

Sorry, I didn't catch the question.

Useful expressions: Presenting visuals

Introducing a slide or visual

I'd like you to look at this slide.

My next slide *presents / shows / contains* two charts ...

Let's *look / see / show* at the second chart.

Highlighting

As the graph shows, ...

As you will *mark / notice / remark* in the pie-chart, ...

As you can *perceive / see / look*, after a merger ...

Contrasting

in contrast to ...

compared with / *regarding / in relation to* almost half who said ...

moreover / notwithstanding / whereas it remains about the same in ...

Explaining and interpreting

The figures seem to *recommend / suggest / explain* that ...

This is *because / resulting / due to* a perceived drop ...

The results *involve / indicate / interpret* that retailers ...

as *contrary / opposite / opposed* to manufacturers ...

This is the *result / reason / record* of improved product quality ...

REFERENCES

The Business 2.0: Unit 3 – Products and packaging: 3.4 Presentation - structure (pp. 42–43), Unit 7 – Mergers and acquisitions: 7.4 Presentations – visuals (pp. 94–95), 7.5 Presentation slides (pp. 96–97).

Business Vocabulary in Use: Unit 59 – Presentations 1: preparation and introduction, Unit 60 – Presentations 2: main part, Unit 61 – Presentations 3: closing and questions.

Everyday Business English: Unit 4 – Presentations.

POINTS TO REMEMBER



Most presentations are divided into 3 main parts (+ questions): Introduction – Body – Conclusion.

You should use the introduction to: welcome your audience, introduce your subject, outline the structure of your presentation, and give instructions about questions.

The body is the ‘real’ presentation. It should be well structured, divided up logically, with plenty of carefully spaced visuals.

Use the conclusion to: sum up, give recommendations if appropriate, thank your audience, and invite questions.

Questions are a good opportunity for you to interact with your audience. It may be helpful for you to try to predict what questions will be asked so that you can prepare your response in advance. You may wish to accept questions at any time during your presentation, or to keep a time for questions after your presentation. Be polite with all questioners, even if they ask difficult questions. They are showing interest in what you have to say and they deserve attention.

EXTRAS



- **The following links can help you improve your presentation skills:**

<http://www.businessenglishonline.net/business-2/resources/videos/?video-id=503>

<http://www.businessenglishonline.net/resources/powerpoint-presentations-2/the-business-powerpoint-presentations-intermediate/>



ADDITIONAL SOURCES

RELATIVE CLAUSES: UNIT 3.3 + PP. 122–123

<https://learnenglish.britishcouncil.org/intermediate-grammar/relative-clauses-defining-relative-clauses>

<https://learnenglish.britishcouncil.org/intermediate-grammar/relative-clauses-non-defining-relative-clauses>



ASSIGNMENT

- **Read the presentation on Time Management and answer the questions below the text:**

Do you find it difficult to say ‘no’? I’d like to talk this morning about how managing your time more effectively can make you a better worker and to show you that other people’s demands on your time can make you less effective. First of all, if you regularly work very long hours, are in the office most evenings and weekends, and rarely take a holiday, you might think that this is necessary in order to justify your salary. But in fact, what you are doing is subjecting yourself to high levels of stress which in the long term will force you to take time off through illness - so, why not organize your time now so that you remain effective at work and lead a balanced life? If you don’t believe me, this chart shows you how many stress-related diseases we now suffer from. As you can see, these diseases are most common not necessarily in jobs where salary levels are high but where the level of responsibility is high. Remember that not only you but also your family suffers as a result of stress. Turning to my second point, if you spend part of your working day doing things for others which they could do for themselves and if you work longer hours than the people you work with, then perhaps it is time for you to delegate. I would like to develop this point and I hope I can give you some practical suggestions as to how you can do this. First of all, you have to decide what to delegate. Secondly, you have to decide who to delegate to. Make sure the person wants and accepts the extra responsibility and has the necessary experience to do the job well. Give them all the support they need but do not do the job for them. This will help you to use your time more effectively. To conclude, if you have difficulty saying ‘no’ to other people, start saying ‘yes’ to yourself. Believe me, you will notice the difference.

1. The speaker wants to show you how you can be more effective at work: true or false?
2. What two things does she say stop you from being effective at the moment?

3. What are the three ways in which you can subject yourself to high levels of stress?
 4. What is the result of stress?
 5. Typically, stress is related to jobs with high salaries: true or false?
 6. What is one thing she suggests you do to reduce your working hours?
 7. If you want to delegate work, you have to decide what to delegate and..
 8. To help you manage your time more effectively, what does she suggest you start saying to other people?
 9. What phrase does she use to introduce her presentation? ('I'd like ...')
 10. What phrase does she use to introduce her examples? ('First...')
 11. She uses two phrases when she is referring to her chart: what are they? ('...this chart... As...')
 12. What does she say to signal that she wants to talk about her second point?
 13. How does she show that she wants to develop this point? ('I would like to...')
 14. Give the phrases that indicate she is listing points.
 15. How does she show she is going to give her conclusion?
-

QUESTIONS



- **Can you complete the statements and questions using the verbs below? Use each verb only once:**
 - catch, repeat, give, cost, show, say, account, fall, take, bear
- 1. I would like to ask how much the project is going to
- 2. I am afraid I cannotI will check for you.
- 3. I am sorry I did notthe question.
- 4. Let meit for you.
- 5. I am not quite ready. Can youwith me?
- 6. Of courseyour time.
- 7. I think these chartsa false picture.
- 8. Yes, they do not reallythe recent upturn in the market.
- 9. By what percentage did turnoverlast year?
- 10. By 5%. I cannotfor it.

- **Read this introduction to a presentation. Can you choose the correct words or phrases in italics?:**

Good afternoon, ladies and gentlemen and welcome (1) *in/to/for* our seminar on corporate property management. I would like to (2) *begin/starting/commence* by (3) *drawing/telling/outlining* some of the main (4) *explanations/matters/issues* in corporate property management (5) *so that/for/in order* you will be able to judge whether your company is devoting sufficient time to this question. I will then (6) *look/turn/change* to some of the legal and financial (7) *queries/aspects/pieces* of property management, and will (8) *tell/look/explain* how your companies may be affected by current and future legislation. I will (9) *illustrate/give examples/discuss* of the kinds of problems our clients have faced and explain what was done to solve them. I will finish (10) *by/with/in* giving a brief resume of the consultancy service that we offer, and I will explain what you (11) *need/shall/should* do if you would like to look into the matter further. As we are rather (12) *hurried/pressed/short* for time, I would be grateful if you could (13) *rest/stay/save* any questions you may wish to (14) *rise/raise/arise* until the end, when I will (15) *do/make/have* my best to answer them.



SUMMARY

Most presentations are divided into 3 main parts (+ questions): Introduction – Body – Conclusion. Use the three parts of your presentation to reinforce your message. In the introduction, you tell your audience what your message is going to be. In the body, you tell your audience your real message. In the conclusion, you summarize what your message was.

The introduction is a very important - perhaps the most important - part of your presentation. This is the first impression that your audience has of you. You should concentrate on getting your introduction right. You should use the introduction to: welcome your audience, introduce your subject, outline the structure of your presentation, and give instructions about questions. The body is the ‘real’ presentation. It should be well structured, divided up logically, with plenty of carefully spaced visuals. Use the conclusion to: sum up, give recommendations if appropriate, thank your audience, and invite questions.

Questions are a good opportunity for you to interact with your audience. It may be helpful for you to try to predict what questions will be asked so that you can prepare your response in advance. You may wish to accept questions at any time during your presentation, or to keep a time for questions after your presentation. Be polite with all questioners, even if they ask difficult questions. They are showing interest in what you have to say and they deserve attention.

Remember: to find out about the audience, how many people there will be, who they are, why they will be there, how much they know about the subject, to find out about the presenting room, the seating plan, equipment, to plan the content and structure, to write notes,

to memorize the first five sentences of your talk, to prepare visual aids – pictures, diagrams, etc., to rehearse your presentation – to practise it, to start on time, to plan timing of the slides, not to spend too much time on one point, not to digress, to finish on time, to speak clearly with appropriate tone and volume of your voice, to make eye contact, to face the audience at all times, to smile only if appropriate, to use gestures only to emphasize key points.

ANSWERS



- **Can you complete the statements and questions using the verbs below? Use each verb only once:**

1. I would like to ask how much the project is going to cost.
2. I am afraid I cannot say. I will check for you.
3. I am sorry I did not catch the question.
4. Let me repeat it for you.
5. I am not quite ready. Can you bear with me?
6. Of course, take your time.
7. I think these charts show a false picture.
8. Yes, they do not really give the recent upturn in the market.
9. By what percentage did turnover fall last year?
10. By 5%. I cannot account for it.

- **Read this introduction to a presentation. Can you choose the correct words or phrases in italics?:**

Good afternoon, ladies and gentlemen and welcome (1) *to* our seminar on corporate property management. I would like to (2) *begin* by (3) *outlining* some of the main (4) *issues* in corporate property management (5) *so that* you will be able to judge whether your company is devoting sufficient time to this question. I will then (6) *turn* to some of the legal and financial (7) *aspects* of property management, and will (8) *explain* how your companies may be affected by current and future legislation. I will (9) *give examples* of the kinds of problems our clients have faced and explain what was done to solve them. I will finish (10) *with* giving a brief resume of the consultancy service that we offer, and I will explain what you (11) *should* do if you would like to look into the matter further. As we are rather (12) *short* for time, I would be grateful if you could (13) *save* any questions you may wish to (14) *raise* until the end, when I will (15) *do* my best to answer them.

11 MEETINGS



QUICK OVERVIEW

This chapter provides a short guide to a successful meeting. Students will learn not only useful phrases for meetings, but also how to avoid misunderstanding and how to be polite in every situation. Basic rules as well as diplomatic advice is given in examples. Grammar of this chapter concentrates on Conditionals.



AIMS

- Discussing possible problems.
 - Learning how to solve misunderstandings.
 - Expressing yourself clearly.
 - Explaining your point of view.
 - Leading a successful meeting.
-



STUDY TIME

20 minutes to read the text, 25 minutes for exercises.



KEYWORDS

Meeting, solving problems, explaining issues, polite, diplomatic attitude, expressing yourself clearly.

11.1 Rules for a successful meeting

Below you can find some useful tips and phrases that can help you arrange and run a successful meeting and also deal with problems that can occur there.

Collocations:

- **Organize, arrange, set up, fix**
- **Put back, postpone**
- **Cancel**
- **Run, chair**
- **Attend**
- **Miss**

a meeting

Types of meeting: chat, brainstorming, project/team meeting, department/board meeting, meeting with suppliers/customers, annual meeting

Golden rules of meetings:

- Be clear about the purpose of the meeting.
- Invite the right people.
- Start and finish on time.
- Be prepared.
- Don't get side-tracked.
- Don't hold unnecessary meetings.
- Finish meetings with a clear statement of the next steps and who will take them.

Opening the meeting:

It's about time we got started.

Let's begin, shall we?

Shall we make a start?

Let's make a start.

Let's get down to business.

I've arranged this meeting to...

The purpose of this meeting is to...

The main objective is to...

Making your point:

I believe ...

As I see it, ...

In my opinion...

The way I see it...

Meetings

It's clear to me that...

Personally, I think ...

It looks to me as if...

Agreeing:

You're perfectly right.

I couldn't agree more.

Precisely/Exactly/Absolutely.

You may be right there.

That's true, I suppose.

I suppose so.

Disagreeing:

That's not really how I see it.

I don't really agree.

I can't really go along with you there.

I think you're mistaken.

I'm afraid I can't agree with you there.

I'm sorry, but that's out of the question.

I think you're wrong.

Of course not.

Asking for opinion:

What's your feeling?

Would you agree?

Do you have any views on...?

Giving an opinion:

I tend to think that...

In my opinion...

It seems to me that ...

I feel strongly that ...

Disagreeing tactfully:

I see your point, but ...

I agree up to a point, but ...

I'm afraid I can't agree.

Interrupting:

Sorry to interrupt, but...

Could I just come in here?

If I can just stop you for a moment...

Asking for clarification:

Sorry, I don't see what you mean.

So, are you saying that...?

Are you suggesting that...?

Are you implying that...?

When you say..., do you mean...?

If I understand correctly...

If I follow you...

Persuading:

Don't you think that ...?

Wouldn't you agree that...?

Managing the discussion:

Do we all agree on that, then?

The next point on the agenda is...

Can we stick to the agenda?

Perhaps we should break for coffee.

Could we come back to this later?

11.1.1 DIPLOMATIC ADVICE (WHAT YOU WANT TO SAY=HOW YOU SHOULD EXPRESS YOURSELF)

1. You shouldn't disturb your co-workers. = Wouldn't it be better not to disturb your co-workers?
2. You won't meet deadlines if you don't prioritize. = It seems to me that you need to prioritize if you want to meet deadlines.
3. Delegate, or you'll never finish the job. = You might want to delegate more if you want to finish the job.
4. You shouldn't eat at your desk. = I think perhaps you shouldn't eat at your desk.
5. Don't make personal calls at work. = You'd do better not to make personal calls at work.
6. If you ignore your colleagues, don't expect them to help. = Actually, I think if you ignore your colleagues, you can't expect them to help.
7. You'll make yourself ill if you don't take care of your life-work balance. = Wouldn't you agree that you should take care of your life-work balance if you don't want to get ill?

11.1.2 LINKING WORDS TO EXPRESS YOURSELF CLEARLY AND FLUENTLY

Addition: besides, moreover, in addition, furthermore

Conclusion: lastly, in conclusion, finally

Consequence: so, therefore, consequently

Contrast: but, however, even so

Equivalence: that is to say, namely, in other words

Example: for instance, such as, for example

Generalization: in most cases, as a rule, on the whole

Highlighting: mainly, chiefly, in particular, especially

Stating the obvious: of course, naturally, obviously, clearly

Summary: in summary, overall, in brief, to summarize

11.1.3 USEFUL PHRASES

I'm trying to arrange a meeting for next week/next month.

Can you make Monday afternoon?

Could we make it Friday instead?

I could make it at 3 p.m.

I can't make the meeting.

Any day next week except Monday would suit me.

I'm free every day next week except Monday.

I'm just calling to remind you about next week's meeting.

I'll call you tomorrow so we can discuss details then.

I don't think we need more than an hour.

Who would like to take the minutes?

Can we go through the minutes?

Here are the main points...

I'm afraid I have some bad news.

I'm happy to say I have some good news.

We need to vote on it.

Is that really necessary?

Are you really sure?

I'd like to leave item five until the next meeting.

Can we look at item two?

Let's move on to item two on the agenda.

What are your thoughts on this?

I'd like to make a point.

The other point I want to make is ...

Just one other point...

I'd like to make one final point.

Does everyone agree?

Are we all in agreement?

Do you have the same opinion?

Meetings

Does anyone disagree?

Unfortunately, they rejected nearly all of our proposals.

Only one of our proposals was accepted.

On second thoughts, I'd like to accept the proposal.

No decision was made.

We really must avoid this in the future.

It's vital that we avoid this in the future.

It's essential that we make changes.

It's crucial that people should read this message.

Most people are in favour of the change.

The majority opinion is in favour.

Not many people agree with the idea.

The minority opinion is against it.

That's not true.

I'm sorry, but I don't agree.

I don't think that's true.

I'm not sure that's true.

Is that really true?

Here are the main points covered during the meeting.

I've attached the draft minutes of the meeting.

Please check if I have left anything out.

Let me know if I have forgotten anything.

Check if I have made any mistakes.

11.1.4 EXAMPLE MINUTES

Minutes of the Management Committee meeting, 22 January

Follow-up action	Person	Date
Next meeting	All	30 January, 5pm.
Get quotations for alarm systems/upgrades from three suppliers.	J-J.C.	30 January
Implement new maintenance schedule.	I.C.	ASAP
Invite applications for part-time work.	A.F.	30 January
Draw up budget for group football competition .	C.T.	6 February

Present

Jan Navratil, MD (Chair)

Ines Caba, Production

Christopher Taberley, Sales & Marketing

Alison Foster, HR

Jean-Jacques Chavent, Finance

Apologies for absence were received from Harry Finnegan, IT

Agenda

- 1 Alarm system – for discussion
- 2 Maintenance schedule – for decision
- 3 Diversity; measures to avoid risk of discrimination – for discussion
- 4 AOB

Alarm system

I.C. reminded those present that the old alarm system was no longer adequate. It was agreed that the system should be upgraded or replaced: J-J.C. agreed to get quotes.

Maintenance schedule

J-J.C. enquired why the new maintenance schedule decided in September had not been implemented. A.F. explained that there had been some resistance from the unions; it was felt that full consultations were necessary before

Meetings

making changes. I.C. stressed that regular maintenance was essential to avoid the risk of breakdowns. It was decided that the new schedules should be introduced asap, in spite of the unions' reservations.

Diversity

J.N. reported pressure from Head Office to reflect the increasing diversity in society by employing more women and ethnic minorities. A.F. and C.T. objected that positive discrimination would result in recruitment of less qualified staff. I.C. suggested part-time positions to allow more women with children to work. It was decided that applications for part-time work from new and existing staff should be encouraged.

AOB

C.T. suggested the company organize next year's group football competition. J.N. asked C.T. to draw up a budget for discussion in two weeks.

Provisional agenda for 30 January

Alarm system – decision on upgrade or replacement

Marketing plan – presentation and discussion

(The Business 2.0 Intermediate Teacher's Resource Disc)

REFERENCES

The Business 2.0: Unit 1 – Corporate culture: 1.4 Meetings one-to-one (pp. 16–17), Unit 6 – Company and community: 6.4 Meetings - teamwork (pp. 80–81), 6.5 Reports and minutes (pp. 82–83).

Business Vocabulary in Use: Unit 54 – Meetings 1: types of meeting, Unit 55 – Meetings 2: the role of the chairperson, Unit 56 – Meetings 3: points of view, Unit 57 – Meetings 4: agreement and disagreement, Unit 58 – Meetings 5: discussion techniques.

Everyday Business English: Unit 5 – Meetings.



POINTS TO REMEMBER

Golden rules of meetings:

- Be clear about the purpose of the meeting.
- Invite the right people.
- Start and finish on time.
- Be prepared.

- Don't get side-tracked.
- Don't hold unnecessary meetings.
- Finish meetings with a clear statement of the next steps and who will take them.

Be polite and diplomatic, you want to achieve a mutual agreement and maintain the best relationship with your partners.

EXTRAS



- **The following links can help you improve your reading skills and vocabulary and vocabulary dealing with wide range of topics:**

<https://learnenglish.britishcouncil.org/business-magazine>

ADDITIONAL SOURCES



CONDITIONALS: UNIT 5.3 + PP. 126–127

<https://learnenglish.britishcouncil.org/intermediate-grammar/conditionals-1>

<https://learnenglish.britishcouncil.org/intermediate-grammar/conditionals-2>

ASSIGNMENT



- **Discuss how would you deal with the following behaviour at meetings:**
 - Someone who never speaks.
 - Someone who dominates the meeting by talking too much.
 - Someone who always arrives late.
 - Someone who can't stick to the point.
 - Someone who constantly interrupts.
 - Someone who often does not come to meeting and does not inform you in advance.
-



QUESTIONS

- **Can you divide the following adjective into a) good and b) bad?:**
Objective, impatient, a good listener, dogmatic, diplomatic, friendly, firm, understanding, insincere, authoritarian, threatening, weak, frank

- **Can you complete the sentences using the verbs below? Use each verb only once:**
 - arrange, give, cover, miss, happen, cause, leave, make, abandon
 -
 - 1. I'd like toa meeting for next week.
 - 2. Can youthe meeting on Tuesday?
 - 3. I hope that the changed time won'tyou any problems.
 - 4. I must hurry. I don't want tothe meeting.
 - 5. Do youto know if Mr. Newton is going to be there?
 - 6. I don't like it all. We shouldthe idea.
 - 7. Let'sdiscussion on this point until the next week.
 - 8. Did Lucya reason why she couldn't attend?
 - 9. We have a lot of things toin this meeting.

- **Can you choose the most appropriate word in italics to complete the sentences?:**
 - 1. I'm phoning to *let/explain* you know what happened.
 - 2. Who is going to *make/take* the minutes?
 - 3. Could you *tell/say* us when you know the answer?
 - 4. I'd like to *make/remind* a point.
 - 5. We need to *take/set* a date for the meeting.
 - 6. We *made/took* a good case for changing the system.
 - 7. Are you *having/taking* second thoughts about the proposal?
 - 8. All of our proposals were *disagreed/rejected*.

- **Can you complete the sentences with a preposition?:**
 - 1. The meeting should be finished5 p.m.
 - 2. I booked the room3 p.m.
 - 3. I'll see youThursday10 o'clock.
 - 4. I'd like to hear everyone's thoughtsthe proposal.
 - 5. It seems like a good ideame.
 - 6. Can we movethe next itemthe agenda?
 - 7. Most of the participants werefavour of the suggestions.
 - 8. Onetwenty of the staff are unhappy with working conditions.
 - 9. Could you lookthe minutes and let me know if I've forgotten anything?
 - 10. I hope I haven't left anything

• **Can you complete the sentences with a correct form of the verb in brackets?:**

1. Hi, John.(try) to arrange a meeting for next week.
 2. I hope it(not cause) you any problems if we postpone the meeting.
 3. I(order) some sandwiches for lunch.
 4. I'm sorry I(miss) the last meeting.
 5. I(see) you in the conference room at 5 p.m.
 6.(everyone, agree) with the proposals?
 7. Hello, Peter. I(call) to let you know what happened in the meeting.
 8. I don't think that Elizabeth(read) the report.
 9. I(attach) the minutes from the last meeting.
 10. I(have) second thoughts about your proposals.
-

SUMMARY



Golden rules of meetings:

1. Be clear about the purpose of the meeting.
2. Invite the right people.
3. Start and finish on time.
4. Be prepared.
5. Don't get side-tracked.
6. Don't hold unnecessary meetings.
7. Finish meetings with a clear statement of the next steps and who will take them.

Learn some phrases how to open the meeting, make your point, ask for opinion, give an opinion, disagree tactfully, ask for clarification, try to persuade and manage discussion.

Express yourself clearly, fluently and in a diplomatic way to reach a mutual agreement.

ANSWERS



• **Can you complete the sentences using the verbs below? Use each verb only once:**

1. I'd like to arrange a meeting for next week.
2. Can you make the meeting on Tuesday?
3. I hope that the changed time won't cause you any problems.
4. I must hurry. I don't want to miss the meeting.
5. Do you happen to know if Mr. Newton is going to be there?
6. I don't like it all. We should abandon the idea.

Meetings

7. Let's leave discussion on this point until the next week.
8. Did Lucy give a reason why she couldn't attend?
9. We have a lot of things to cover in this meeting.

• **Can you choose the most appropriate word in italics to complete the sentences?:**

1. I'm phoning to *let* you know what happened.
2. Who is going to *take* the minutes?
3. Could you *tell* us when you know the answer?
4. I'd like to *make* a point.
5. We need to *set* a date for the meeting.
6. We *made* a good case for changing the system.
7. Are you *having* second thoughts about the proposal?
8. All of our proposals were *rejected*.

• **Can you complete the sentences with a preposition?:**

1. The meeting should be finished by 5 p.m.
2. I booked the room for 3 p.m.
3. I'll see you on Thursday at 10 o'clock.
4. I'd like to hear everyone's thoughts on the proposal.
5. It seems like a good idea to me.
6. Can we move to the next item on the agenda?
7. Most of the participants were in favour of the suggestions.
8. One in twenty of the staff are unhappy with working conditions.
9. Could you look at the minutes and let me know if I've forgotten anything?
10. I hope I haven't left anything out.

• **Can you complete the sentences with a correct form of the verb in brackets?:**

1. Hi, John. I'm trying to arrange a meeting for next week.
 2. I hope it won't cause you any problems if we postpone the meeting.
 3. I will order some sandwiches for lunch.
 4. I'm sorry I missed the last meeting.
 5. I will see you in the conference room at 5 p.m.
 6. Does everyone agree with the proposals?
 7. Hello, Peter. I am calling to let you know what happened in the meeting.
 8. I don't think that Elizabeth has read the report.
 9. I have attached the minutes from the last meeting.
 10. I am having second thoughts about your proposals.
-

12 NEGOTIATIONS



QUICK OVERVIEW

This chapter provides some useful principles, tips and phrases for successful negotiations without a risk of misunderstanding. Students will learn how to prepare for negotiating as well as how to make offers and deal with possible problems. Grammar of this chapter concentrates on Giving Advice and Recommendations.

AIMS



- Preparing to negotiate.
 - Making offers.
 - Dealing with problems.
 - Checking the deal.
 - Learning useful phrases.
-

STUDY TIME



25 minutes to read the text, 20 minutes for exercises.

KEYWORDS



Negotiation, bargaining, objectives of negotiation, problematic situation, making offers, make a deal.

12.1 Successful negotiations

Below you can find some tips and phrases to help you with successful negotiations and avoid possible misunderstanding.

Principles of negotiation:

- Separate the people from the problem.
- Focus on interests, not positions.
- Devise a variety of options that will benefit everyone concerned.
- Insist that the agreement is based on objective criteria.

Preparing to negotiate:

- Get as much information as possible about the situation.
- Work out your initial bargaining position – what are your needs and objectives, decide your priorities.
- Try to estimate the needs and objectives of the other side.
- Prepare conditions that you will accept if your original objectives are not met.
- If you are negotiation as part of a team, consult your colleagues about points and allocate roles and responsibilities.
- Have a clear agenda and a timetable.
- Be careful concerning body language, physical contact, conversational rules, relationship building, hierarchy, attitude to time.

Probing to further negotiations:

What is the situation in your company?

What sort of quantities are you looking for?

What are you looking at in the way of discount?

What did you have in mind regarding specifications?

What were you thinking of in terms of delivery dates?

How important to you is the currency for payment?

Making offers:

If ...

As long as ...

On condition that ...

Supposing that ...

Provided that ...

Providing that ... you do sth. then we will/can/could/may/might ...

...be able to (+ inf.) ...

...agree to (+ inf.) ...

...consider (+ -ing) ...

...offer (+ noun) ...

...offer to (+ inf.) ...

Dealing with problems:

Underline common ground – the areas where agreement has been reached.

Reassure the other side on key points that have been decided – confirm that you have not changed your mind.

Be willing to compromise on your original objectives: be ready to accept less than you wanted in exchange for compromises from the other side.

Identify the exact obstacles or sticking points – the problems that are causing negotiations to become difficult.

Postpone discussions until later so that each side can reconsider its position.

Checking the deal:

Let me just go/run over the main points.

On A, we agreed that ...

As far as B is concerned, we agreed ...

We still have the question of C to settle.

And there is still the outstanding issue of D.

We will send you a written proposal.

We will draw up a contract based on those points.

I think that covers everything.

12.1.1 COLLOCATIONS

- Place/ take/fill an order
- Bring down/quote/state a price
- Offer/ask for/grant a discount
- See/sell/explain the benefits
- Sort out/discuss/go over the details
- Make/firm up/reject a proposal
- Subject to/open to/under negotiation
- Pay/require/put down a deposit
- A monthly/an annual/an entrance fee
- Hidden/extra/fixed costs
- Meet/miss/extend a deadline
- Seek/offer/find a compromise

Intense/intensive

Delicate, tense

Last-minute

Protracted

... negotiations.

Bargaining ...

ploy, tactic

chip, tool

point, power

process

Examples:

A supplier is taking an order.

A buyer is trying to bring down the price.

A buyer is asking for a bigger discount

A seller is rejecting a proposal.

A negotiator is saying that availability is open to/subject to negotiation.

A seller is asking the buyer to pay/put down a deposit.

A customer is complaining that a supplier has missed a deadline.

A negotiator is seeking/offering a compromise.

12.1.2 DIPLOMATIC NEGOTIATIONS

Checking understanding

Correct me if I'm wrong, but you seem to be saying that...

Have I got this right?

Would I be right in saying that...?

If I've understood correctly...

Correcting misunderstandings

I'm afraid there seems to be a slight misunderstanding.

I'm sorry that isn't quite what I meant.

Perhaps I haven't made myself clear.

Reformulating

Let me put it another way.

What I was trying to say was...

Allow me to rephrase that.

What I meant was...

Diplomatic language often uses:

- modal verbs like could, would, might, should
- adverbs like maybe, perhaps
- qualifiers like a bit, rather, a little, quite
- I'm sorry, actually, I'm afraid

Negotiations

Examples:

I am writing to enquire whether you would be able to extend credit terms of ... days.

I am afraid group policy does not allow us to give more than ... days' credit.

We are pleased to agree to the terms you propose.

May I remind you that the sum of ... is still outstanding?

We wrote to you on November 4 regarding the balance of ... which is still outstanding.

Would you let us know your decision as soon as possible?

We would appreciate your early settlement of this outstanding balance.

We shall have no alternative but to pass the matter on to our legal department.

REFERENCES

The Business 2.0: Unit 5 – Making deals: 5.2 Negotiating and retailing (pp. 64–65), 5.4 Negotiating - bargaining (pp. 68–69), Unit 8 – International trade: 8.4 Negotiations - diplomacy (pp. 106–107).

Business Vocabulary in Use: Unit 62 – Negotiations 1: situations and negotiators, Unit 63 – Negotiations 2: preparing, Unit 64 – Negotiations 3: furthering negotiations, Unit 65 – Negotiations 4: difficulties, Unit 66 – Negotiations 5: reaching agreement.



POINTS TO REMEMBER

Separate the people from the problem. Focus on interests, not positions. Devise a variety of options that will benefit everyone concerned. Insist that the agreement is based on objective criteria.

Get as much information as possible about the situation. Work out your initial bargaining position – what are your needs and objectives, decide your priorities. Try to estimate the needs and objectives of the other side. Prepare conditions that you will accept if your original objectives are not met. If you are negotiation as part of a team, consult your colleagues about points and allocate roles and responsibilities. Have a clear agenda and a timetable. Be careful concerning body language, physical contact, conversational rules, relationship building, hierarchy, attitude to time.

Diplomatic language often uses: modal verbs like could, would, might, should; adverbs like maybe, perhaps; qualifiers like a bit, rather, a little, quite; I'm sorry, actually, I'm afraid.

ADDITIONAL SOURCES



GIVING ADVICE AND RECOMMENDATIONS: UNIT 1.3, UNIT 5.3 + PP. 119, 127

<https://www.ecenglish.com/learnenglish/lessons/giving-advice>

<https://www.englishhints.com/giving-advice.html>

<https://www.oxfordlearnersdictionaries.com/definition/english/recommend>

<https://dictionary.cambridge.org/dictionary/english/recommend>

<https://www.ldoceonline.com/dictionary/recommend>

ASSIGNMENT



- **Discuss the following questions:**
 - What qualities make a good negotiator?
 - Do you have to negotiate?
 - Do you like negotiating? Why/why not?
 - Do you know the social rules in the context of a buyer-customer negotiation?
 - Do you think that making goodwill gestures is a good idea?
 - Do you think people should tell the complete truth when negotiating?
-

QUESTIONS



- **Can you match the sentence beginnings (1–8) with the correct endings (a–h)?:**
 1. After 48 hours of intensive negotiations in which he slept for ...
 2. One of the problems of protracted negotiations is that achieving agreement can come ...
 3. After tense negotiations between the hijackers and air traffic control in Cyprus,
 4. The agreement on limiting television violence represents the climax of several months of intense ...
 5. The painting has been withdrawn from sale and acquired by the National Gallery...
 6. Then violence broke out, and it took six months ...
 7. The deal was struck only after eleventh-
 8. He's a tough negotiator ...

- a) ...the plane was allowed to land at Larnaca airport.
- b) ...hour negotiations between the US, the European Union and Japan.
- c) ... only one hour, Mr. Smith said: "It has been both tough and incredibly complicated."
- d) ... of delicate negotiations to put the process back on track.
- e) ... negotiations between television executives and the National Parent Teacher Association.
- f) ... to be more important than anything else, including the final decision.
- g) ... and likes bargaining about everything.
- h) ... after last-minute negotiations with the auctioneers, Sotheby's.

• **Can you match the sentence beginnings (1–5) with the correct endings (a–e)?:**

- 1. Boeing offered the idea of a 600-plus seat jet to airlines last autumn.
 - 2. The country's trade negotiators are trying all sorts of tricks to protect their farmers,
 - 3. The TV presenter gave his bosses an ultimatum that he would leave the show...
 - 4. The company said they would fire all of us if we didn't accept the deal...
 - 5. Over the past two years, Mersey Docks has made a number of "final" offers,
-
- a) ... for example, allowing only whole chickens to be imported, not chicken parts.
 - b) But European plane industry executives are convinced that Boeing is bluffing.
 - c) ... the last one being 28,000 to each docker involved in the dispute.
 - d) ... if Miss Taylor was allowed to stay as co-presenter.
 - e) ... but we called their bluff – we refused and six months later we still have our jobs!



SUMMARY

Principles of negotiation:

- Separate the people from the problem.
- Focus on interests, not positions.
- Devise a variety of options that will benefit everyone concerned.
- Insist that the agreement is based on objective criteria.

Prepare to negotiate:

- Get as much information as possible about the situation.
- Work out your initial bargaining position – what are your needs and objectives, decide your priorities.
- Try to estimate the needs and objectives of the other side.
- Prepare conditions that you will accept if your original objectives are not met.

If you are negotiation as part of a team, consult your colleagues about points and allocate roles and responsibilities.

Have a clear agenda and a timetable.

Be careful concerning body language, physical contact, conversational rules, relationship building, hierarchy, attitude to time.

Deal with problems:

Underline common ground – the areas where agreement has been reached.

Reassure the other side on key points that have been decided – confirm that you have not changed your mind.

Be willing to compromise on your original objectives: be ready to accept less than you wanted in exchange for compromises from the other side.

Identify the exact obstacles or sticking points – the problems that are causing negotiations to become difficult.

Postpone discussions until later so that each side can reconsider its position.

ANSWERS



- **Can you match the sentence beginnings (1–8) with the correct endings (a–h)?:**
 1. After 48 hours of intensive negotiations in which he slept for ... -c) only one hour, Mr. Smith said: “It has been both tough and incredibly complicated.”
 2. One of the problems of protracted negotiations is that achieving agreement can come ... -f) to be more important than anything else, including the final decision.
 3. After tense negotiations between the hijackers and air traffic control in Cyprus, -a) the plane was allowed to land at Larnaca airport.
 4. The agreement on limiting television violence represents the climax of several months of intense ... -e) negotiations between television executives and the National Parent Teacher Association.
 5. The painting has been withdrawn from sale and acquired by the National Gallery... -h) after las-minute negotiations with the auctioneers, Sotheby’s.
 6. Then violence broke out, and it took six months ... -d) of delicate negotiations to put the process back on track.
 7. The deal was struck only after eleventh- -b) hour negotiations between the US, the European Union and Japan.
 8. He’s a tough negotiator ... -g) and likes bargaining about everything.

• **Can you match the sentence beginnings (1–5) with the correct endings (a–e)?:**

1. Boeing offered the idea of a 600-plus seat jet to airlines last autumn. -b) But European plane industry executives are convinced that Boeing is bluffing.
 2. The country's trade negotiators are trying all sorts of tricks to protect their farmers, -a) for example, allowing only whole chickens to be imported, not chicken parts.
 3. The TV presenter gave his bosses an ultimatum that he would leave the show... -d) if Miss Taylor was allowed to stay as co-presenter.
 4. The company said they would fire all of us if we didn't accept the deal... -e) but we called their bluff – we refused and six months later we still have our jobs!
 5. Over the past two years, Mersey Docks has made a number of "final" offers, -c) the last one being 28,000 to each docker involved in the dispute.
-

13 PRODUCTION AND ADVERTISING



QUICK OVERVIEW

This chapter provides an overview of production and advertising of a product. Students will learn about a process of developing, producing, marketing and advertising as well as other useful phrases connected to the area of production. Grammar of this chapter concentrates on Giving instructions.

AIMS



- Describing a product development.
 - Developing a product.
 - Planning promotion.
 - Promoting a product.
 - Solving possible problems.
-

STUDY TIME



20 minutes to read the text, 25 minutes for exercises.

KEYWORDS



Production, development, distribution, marketing, functions, features, packaging, customers, technology, innovations, advertising.

The following information provides you with the basics of a production process as well as vocabulary and phrases concerning product development and marketing. The tips introduced below can also help you with your final project.

13.1 Product development and marketing

When developing a new product, a company needs to consider a wide range of factors:

- The origin of any new product ideas: customers, sales staff.
- The fit with the existing product line.
- Manufacturing questions like: How easy will it be to make this new product with our existing equipment?
- Pricing, distribution and promotion of the new product.

Designing and developing a new product involves a number of different stages:

- Research: market research to find out customers' needs, technical and scientific research and development of a more fundamental nature, prioritizing research into different projects, lead time between starting a project and the product coming to market.
- Design: deciding the specifications to include in the design brief (features, size, weight, materials, etc.), screening out poor designs and choosing the final design, limitations in the production technology available, designing for manufacture, designing for ease of disposal at the end of the product's life.
- Prototype: deciding how many working models to build, coordination between marketing and production when evaluating the prototype, which to prioritize: speed to market or more time for a better product?
- Consumer tests: choosing the target group for the test, deciding what to measure and how to measure it, modifying the prototype on the basis of the test results.
- Full production: set-up of machines and machine tools, supply of materials and parts, run time (time taken for a batch of products to go through the process), estimating consumer demand.

When the finished product is finally on the market, sales staff will need to know:

- Its functions – what it does.
- Its features – selling points.
- Its customer benefits, - how the features and functions make the customer's life easier).
- Improvements that have been made – in what ways it is better than previous models.
- Possibilities for customization.
- How it compares with competitors' products.

Packaging is a key issue in the product mix. It attracts the buyer's attention, advertises the benefits of the product inside, lists the contents of the product inside, protects the product during handling and contributes to convenience and ease-of use.

13.1.1 COLLOCATIONS

- Energy-saving/labour-saving devices
- Fire-retardant/water-resistant materials
- Waterproof/shockproof personal stereos
- Child-resistant/tamper-resistant packaging
- Future-proof/fool-proof technology
- Eye-catching/attention-grabbing design

Verb	Noun: thing	Noun: person
design	design	designer
develop	development	developer
innovate	innovation	innovator
invent	invention	inventor
produce	product	producer
supply	supply	supplier
	technology	technologist

enter/penetrate

abandon/get out of/leave

dominate

corner/monopolize

a market

- **market growth/segment/segmentation/share/leader**

13.1.2 MARKETING

Marketing is the process of planning, designing, pricing, promoting and distributing ideas, goods and services, in order to satisfy customers' needs to make a profit.

The four Ps:

- product – deciding what to sell

Production and Advertising

- price – deciding what prices to charge
- place – deciding how it will be distributed and where people will buy it
- promotion – deciding how the product will be supported with advertising

+ packaging – all the materials used to protect and present a product before it is sold

Product: catalogue/mix/portfolio – line/range – lifecycle – positioning – placement.

Price: boom – controls – cut – hike – war – leader – tag.

Distribution: Producers – distributors: wholesalers – retailers – customers.

Promotion:

- classified advertisements
- display advertisements
- billboards
- TV commercials
- neon signs
- special displays
- special offers/discounts
- free samples
- free gifts

REFERENCES

The Business 2.0: Unit 3 – Products and packaging: 3.1 Packaging (pp. 36–37), 3.2 Specifications and features (pp. 38–39), 3.5 A product description (pp. 42–43).

Business Vocabulary in Use: Unit 14 – The development process, Unit 15 – Innovation and invention, Unit 16 – Making things, Unit 17 – Materials and suppliers, Unit 20 – Markets and competitors, Unit 21 – Marketing and market orientation, Unit 22 – Products and brands, Unit 23 – Price, Unit 24 – Place, Unit 25 - Promotion.



POINTS TO REMEMBER

When developing a new product, a company needs to consider a wide range of factors: The origin of any new product ideas: customers, sales staff. The fit with the existing product line. Manufacturing questions like: How easy will it be to make this new product with our existing equipment? Pricing, distribution and promotion of the new product.

When the finished product is finally on the market, sales staff will need to know: Its functions – what it does. Its features – selling points. Its customer benefits, - how the features and functions make the customer’s life easier). Improvements that have been made – in what ways it is better than previous models. Possibilities for customization. How it compares with competitors’ products.

Packaging is a key issue in the product mix. It attracts the buyer’s attention, advertises the benefits of the product inside, lists the contents of the product inside, protects the product during handling and contributes to convenience and ease-of use.

Marketing is the process of planning, designing, pricing, promoting and distributing ideas, goods and services, in order to satisfy customers’ needs to make a profit.

The four Ps: product – deciding what to sell, price – deciding what prices to charge, place – deciding how it will be distributed and where people will buy it, promotion – deciding how the product will be supported with advertising + packaging – all the materials used to protect and present a product before it is sold.

ADDITIONAL SOURCES



GIVING INSTRUCTIONS: UNIT 2.3 + P. 121

<https://dictionary.cambridge.org/grammar/british-grammar/functions/commands-and-instructions>

https://www.oxfordlearnersdictionaries.com/definition/english/need_2

<https://www.englishgrammar.org/auxiliary-verb-ordinary-verb/>

<https://www.businessenglish.com/grammar/modals-cant-have-must-have-might-have.html?lang=eng>

ASSIGNMENT



- **Discuss the following questions:**

Have you ever taken part in market research as a consumer?

Which is the most important invention of the last 100 years for you?

Which one do you wish had not been invented?

Are hand-made goods necessarily better than factory-made ones?

What are the advantages and disadvantages of outsourcing?

Can a poor product be made successful by clever marketing techniques? Think of some examples.

What examples of product placement have you seen?

Which products have strong brand images?

Which types of shops do you use to buy different things?

Do you like shopping online?

Which advertisements and promotional activities do you think are the most appealing for the customers?

What advertising campaigns are famous nowadays?



QUESTIONS

- **Can you choose the correct forms from the words in italics to complete these sentences?:**

1. Brown came up with *a design/design* that combined lightness and warmth.
2. There is an exhibition on architecture and *the design/design* at the Museum of Modern Art.
3. McConnor is vice president of *a development/development* and product planning.
4. The FDA has approved *a development/development* for treating eye disease, a new laser machine.
5. Electric light was *an invention/invention* which enabled people to stay up later.
6. Sometimes *an invention/invention* is so obvious that it is hard to believe nobody thought of it before.
7. Channel Four has always encouraged experimentation and *an innovation/innovation* in its films.
8. He discovered *an innovation/innovation* that has enabled him to build guitars more efficiently.

- **Can you match the expressions (1–6) with their meanings (a–f)?:**

1. Copyright infringement
2. Intellectual property
3. Patent application
4. Proprietary information
5. Royalty payment

6. Licensing agreement

- a) a payment to the owner of a design, or to an author
- b) an arrangement between the owner of a design and someone else, allowing them to use the design for money
- c) when someone uses another's text, pictures, etc. without permission
- d) when an inventor asks the authorities to officially recognize an invention as his/her property
- e) designs, ideas, etc. that belong to someone
- f) the law relating to designs, ideas, etc. that belong to someone

• **Can you use the correct form of the words in brackets to complete the sentences?:**

- 1. European films do not export well: European movies barely(abandon/corner/penetrate) the US market.
- 2. In the 1970s, Kodak(corner/enter/leave) the instant photography market, until then(abandon/dominate/penetrate) by Polaroid.
- 3. The Hunt brothers tried to fix silver prices and to(corner/enter/leave) the silver market,(enter/drive out/monopolize) all competitors.
- 4. In the 1940s, MGM.....(abandon/get out of/monopolize) the market on film musicals. But by the late 1950s, Warner Bros had also started buying film rights to musicals.

• **Can you match the following?:**

A

- 1. Farms are now more market oriented
 - 2. Since the 1980s, Britain has had a much more market-led
 - 3. Many market-led growth businesses,
 - 4. Lack of investment and market orientation
 - 5. American TV is a market-driven industry,
- a) such as Microsoft and Sony, are in several markets at once.
 - b) and the audience decides the direction it takes.
 - c) led to falling sales and profits.
 - d) and less dependent on government money.
 - e) approach to economics.

B

- 1. Banks are adding new types of accounts
- 2. Apple is going to simplify its product line
- 3. Consumers have mixed feelings about supermarkets
- 4. When BMW bought Rover,

5. The new law will ban product placement
6. Following the launch of the Series 5 laptop, consumers were slow to understand
7. With this type of equipment in the US,
 - a) product life cycles are so short that product launches are very frequent.
 - b) its product positioning in relation to Psion's existing hardware products.
 - c) it changed its product range towards more expensive cars.
 - d) of cigarettes in movies.
 - e) extending their product portfolio into financial services.
 - f) and deliver fewer but more competitive models.
 - g) to their product mix.

C

1. Many supermarkets run competitions and offers to encourage people to buy from them.
2. For example, yesterday I bought two kilos of oranges for half the usual price.
3. I also bought some coffee, which came with a free mug.
 - a) Special offer
 - b) Promotions
 - c) Free gift



SUMMARY

When developing a new product, a company needs to consider a wide range of factors: The origin of any new product ideas: customers, sales staff. The fit with the existing product line. Manufacturing questions like: How easy will it be to make this new product with our existing equipment? Pricing, distribution and promotion of the new product.

Designing and developing a new product involves a number of different stages: Research: market research to find out customers' needs, technical and scientific research and development of a more fundamental nature, prioritizing research into different projects, lead time between starting a project and the product coming to market. Design: deciding the specifications to include in the design brief (features, size, weight, materials, etc.), screening out poor designs and choosing the final design, limitations in the production technology available, designing for manufacture, designing for ease of disposal at the end of the product's life. Prototype: deciding how many working models to build, coordination between marketing and production when evaluating the prototype, which to prioritize: speed to market or more time for a better product? Consumer tests: choosing the target group for the test, deciding what to measure and how to measure it, modifying the prototype on the basis of the test results. Full production: set-up of machines and machine tools, supply of materials and

parts, run time (time taken for a batch of products to go through the process), estimating consumer demand.

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ANSWERS



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-

LITERATURE

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SUMMARY OF THE STUDY TEXT

The present study text provides a short overview of various topics connected to the business English area. It deals with the practical language and formal aspects of selected topics. Each chapter concentrates on basic vocabulary of the communication in companies, both oral and written. The focus is put on the clear, understandable and diplomatic ways of communication as well as correct formal and grammatical expressions.

The study text is divided into thirteen chapters that deal with particular topics to teach students how to behave during a job interview, company meetings and negotiations. Each chapter provides a list of useful vocabulary of the particular topic to help students express themselves clearly and confidentially in various situations they can appear in. The study text leads students through the process of applying for a job, writing CV, writing formal correspondence, and creating and presenting a presentation.

The grammatical parts cover the most common grammatical features that are necessary for fluent written and spoken communication. Each chapter includes links to grammar theory which can be practised in interactive exercises on Moodle. Students should thus obtain sufficient knowledge to improve their language skills in reading, writing and speaking. Extra materials and external links provide further information and examples of particular topics.

The aim of this course is to help students with their spoken and written English, improve their communication skills as well as skills for their future occupation.

OVERVIEW OF AVAILABLE ICONS



Study time



Keywords



Study guide



Quick preview



Tutorial



Points to remember



Sample assignment



Comprehension check



Answers



Individual assignment



Extras



Aims



Take a break



Text guide



Summary



Definitions



Case study



Theorem



Assignment



Questions



Additional sources



For reflection

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