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MLÁDEŽE A TĚLOVÝCHOVY



OP Vzdělávání
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INVESTICE DO ROZVOJE VZDĚLÁVÁNÍ

Slezská univerzita v Opavě
Obchodně podnikatelská fakulta v Karviné

BUSINESS ENGLISH 2

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„Inovace studijních programů na Slezské univerzitě,
Obchodně podnikatelské fakultě v Karviné“

- Obor:** Jazykověda.
- Anotace:** Opora Business English 2 je určena pro studenty prezenční formy studia a svým rozsahem odpovídá výuce anglického jazyka za druhý semestr na ekonomických fakultách. Opora je rozvržena do dvanácti tematických okruhů – Negotiations, Business Emails in English, Successful Entrepreneurs, Meetings, Business Letters in English, Lean Manufacturing, Stock Markets, Trade Fair, Franchises, Dealing with Customers, Reading Business News in English a Mixed Additional Business Exercises a obsahuje také anotaci, včetně klíčových slov. Kapitoly jsou rozčleněny do následujících částí: slovní zásoba, text a otázky k textu, nácvik lexika a gramatiky a na konci následuje test. Jednotlivé kapitoly si kladou za cíl procvičit, prohloubit a zdokonalit si znalosti v anglickém jazyce v oblasti týkající se úspěšných podnikatelů, vyjednávání, schůzek, franšíz, akciových trhů, komunikace se zákazníky, veletrhů, štihlé výroby, obchodních dopisů a emailů, čtení obchodního textu a obchodní slovní zásoby. K tomu je přizpůsobená slovní zásoba a cvičení. Vybraná obchodní témata připravují svou odbornou slovní zásobou, nácvikem lexika a gramatiky či testů na konci kapitol na typizované a z velké části autentické obchodní situace z jazykového hlediska. Závěrečná část se věnuje aktivnímu nácviku všech nejběžnějších spojení, frází či jiných obchodních obrátů, které moderní obchodní angličtina využívá. Materiál celkově tvoří základ pro zvládnutí jednotlivých problematik v praxi a usnadní posluchačům lépe se adaptovat na cizojazyčné firemní prostředí. Jedním z klíčových výstupů opory Business English 2 je kromě zvládnutí slovní zásoby, cvičení lexika či gramatiky také umění pracovat s odborným textem a v neposlední řadě posílení komunikativních dovedností v moderním profesním podnikatelském prostředí. Jedná se o inovovanou studijní oporu.
- Klíčová slova:** Successful Entrepreneurs, Negotiations, Meetings, Franchises, Stock Markets, Dealing with Customers, Trade Fair, Lean Manufacturing, Business Letters in English, Business Emails in English, Reading Business News in English, Mixed Business Exercises
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ÚVOD

Opora Business English 2 je určena pro studenty prezenční formy studia a svým rozsahem odpovídá výuce anglického jazyka v druhém semestru na ekonomických fakultách a navazuje na sylabus daného předmětu. Opora je rozvržena do dvanácti tematických okruhů – Successful Entrepreneurs, Negotiations, Meetings, Franchises, Stock Markets, Dealing with Customers, Trade Fair, Lean Manufacturing, Business Letters in English, Business Emails in English, Reading Business News in English a Mixed Business Exercises a obsahuje také anotaci, včetně klíčových slov. Kapitoly jsou rozčleněny do následujících částí: slovní zásoba, text a otázky k textu, nácvik lexika a gramatiky a na konci následuje test. Jednotlivé kapitoly si kladou za cíl procvičit, prohloubit a zdokonalit si znalosti v anglickém jazyce v oblasti týkající se úspěšných podnikatelů, vyjednávání, schůzek, franšíz, akciových trhů, komunikace se zákazníky, veletrhů, štihlé výroby, obchodních dopisů a emailů, čtení obchodního textu a obchodní slovní zásoby. K tomu je přizpůsobená slovní zásoba a cvičení. Vybraná obchodní témata připravují svou odbornou slovní zásobou, nácvikem lexika a gramatiky či testů na konci kapitol na typizované a z velké části autentické obchodní situace z jazykového hlediska. Závěrečná část se věnuje aktivnímu nácviku všech nejběžnějších spojení, frází či jiných obchodních obrátů, které moderní obchodní angličtina využívá.

1 NEGOTIATIONS

1.1 VOCABULARY

alternatives	alternativy
to amplify	rozvést
arbitration	rozhodčí řízení
to bargain	vyjednávat
bottom-line	spodní hranice
collective	společný
to compensate	nahradit, vykompenzovat
to comply	vyhovět, splnit
to comprise	zahrnovat, obsahovat, tvořit
concession	ústupek
conflict resolution	řešení konfliktu
to confront	čelit, postavit se
consensus	shoda, souhlas
cooperation	spolupráce
counter proposal	protinabídka
counterattack	protiútok
counterpart	protějšek
demands	požadavky
deadlock	mrtvý bod
dispute	spor, hádka, pře
to be entitled to	mít právo na
flexible	pružný, přizpůsobivý
haggling	smlouvání, dohadování, handrkování se
hostility	nesouhlas, odpor
to high-ball	učinit vysoký požadavek
impulse	podnět, stimul
indecisive	váhavý, nerozhodný
leverage	působení, vliv
log-rolling	vzájemné vychvalování
to low-ball	učinit nízký požadavek
to mislead	uvést v omyl, oklamat
mutual	vzájemný
objective	cíl
point of view	pohled
pressure	tlak
proposal	návrh
receptive	ochotný, přístupný
resentment	zlost, vztek
resistance	odpor
to resolve	řešit
tactics	taktika
tension	napětí, pnutí
trade-off	výměnný obchod
ultimatum	ultimátum
unrealistic	nerealistický
victory	vítězství
to yield	ustoupit

1.2 TEXT

NEGOTIATING IN BUSINESSES

Today, in our next business communication discussion for our young entrepreneurs we are dealing with a few golden rules to successful negotiations with our business communication expert from Multitask Communication Enterprise based here in the UK.

Journalist: How much time do business people need for negotiations?

Business communication expert: Always try to negotiate for at least 15 minutes. Any less than that and it is unlikely that either party has had enough time to fairly consider the other side. Generally, the size or seriousness of the negotiation determines the amount of time needed to negotiate it. Setting a time limit is a good idea. Approximately 90% of negotiations get settled in the last 10% of the discussion.

Journalist: Who shall begin the negotiation?

Business communication expert: Always offer to let the other party speak first. This is especially important if you are the one making a request for something such as a raise. The other party may have overestimated what you are going to ask for and may actually offer more than what you were going to request.

Journalist: In your opinion, what is the most appropriate communication behavior in negotiations?

Business communication expert: Always respect and listen to what your opponent has to say. This is important even if he or she does not extend the same courtesy to you. Do your best to remain calm and pleasant even if the other party is displaying frustration or anger. Remember some people will do anything to intimidate you.

Journalist: Could you tell our young entrepreneurs some other communication tips in negotiations?

Business communication expert: Acknowledge what the other party says. Everyone likes to know that what they say is important. If the other party opens first, use it to your advantage, by paraphrasing what you have heard. Repeat their important ideas before you introduce your own stronger ones.

Journalist: According to some communication theories, verbal and non-verbal communication is important. Does the same theory apply to business negotiations?

Business communication expert: Yes, you are right. You should pay attention to your own and your counterpart's body language. Make sure that you aren't conveying any negative body language.

Journalist: Could you mention some typical demonstrations of body language used in business negotiations?

Business communication expert: Say, for instance, if your counterpart avoids eye contact it might mean that he or she is lying, not interested or not telling the whole truth. Further, if someone shows serious eye contact it might suggest that the person is trying to intimidate you or shows anger. In addition to that, if your business partner is touching e.g. the face or fidgeting, that is a clear signal that he or she is nervous, lacks confidence or is submissive. Finally, if he or she is nodding, that is a positive sign showing agreement and willingness to compromise, or vice versa, if he or she is shaking the head or turning away, that is rather a negative signal indicating frustration, disbelief or disagreement with the given point.

Journalist: Our time is up; well thank you for your practical insight of basic skills required in modern business negotiations.

Business communication expert: You are welcome!

Zdroj: Business English: *The Negotiation Process*. [online]. EnglishClub, 1997, 2013 [cit. 2013-01-21]. Dostupné z: <http://www.englishclub.com/business-english/negotiations-process.htm>

QUESTIONS

How important is time in negotiations?

What is the turn-taking thing in negotiations like?

How should businesspeople behave in negotiations?

How important is body language in negotiations?

Can you name some typical demonstrations of body language in negotiations?

1.3 LEXIS

1. Complete the sentences and use the vocabulary listed above:

1. In the past it took over two days of negotiating for the parties to come to a Today it is much quicker.	a) hostility b) bottom-line c) consensus d) indecisive	1...
2. It was ... decision to settle our differences out of court.	a) flexible b) mutual c) unrealistic d) victorious	2...
3. According to communication experts one ... that always works is to ask your counterpart to speak first.	a) tactic b) bargain c) resistance d) tension	3...
4. Our team would have more ... if we had some more recent information.	a) haggling b) concession c) leverage d) impulse	4...
5. The other team was ... to our proposal until we made our last demand.	a) tension b) resistance c) receptive d) hostility	5...
6. The representatives from the other company were ... over the details of the contract all day long yesterday.	a) haggling b) conflict c) dispute d) misleading	6...
7. We were surprised by the move our counterpart had made. We did not expect them to ... so quickly.	a) arbitration b) counterproposal c) yield d) amplify	7.
8. None of the parties was willing to give in. Therefore, it was no surprise that within twenty minutes the negotiations had already ended in a ...	a) collective b) bottom-line c) counterpart d) deadlock	8.
9. The aim of the meeting is to find some areas of ...	a) pressure b) cooperation c) victory d) objective	9.
10. Our team had to have a break as the counterpart was planning to ...	a) high-ball b) trade-off c) demands d) consensus	10.

2. Translate the following sentences into English:

1. učinit ústupek	
2. udělat protinabídku	
3. vyjednat lepší podmínky pro obchod	
4. silný vyjednávač	
5. dosáhnout kompromisu	

3. Which word is different?

1. negotiation	arbitration	bargaining	haggling
2. demands	low-ball	high-ball	burdens
3. aim	objective	disregard	goal
4. avoid	confront	dodge	evade

4. Translate the following statements into Czech:

1. I'm afraid I had something different in mind.	6. That's not exactly how I look at it.
2. I'm prepared to compromise, but...	7. In other words, you feel that...
3. I think we can both agree that...	8. I don't see any problem with/harm in that.
4. That's a fair suggestion.	9. I'd have to disagree with you there.
5. Is that your best offer?	10. From my perspective...

1.4 GRAMMAR

1.4.1 INDIRECT SPEECH IN ENGLISH

Jestliže chceme v angličtině sdělit, co říkal někdo jiný, tlumočit něčí myšlenku nebo pocit, můžeme užít řeč přímou nebo řeč nepřímou. Nepřímá řeč bývá v anglickém jazyce uvedena slovesy jako *say, tell, admit, complain, explain, remind, reply, think, hope, offer, refuse* atd. Po slovesech *say* a *tell* následuje ve formálním stylu spojka *that*, v neformálním stylu se vypouští. Ostatní slovesa bývají následována spojkou *that*. Pokud je nepřímá řeč v angličtině uvedena slovesem v minulém čase, dochází ke změnám:

- slovesných časů a forem,
- zájmen osobních, přivlastňovacích a ukazovacích,
- příslovečného určení místa a času.

Nyní následují příklady k uvedeným bodům a), b), c).

PŘÍKLAD 1

The headquarters are in Prague. – She said that headquarters were in Prague.

PŘÍKLAD 2

We made a profit of % 25 million last year. – He said they had made a profit of % 25 million the previous year.

PŘÍKLAD 3

We will open a new factory here. – We would open a new factory there.

1.4.2 GRAMMAR – EXERCISES

1. Use reported speech in the following statements:

- Bill: „We are going to have another meeting tomorrow.“ - Bill reminded...
- The counterpart claims: “The submitted conditions were unacceptable.“ – The counterpart claimed...
- Susan says: “I am afraid I have to disagree with you on this point.“ – Susan said...
- Tom explains: “We have bought a new factory in China. – Tom explained...
- Peter reports: “I will predict an increase of domestic sales up to 3% next month.” – Peter reported...

2. Complete the most suitable endings in the following situations, e.g. *If you pay cash, we will give you a discount.*:

- If you make your payment within two weeks, ...
- We could offer you a discount of 2% if ...
- We will offer you something in return if...
- Our team will sign the contract if...
- I am afraid, I am not entitled to conclude the agreement, you...
- If you raise the price...

3. Match the following prepositions with the verbs:

a) with, b) for, c) through, d) up, e) away, f) into, g) after, h) up i) down

- give new brochures...
- look ... a career opportunity
- set ... one's own business
-

cope ... more tasks 5. (on the phone) put someone ... 6. companies look ... the
environmental issues 7. close ... the company 8. enterprises go ... economic troubles

1.5 SPEAKING

1. Try to negotiate with your partner some basic things in your life, e.g. one of you wants to go to the cinema, the other one wants to stay at home and watch TV etc.

1.6 TEST

1. During negotiations, one should treat an ... with respect and consideration at all times.

- friend
- comrade
- opponent

2. In "win-win" negotiations, the two parties try to establish a common ...

- goal
- point
- destination

3. Before anyone starts negotiations it is wise to consider one's own ...

- bottom-line
- ultimatum
- clampdown

1. It may be possible to ... that a counterpart is lying by observing body language.

- infect
- detect
- effect

2. The negotiating team intimidated the other company into accepting their terms by ... to quit.

- endangering
- threatening
- jeopardizing

3. The opponent used last-minute ... such as acting as though he was "Mr. Nice Guy".

- prank
- tricks
- tactics

4. According to professional literature on negotiations one key to ... conflict-resolution is to deal with issues rather than personalities.

- effective
- ineffective
- efficient

5. Our team had no "bargaining power" ... the other team of negotiators.

- compared to
- compared with
- comparison with

6. If one team wins and the other loses it is a ... strategy.

- win-win
- win-lose
- loss-loss

7. If both teams have come to a deadlock, the outcome of the meeting is a ... negotiation.

- loss-loss
- win-win
- win-lose

8. Our team had no "bargaining power" ... the other team of negotiators.

- compared to

- compared with
- comparison with

9. If one team wins and the other loses it is a ... strategy.

- win-win
- **win-lose**
- loss-loss

10. If both teams have come to a deadlock, the outcome of the meeting is a ... negotiation.

- **loss-loss**
- win-win
- win-lose

1.7 KEY

1.7.1 LEXIS – EXERCISES

1. Complete the sentences and use the vocabulary listed above:

1. In the past it took over two days of negotiating for the parties to come to a Today it is much quicker.	a) hostility b) bottom-line c) consensus d) indecisive	1. c) consensus
2. It was ... decision to settle our differences out of court.	a) flexible b) mutual c) unrealistic d) victorious	2. b) mutual
3. According to communication experts one ... that always works is to ask your counterpart to speak first.	a) tactic b) bargain c) resistance d) tension	3. a) tactic
4. Our team would have more ... if we had some more recent information.	a) haggling b) concession c) leverage d) impulse	4. c) leverage
5. The other team was ... to our proposal until we made our last demand.	a) tension b) resistance c) receptive d) hostility	5. c) receptive
6. The representatives from the other company were ... over the details of the contract all day long yesterday.	a) haggling b) conflict c) dispute d) misleading	6. a) haggling
7. We were surprised by the move our counterpart had made. We did not expect them to ... so quickly.	a) arbitration b) counterproposal c) yield d) amplify	7. c) yield
8. None of the parties was willing to give in. Therefore, it was no surprise that within twenty minutes the negotiations had already ended in a ...	a) collective b) bottom-line c) counterpart d) deadlock	8. d) deadlock
9. The aim of the meeting is to find some areas of ...	a) pressure b) cooperation c) victory d) objective	9. b) cooperation
10. Our team had to have a break as the counterpart was planning to ...	a) high-ball b) trade-off c) demands d) consensus	10. a) high-ball

2. Translate the following sentences into English:

1. učinit ústupek	to yield, make a concession
2. udělat protinabídku	to make a counteroffer
3. vyjednat lepší podmínky pro obchod	to negotiate better conditions for the business
4. silný vyjednávač	a strong negotiator
5. dosáhnout kompromisu	to reach a compromise

3. Which word is different?

1. negotiation	arbitration	bargaining	haggling
2. demands	low-ball	high-ball	burdens
3. aim	objective	disregard	goal
4. avoid	confront	dodge	evade

4. Translate the following statements into Czech:

1. Obávám se, že jsem měl něco jiného na mysli.	6. To není přesně tak, jak se na to dívám.
2. Jsem připraven udělat kompromis, ale ...	7. Jinými slovy, pociťujete, že...
3. Domnívám, se, že oba můžeme souhlasit, že ...	8. Nemám s tím žádný problém.
4. To je férový návrh.	9. V tomto bodu bych s Vámi nesouhlasil.
5. Je to Vaše nejlepší nabídka?	10. Z mého pohledu...

1.7.2 GRAMMAR – EXERCISES

1. Use reported speech in the following statements:

1. Bill reminded they **were going to...the next/following day**.
2. The counterpart claimed...**had been unacceptable**.
3. Susan said **she was afraid...**
4. Tom explained **they had bought...**
5. Peter reported **he would predict...the following month**

2. Complete the most suitable endings in the next/following situations:

1. If you make your payment within two weeks, **I will...**
2. We could offer you a discount of 2% if **you gave (past tense)...**
3. We will offer you something in return if **you buy...**
4. Our team will sign the contract if **you give...**
5. I am afraid, I am not entitled to conclude the agreement, you **have to, should...**
6. If you raise the price, **I will...**

3. Match the following prepositions with the verbs:

1. give new brochures **away**
2. look **for** career opportunity
3. set **up** one's own business
4. cope **with** more tasks
5. (on the phone) put someone **through**
6. companies look **after** the environmental issues
7. close **down** the company
8. enterprises go **through** economic troubles

1.7.3 TEST

1. During negotiations, one should treat an ... with respect and consideration at all times.

- friend
- comrade
- **opponent**

2. In "win-win" negotiations, the two parties try to establish a common ...

- **goal**
- point
- destination

3. Before anyone starts negotiations it is wise to consider one's own ...

- **bottom-line**
- ultimatum
- clampdown

4. It may be possible to ... that a counterpart is lying by observing body language.

- infect
- **detect**
- effect

5. The negotiating team intimidated the other company into accepting their terms by ... to quit.

- endangering
- **threatening**
- jeopardizing

6. The opponent used last-minute ... such as acting as though he was "Mr. Nice Guy".

- prank
- tricks
- **tactics**

7. **According to professional literature on negotiations one key to ... conflict-resolution is to deal with issues rather than personalities.**
 - **effective**
 - ineffective
 - efficient
8. **Our team had no "bargaining power" ... the other team of negotiators.**
 - **compared to**
 - compared with
 - comparison with
9. **If one team wins and the other loses it is a ... strategy.**
 - win-win
 - **win-lose**
 - loss-loss
10. **If both teams have come to a deadlock, the outcome of the meeting is a ... negotiation.**
 - **loss-loss**
 - win-win
 - win-lose

2 BUSINESS EMAILS IN ENGLISH

2.1 VOCABULARY

@ (at)	@ zavináč
afford	dovolit si
appear	objevit se
appropriate	vhodný
attach	připojit přílohu
avoid	vyhnout se něčemu
bcc	skrytá kopie
casual	přirozený, neformální
cc	kopie
check	zkontrolovat
clear	srozumitelný
copy	kopírovat
courteous	zdvořilý
delete	smazat
dot	tečka
download	stáhnout
efficient	účinný, schopný
forgive	odpustit, prominout
formality	formálnost
forward	přeposlat
impolite	nezdvořilý
include	zahrnovat
initiate	zahájit
inquiry	dotaz, otázka
line	řádek
polite	zdvořilý
punctuation	interpunkce
purpose	účel, cíl
put sb. at ease	uklidnit koho
receive	přijmout
recipient	příjemce
reply	odpovědět
reply to all	odpovědět všem
run on	zdlouhavý
send	odeslat
send and receive	odeslat a přijmout
sender	odesílatel
sentence	věta
spelling	pravopis
step	krok

2.2 TEXT

HOW TO WRITE A PERFECT PROFESSIONAL EMAIL IN ENGLISH

Although emails are often seen as less formal than printed business letters, in the business world you cannot afford to let your language appear to be informal. Email may be faster and more efficient, but your client or business partner will not easily forgive correspondence that is too casual. Not to fear! Read on to discover simple secrets that will add a high level of professionalism to your English emails.

Begin with a greeting

It's important to always open your email with a greeting, such as *"Dear Lillian,"*. Depending on the formality of your relationship, you may want to use their family name as opposed to their given name, i.e. *"Dear Mrs. Price,"*. If the relationship is more casual, you can simply say, *"Hi Kelly,"* If you're contacting a company, not an individual, you may write *"To Whom It May Concern:"*

Thank the recipient

If you are replying to a client's inquiry, you should begin with a line of thanks. For example, if someone has a question about your company, you can say, *"Thank you for contacting ABC Company."* If someone has replied to one of your emails, be sure to say, *"Thank you for your prompt reply."* or *"Thanks for getting back to me."* If you can find any way to thank the reader, then do. It will put him or her at ease, and it will make you appear more courteous.

State your purpose

If, however, you are initiating the email communication, it may be impossible to include a line of thanks. Instead, begin by stating your purpose. For example, *"I am writing to enquire about ..."* or *"I am writing in reference to ..."* It's important to make your purpose clear early on in the email, and then move into the main text of your email. Remember to pay careful attention to grammar, spelling and punctuation, and to avoid run-on sentences by keeping your sentences short and clear.

Closing remarks

Before you end your email, it's polite to thank your reader one more time as well as add some courteous closing remarks. You might start with *"Thank you for your patience and cooperation."* or *"Thank you for your consideration."* and then follow up with, *"If you have any questions or concerns, don't hesitate to let me know."* and *"I look forward to hearing from you."*

End with a closing

The last step is to include an appropriate closing with your name. *"Best regards,"* *"Sincerely,"* and *"Thank you,"* are all professional. It's a good idea to avoid closings such as *"Best wishes,"* or *"Cheers,"* as these are best used in casual, personal emails. Finally, before

you hit the send button, review and spell check your email one more time to make sure it's truly perfect!

Zdroj: Englishtown: *Community*. [online]. [cit. 2013-01-30]. Dostupné z: <http://www.englishtown.com/community/Channels/article.aspx?articleName=184-email>

QUESTIONS

What is the main difference between a business email and a business letter?

How do you begin a business email when addressing it to a company and a friend?

What are some common expressions to be used for thanking the recipient?

How do state your purpose in a business email?

What are some common closing remarks in a business email and how do you end it?

2.3 LEXIS

1. Match the words with their definitions:

1. reply to all	a) get rid of an email you do not want	1.
2. reply	b) send a copy to	2.
3. delete	c) send an answer to the person who sent an email	3.
4. cc	d) send a blind copy to	4.
5. bcc	e) send an email you have received to someone else	5.
6. forward	f) send an answer to the person who sent an email, and everyone who received a copy of it	6.
7. attach	g) send a document, e.g. a picture, with an email	7.

2. Complete missing expressions in the following email:

a) Looking forward, b) Please let me know, c) Thanks for, d) Please find attached, e) forward

Petra,

1. ... your email asking for budget breakdown for our current marketing campaign. 2. ... an Excel with detailed figures for this. 3. ... if you cannot read the attachment. I am copying Michael and Susan in on this. Please 4. ... it to the rest of the marketing team if you feel that is a good idea.

5. ... to your reaction.

Bests wishes,

Brian

3. Explain the most common abbreviations in emails:

1. HTH	a) not my problem	1.
2. FYI	b) as far as I know	2.
3. FW	c) to be forwarded	3.
4. NMP	d) for your information	4.
5. TBF	e) hope this helps	5.
6. AFAIK	f) forwarded message	6.

2.4 GRAMMAR

2.4.1 COMPARATIVE AND SUPERLATIVE FORMS WITH ADJECTIVES

Přídavná jména mají v angličtině tři stupně: základní tvar, druhý stupeň a třetí stupeň. Druhý stupeň se tvoří pomocí **+er** (faster, quicker, nicer), třetí stupeň pomocí **the + est** (the fastest, the quickest, the nicest). Dlouhá přídavná jména se stupňují pomocí opisů, a to slovy **MORE** (more interesting, more beautiful, more intelligent) a **MOST** (the most interesting, the most beautiful, the most intelligent). V angličtině se vyskytuje několik výjimek:

- **good, better, best**
- **bad, worse, worst**
- **far, farther, farthest**
- **far, further, furthest**
- **many, more, most**
- **much, more, most**
- **little, less, least**
- **few, fewer, fewest**

V druhém stupni při porovnávání vlastností předmětů používá angličtina slůvko **THAN**.

V případě, že srovnáváme stejné vlastnosti předmětů, používá angličtina spojení **AS ... AS**.

K dalším menším změnám dochází například v těchto příkladech:

long (dlouhý)	long <u>er</u> (delší)	long <u>est</u> (nejdelší)
big (velký)	bigg <u>er</u> (větší)	bigg <u>est</u> (největší)
nic <u>e</u> (hezký)	nic <u>er</u> (hezčí)	nic <u>est</u> (nejhezčí)
large (velký)	larg <u>er</u> (větší)	larg <u>est</u> (největší)
clever <u>er</u> (chytrý)	clever <u>er</u> (chytřejší)	clever <u>est</u> (nejchytřejší)
funny (legrační)	funn <u>ier</u> (legračnější)	funn <u>iest</u> (nejlegračnější)
dry (suchý)	dri <u>er</u> (sušší)	dri <u>est</u> (nejsušší)
thin (hubený)	thinn <u>er</u> (hubenější)	thinn <u>est</u> (nejhubenější)

Nyní následují další příklady k uvedeným pravidlům výše.

PŘÍKLAD 1

Your last offer is better than the first one.

PŘÍKLAD 1

This is one of the worst situations that can happen in our company.

PŘÍKLAD 2

The language in his email is less complicated than hers.

2.4.2 GRAMMAR -EXERCISES

1. Use the correct forms of the adjectives:

1. boring ...
2. smart...
3. old-fashioned ...
4. brave...
5. limited...

2. Complete the suitable comparative and superlative forms of the adjectives:

1. Our department is (big) ... than yours.
2. Computers are (expensive) ... than telephones.
3. Emails are the (cheap) ... way of modern communication.
4. Dealing with foreign clients may be (difficult) ... than with the ones you know well.
5. This is the (quick) ... method of payment.
6. The (easy) ... thing to do is to forward that message as soon as possible.

3. Say which of the tips you are supposed to use and which ones you are not in business emails:

In business emails you are supposed to:	DO!	DO NOT!
1. check your spelling and grammar		
2. use slang or swear words		
3. include a greeting and a sign off		
4. type in upper case		
5. use smileys and emoticons		
6. copy every email to the whole office		
7. include proper punctuation		
8. write an angry email		
9. include a subject line		
10. always use humour in emails		

2.5 SPEAKING

- 1. Repeat the main rules for writing a business email in English.**

2.6 TEST

1. Could you please ... that email you received from the boss.

- forward me
- forward to me
- forward it to me

2. I am so sorry but I have not obtained your ... in your last email.

- copy
- enclosure
- attachment

3. Contemporary enterprises have a system, which ... their employees' email.

- mentors
- monitors
- advises

4. At the beginning of your email message, it is common to thank for the counterpart's ...

- replication
- replay
- reply

5. Businesspeople pay always attention to their businesslike language in all ... communications.

- electronics
- electric
- electronic

6. Paul was upset yesterday and sent our quotation ... to another company.

- by-chance
- by-accident
- by error

7. In email correspondence when you send someone a "hidden" copy of an email it is known as:

- deceiving
- cc-ing someone
- bcc-ing someone

8. Our secretary may have ... your last email by mistake.

- deleted
- delete
- destroyed

9. We are so sorry but your email ended up in my ... folder.

- trash mail
- bad mail
- junk mail

10. When you send your business report to Susan, make sure to... the boss as well.

- forward
- copy
- send

2.7 KEY

1. Match the words with their definitions:

1. reply to all	a) get rid of an email you do not want	1. f)
2. reply	b) send a copy to	2. c)
3. delete	c) send an answer to the person who sent an email	3. a)
4. cc	d) send a blind copy to	4. b)
5. bcc	e) send an email you have received to someone else	5. d)
6. forward	f) send an answer to the person who sent an email, and everyone who received a copy of it	6. e)
7. attach	g) send a document, e.g. a picture, with an email	7. g)

2. Complete missing expressions in the following email:

a) Looking forward, b) Please let me know, c) Thanks for, d) Please find attached, e) forward

Petra,

1. **C**... your email asking for budget breakdown for our current marketing campaign. 2. **D**... an Excel with detailed figures for this. 3. **B**... if you cannot read the attachment. I am copying Michael and Susan in on this. Please 4. **E**... it to the rest of the marketing team if you feel that is a good idea.

5. **A**... to your reaction.

Bests wishes,

Brian

3. Explain the most common abbreviations in emails:

1. HTH	a) not my problem	1. e)
2. FYI	b) as far as I know	2. d)
3. FW	c) to be forwarded	3. f)
4. NMP	d) for your information	4. a)
5. TBF	e) hope this helps	5. c)
6. AFAIK	f) forwarded message	6. b)

2.7.1 GRAMMAR – EXERCISES

1. Use the correct forms of the adjectives:

1. boring ... **more, the most boring**
2. smart... **smarter, the smartest**
3. old-fashioned ... **more old-fashioned, the most old-fashioned**
4. brave... **braver, the bravest**
5. limited... **more limited, the most limited**

2. Complete the suitable comparative and superlative forms of the adjectives:

1. Our department is **bigger** ... than yours.
2. Computers are **more expensive** ... than telephones.
3. Emails are the **cheapest** ... way of modern communication.
4. Dealing with foreign clients may be **more difficult** ... than with the ones you know well.
5. This is the **quickest** ... method of payment.
6. The **easiest** ... thing to do is to forward that message as soon as possible.

3. Say which of the tips you are supposed to use and which ones you are not in business emails:

In business emails you are supposed to:	DO!	DO NOT!
1. check your spelling and grammar	Do!	
2. use slang or swear words		Do not!
3. include a greeting and a sign off	Do!	
4. type in upper case		Do not!
5. use smileys and emoticons		Do not!
6. copy every email to the whole office		Do not!
7. include proper punctuation	Do!	
8. write an angry email		Do not!
9. include a subject line	Do!	
10. always use humour in emails		Do not!

2.7.2 TEST

1. Could you please ... that email you received from the boss.

- **forward me**
- forward to me
- forward it to me

2. I am so sorry but I have not obtained your ... in your last email.

- copy
- enclosure
- **attachment**

3. Contemporary enterprises have a system, which ... their employees' email.

- mentors
- **monitors**
- advises

4. **At the beginning of your email message, it is common to thank for the counterpart's ...**
 - replication
 - replay
 - **reply**
5. **Businesspeople pay always attention to their businesslike language in all ... communications.**
 - electronics
 - electric
 - **electronic**
6. **Paul was upset yesterday and sent our quotation ... to another company.**
 - by-chance
 - **by-accident**
 - by error
7. **In email correspondence when you send someone a "hidden" copy of an email it is known as:**
 - deceiving
 - cc-ing someone
 - **bcc-ing someone**
8. **Our secretary may have ... your last email by mistake.**
 - **deleted**
 - delete
 - destroyed
9. **We are so sorry but your email ended up in my ... folder.**
 - trash mail
 - bad mail
 - **junk mail**
10. **When you send your business report to Susan, make sure to... the boss as well.**
 - forward
 - copy
 - **send**

3 SUCCESSFUL ENTREPRENEURS

3.1 VOCABULARY

accomplish	dosáhnout
accomplishment	úspěch, výkon
acknowledged	všeobecně uznávaný
background	zázemí, původ
brand	značka
CEO	výkonný předseda společnosti
competition	konkurence
competitor	konkurent
consumer	spotřebitel
contribution	příspěvní
customer	zákazník
entrepreneur	podnikatel
entrepreneurial	podnikatelský
entrepreneurship	podnikání
evidence	důkaz
impact	dopad, vliv
invention	vynález
long term	dlouhodobý
loyalty	loajalita
market	trh
obvious	zřejmý
panache	elegance, šmrnc
proweess	zručnost, obratnost
reinvention	znovuobjevení
relationship	vztah
retailer	maloobchodník
to set up	založit
shareholder	akcionář
short term	krátkodobý
subsequent	následný
to acquire	získat
to address	oslovit
to compete	konkurovat, soutěžit
to conquer	dobýt, zvítězit
to contribute	příspěvt
to enter	vstoupit
to gain	získat
to influence	ovlivnit
to invent	vynalézt
to penetrate	proniknout
to persuade	přesvědčit
to revolutionize	udělat převrat
to sell	prodávat
to serve	vykonávat (funkci)
user-friendly	uživatelsky přívětivý
visionary	vizionář

3.2 TEXT

SUCCESSFUL ENTREPRENEURS

In the whole world the greatest entrepreneurs are those who revolutionize business, open opportunities for others and change the way we think and live. Their impact is felt for generations. They are known for their greatest accomplishments in the specific line of business. They inspire others and lead to newer and newer inventions, which make consumers' life much easier. They make all their best to meet the modern customers' needs and establish the long term relationship based on brand loyalty. There is no doubt that the greatest entrepreneurs of modern times come from the IT background. The obvious evidence of that is one of most acknowledged visionary Steve Jobs and his company that is one of the top companies in the USA and the world.

Steve Jobs' and the Apple Inc. story are a well-documented. Steve Wozniak combined his computing genius with Steve Jobs' marketing prowess and, voilà, Apple was born. Ultimately, their impact was to make personal computing much more user-friendly, while their entrepreneurial talent was in creating product loyalty and in owning every aspect of the computer. When Wozniak and Jobs built their first Macintosh, they had no idea of the impact it'd have on user-friendly personal computing. Then came their revolutionary operating system, which gave users a desktop, windows and a mouse. If it weren't for these elements, we might still be using a C: prompt.

Conquering both the hardware and software worlds was quite a feat, but Apple took it another step. Since Jobs' return as CEO and the subsequent reinvention of the brand, Apple has led the digital music revolution, selling more than 110 million iPods and 4 billion songs from its iTunes online store. (Apple announced in February that iTunes is the No. 2 music retailer in the United States, behind mega-retailer Wal-Mart.) Apple even entered the mobile phone market successfully with its revolutionary iPhone. No other competitor has conquered so many markets with the panache that Apple Inc. has, and that wouldn't have been possible without Steve Jobs. Jobs also founded Pixar Animation Studios (originally The Graphics Group, which he bought from George Lucas) and served as CEO until it was acquired by Walt Disney Company in 2006, making Jobs the largest individual Disney shareholder.

Zdroj: SUCCESS: *Greatest Technology Entrepreneurs of All Time*. [online]. 2013 [cit. 2013-01-21]. Dostupné z:

<http://www.success.com/articles/199----greatest-technology-entrepreneurs-of-all-time#Jobs>

QUESTIONS

What qualities do the most successful entrepreneurs have in common?

What background do the modern and successful entrepreneurs come from?

What invention did Steve Jobs and his friend Steve Wozniak come up with?

What impact did their invention have on the further development of computers and software?

What other markets did Steve Jobs enter and how successful was his company there?

3.3 LEXIS

1. Complete the missing collocations:

Words in Czech	Noun in English	Adjective in English
1. podnikatel/podnikatelský		
2. dobrodružství/dobrodružný		
3. rozhodnutí/rozhodný		
4. úspěch/úspěšný		
5. finance/finanční		
6. stress/stresující		

2. Add the opposites to the following adjectives:

1. hard-working	a)
2. honest	b)
3. organised	c)
4. cooperative	d)
5. generous	e)
6. calm	f)
7. professional	g)

3. Which word is different?

1. founder	bounder	creator	maker
2. entrepreneur	entrepreneurship	entrepreneurial	entity
3. brand	branding	brandy	brand loyalty
4. customer	client	cliente	seller

4. Translate the following expressions into Czech:

1. mít vizi	6. vstoupit na nový trh
2. zorganizovat tým nadšených spolupracovníků	7. připravit marketingovou kampaň
3. získat finanční prostředky	8. získat nové zákazníky
4. přesvědčit okolí o svém produktu	9. udržovat si pozitivní image
5. vytvořit dlouhodobý vztah k značce	10. mít chuť dál expandovat

3.4 GRAMMAR

3.4.1 PAST SIMPLE

Minulý čas prostý se tvoří pro všechny osoby pomocí stejného zakončení, tedy sloveso pravidelné + ed nebo u sloves nepravidelných nepravidelný tvar (came, took, brought apod.):

- Kladná věta: Podmět + sloveso v minulém tvaru + zbytek věty (I **attended** the meeting).
- Zápor: Podmět + *didn't* (*did not*) + sloveso v infinitivu + zbytek věty (Our team **did not/didn't come** to the meeting).
- Otázka: *Did* + podmět + sloveso v infinitivu + zbytek věty? (**Did** you **buy** the services of that company?).

Minulý čas prostý se používá k:

- k vyjádření ukončeného děje v minulosti,
- k vyjádření děje, který následuje za jiným v příběhu, vyprávění apod.,
- k vyjádření minulé události nebo zvyku,
- bývá nejčastěji uváděn v kontextu s časovými spojkami jako: *yesterday, ago, before, after, last week* apod.

Nyní uvádíme další příklady k výše zmíněným pravidlům:

PŘÍKLAD 3

I went to a business trip to Berlin two weeks ago.

PŘÍKLAD 4

I didn't go to a business trip to Berlin two weeks ago.

PŘÍKLAD 5

Did you set up the business?

3.4.2 GRAMMAR – EXERCISES

1. Use the correct forms of the irregular verbs:

1. to set up...
2. to buy...
3. to sell...
4. to take over...
5. to withdraw...

2. Complete the suitable verbs forms:

1. Steve Jobs (create) his company a couple of decades ago.
2. Steve Jobs (come up) with new revolutionary inventions.
3. Apple (enter) the new markets and (become) successful.
4. Apple (conquer) many new markets immediately.
5. Walt Disney Company (acquire) Pixar Animation Studios in 2006.

3. Now form the questions to the sentences from Exercise 2 and use different question forms, such as *when, what, who*, etc.:

1. ...
2. ...
3. ...
4. ...
5. ...

3.5 SPEAKING

1. Prepare a short presentation about a well-known entrepreneur and tell your friends about him/her.

3.6 TEST

1. **The greatest entrepreneurs are those who ... business.**
 - cease
 - revolutionize
 - terminate
2. **They had no idea of the ... it had on the IT business.**
 - fact
 - pact
 - impact
3. **There is no ... that the greatest entrepreneurs of modern times come from the IT background.**
 - alternative
 - answer
 - doubt
4. **Walt Disney Company ... another business.**
 - entailed
 - required
 - acquired
5. **Brand ... is a long term process in each business.**
 - penalty
 - loyalty
 - disloyalty
6. **Apple Company has created many ... products.**
 - user-able
 - user-madly
 - user-friendly
7. **Steve Jobs ... his company a couple of decades ago.**
 - finded
 - founded
 - found
8. **It is very easy to do business with Apple Company, they are so...**
 - slow to respond
 - bureaucratic
 - professional
9. **Steve Jobs served as ... in his Pixar Animation Studios.**
 - PA
 - CEO
 - MD
10. **... is a person who owns shares.**
 - Steakholder
 - Shareholder
 - Shareower

3.7 KEY

3.7.1 LEXIS – EXERCISES

1. Complete the missing collocations:

Words in Czech	Noun in English	Adjective in English
1. podnikatel/podnikatelský	entrepreneur	entrepreneurial
2. dobrodružství/dobrodružný	adventure	adventurous
3. rozhodnutí/rozhodný	decision	decisive
4. úspěch/úspěšný	success	successful
5. finance/finanční	finance	financial
6. stress/stresující	stress	stressful

2. Add the opposites to the following adjectives:

1. hard-working	a) lazy
2. honest	b) dishonest
3. organised	c) disorganized
4. cooperative	d) uncooperative
5. generous	e) mean
6. calm	f) angry, excited
7. professional	g) unprofessional

3. Which word is different?

1. founder	bounder	creator	maker
2. entrepreneur	entrepreneurship	entrepreneurial	entity
3. brand	branding	brandy	brand loyalty
4. customer	client	cliente	seller

4. Translate the following expressions into Czech:

1. to have a vision	6. to enter a new market
2. to organize a team of enthusiastic collaborators	7. to prepare a marketing campaign
3. to raise funds	8. to win/gain/obtain/get new customers
4. to persuade/convince the environment of your product	9. to maintain a positive image
5. to establish a long-term relationship to the brand	10. to have the desire to expand further

3.7.2 GRAMMAR – EXERCISES

1. Use the correct forms of the irregular verbs:

1. set up
2. bought
3. sold
4. took over
5. withdrew...

2. Complete the suitable verbs forms:

1. Steve Jobs **created** his company a couple of decades ago.
2. Steve Jobs **came up** with new revolutionary inventions.
3. Apple **entered** the new markets and (become) successful.
4. Apple **conquered** many new markets immediately.
5. Walt Disney Company **acquired** Pixar Animation Studios in 2006.

3. Now form the questions to the sentences from Exercise 2 and use different question forms, such as *when, what, who*, etc.:

1. When did Steve Jobs create his company?
2. What did Steve Jobs come up with?
3. What markets did Apple enter?
4. How quickly did Apple conquer new markets?
5. Who acquired Pixar Animation Studios?, Which company acquired Pixar Animation Studios? When did Walt Disney Company acquire Pixar Animation Studios?

3.7.3 TEST

- 1. The greatest entrepreneurs are those who business.**
 - cease
 - **revolutionize**
 - terminate
- 2. They had no idea of the ... it had on the IT business.**
 - fact
 - pact
 - **impact**
- 3. There is no ... that the greatest entrepreneurs of modern times come from the IT background.**
 - alternative
 - answer
 - **doubt**
- 4. Walt Disney Company ... another business.**
 - entailed
 - required
 - **acquired**
- 5. Brand ... is a long term process in each business.**
 - penalty
 - **loyalty**
 - disloyalty
- 6. Apple Company has created many ... products.**
 - user-able
 - user-madly
 - **user-friendly**
- 7. Steve Jobs ... his company a couple of decades ago.**
 - finded
 - **founded**
 - found
- 8. It is very easy to do business with Apple Company, they are so...**
 - slow to respond
 - bureaucratic
 - **professional**
- 9. Steve Jobs served as ... in his Pixar Animation Studios.**
 - PA
 - **CEO**
 - MD

10. ... is a person who owns shares.

- Steakholder
- **Shareholder**
- Shareower

4 MEETINGS

4.1 VOCABULARY

absent	nepřítomný
to accomplish	dosáhnout
to address	oslovit
to adjourn	odložit, přerušit
agenda	program, pořad jednání
AGM (annual general meeting)	valná hromada
to allocate	rozdělit, přidělit
AOB (any other business)	různé
apologies	omluva
to ballot	hlasovat
board of directors	představenstvo
boardroom	zasedací síň správní rady
to brainstorm	hledat nové nápady
casting vote	rozhodující hlas
chairperson/chair	předseda
to clarify	objasnit, vyjasnit
clarification	objasnění, vyjasnění
closing remarks	poznámky na závěr
to collaborate	spolupracovat
to commence	začít
to comment	vyjádřit se
conference	porada, jednání
conference hall	zasedací síň
confidential	důvěrný
consensus	shoda, souhlas
deadline	končný termín
to designate	jmenovat, vybrat, určit
formality	formalita
grievance	stížnost
guest speaker	hostující mluvčí
to implement	zavést, provést
mandatory	povinný
minutes	zápis, oficiální zpráva
to motion	předložit návrh
objectives	cíle
opening remarks	poznámky na začátku
participant	účastník
proxy vote	hlas v zastoupení
punctual	dočivlný
to recommend	doporučit
show of hands	hlasování zdvižením ruky
unanimous	jednohlasný
vote	hlas

4.2 TEXT

MEETINGS

Many young managers still may find it difficult to encounter different meetings with their staff members. In the following interview, the journalist is talking to a senior manager who has a lot of experience in that field of corporate communication.

Journalist: My first question is how do managers call a meeting in businesses or are they called to a meeting?

Senior manager: There are a number of ways that you may call or be called to a meeting. Some meetings are announced by e-mail, and others are posted on bulletin boards. If a meeting is announced at the end of another meeting, it is important to issue a reminder. A reminder can also come in the form of an e-mail or notice. Verbal announcements or reminders should always be backed up by documented ones. The date, location, time, length, and purpose of the meeting should be included.

Journalist: So, what is then the second step?

Senior manager: In order to keep the meeting on task and within the set amount of time, it is important to have an agenda. The agenda should indicate the order of items and an estimated amount of time for each item.

Journalist: Managers' job is to delegate different tasks. Is it possible with the meetings?

Senior manager: Sure, it is. The person in charge of calling and holding a meeting may decide to allocate certain roles to other staff members. Someone may be called upon to take the minutes, someone may be asked to do roll call, and someone may be asked to speak on a certain subject. This should be done either in person, or in an e-mail.

Journalist: Yes, I see. So how should a manager start a meeting?

Senior manager: Whether you are holding the meeting or attending the meeting it is polite to make small talk while you wait for the meeting to start. You should discuss things unrelated to the meeting, such as weather, family, or weekend plans. Following that, once everyone has arrived, the chairperson, or whoever is in charge of the meeting should formally welcome everyone to the meeting and thank the attendees for coming.

Journalist: How do you check that everyone is in the meeting?

Senior manager: If the meeting is a small group, it is probably unnecessary to take attendance out loud. The person who is taking the minutes will know everyone personally and can indicate who is present and who is absent. In a larger meeting, it may be necessary to send around an attendance sheet or call out names.

Journalist: How do all participants know what is going to be discussed?

Senior manager: Some people who hold meetings prefer to pass around copies of the agenda, and others will post a large copy on a wall, or use an overhead projector. No matter which format is used, attendees should be able to follow the agenda as the meeting progresses. Before beginning the first main item on the agenda, the speaker should provide a brief verbal outline of the objectives.

Journalist: Who should take the minutes?

Senior manager: Anyone, including you, may be assigned to take the minutes at a meeting. Often someone who is not participating in the meeting will be called upon to be the minute-taker.

Journalist: Does the slogan "Time is money" hold true in the meeting?

Senior manager: One of the most difficult things about holding an effective meeting is staying within the time limits. A good agenda will outline how long each item should take. A good chairperson will do his or her best to stay within the limits.

Journalist: When do managers need to turn to voting?

Senior manager: When issues cannot be resolved or decisions cannot be easily made, they are often put to a vote. Most votes occur during meetings. Votes can be *open*, where people raise their hands in favour or in opposition of the issue. In an open vote, the results are evident immediately. Other votes, such as who should be elected to take on a certain role, are private or *closed*. During private votes, attendees fill out ballots and place them in a box to be counted. The results may not be counted until after the meeting.

Journalist: And finally, the meeting is about to end, how do you close the meeting?

Senior manager: There are different reasons why a meeting comes to an end. Time may run out, or all of the items in the agenda may be checked off. Some meetings will end earlier than expected and others will run late. The odd time, a meeting may be cut short due to an unexpected problem or circumstance.

Journalist: What else should be mentioned at the end of the meeting?

Senior manager: The end of the meeting is also the time to thank anyone who has not been thanked at the beginning of the meeting, or anyone who deserves a second thank you. Congratulations or Good-luck can also be offered here to someone who has experienced something new, such as receiving a promotion, getting married, or having a baby. In the closing remarks, the chairperson, or participants may want to discuss the date and time for the next meeting, when the minutes will be available, or when a decision should be made by. This is also the time to give contact information, such as how to send a question by e-mail or who to call regarding a certain issue.

Journalist: Thank you very much for your time!

Zdroj: Business English: *Preparing for a Meeting*. [online]. EnglishClub, 1997, 2013 [cit. 2013-01-21]. Dostupné z: <http://www.englishclub.com/business-english/meetings-preparations.htm>

QUESTIONS

What is the typical structure of the corporate meeting?

What does the senior manager mean by the agenda?

Who looks after the minutes?

What are some of the good qualities of the chairperson?

What happens at the end of the meeting?

4.3 LEXIS

1. Complete the email and use the following expressions below:

competitors, duties, meeting, attend, expecting, make arrangements, purpose

To: jana.k@hotmail.com
 cc: dana@hotmail.com; tomas@hotmail.com; nela@hotmail.com
 From: peter@hotmail.com
 Subject: Meeting

Hi Everyone,

We will be having a ... next Monday from 1:00 PM-3:00 PM in Room 7.
 All supervisors are expected to The ... of the meeting is to discuss the upcoming trade fair. As you probably have heard, this could be one of our busiest trade fairs to date. There are already five hundred ... coming to the trade fair from all European countries and even from North America. We are also ... some Asian representatives too. Please ... to have other staff members cover your ... during the meeting.

Thank you,
 Peter

2. Translate the following sentences into English:

1. Dovolte, abych zahájil dnešní poradu...	
2. Prvním bodem jednání bude... pak bude následovat...	
3. Nyní budeme hlasovat...kdo je pro, proti, kdo se zdržel hlasování?	
4. Má někdo další návrhy?	
5. Zápis z porady vám pošlu emailem...	

3. Match the words with the correct definitions?

1. absent	a) the person who leads or presides at a meeting	5. consensus	e) close a meeting
2. confidential	b) not present	6. chairperson	f) private
3. board of directors	c) in complete agreement	7. deadline	g) group of elected members of an organization/company who meet to make decisions
4. adjourn	d) due date for completion	8. unanimous	h) general agreement

4. Translate the following statements into Czech:

1. On the agenda today...	6. Sorry to hold the meeting up.
2. Okay everybody, thanks for coming.	7. I just wanted to see what kind of feedback you've got.
3. Just a couple of things on the agenda.	8. Anybody got anything else they want to raise before we wrap up?
4. If we could go through them in order...	9. I really strongly disagree.
5. Right then... let's get down to business.	10. Any other business.

4.4 GRAMMAR AND PHRASES

4.4.1 AGREEING, DISAGREEING, GIVING OPINIONS, INTERRUPTING AND SUGGESTING IN ENGLISH

Během porad lze v angličtině volit z celé řady jednotlivých sloves, spojení či jiných výrazů pro přesné vyjádření:

a) názorů: *In my opinion..., in my view..., if you want to know my opinion..., the way I see it..., I feel..., I think..., I believe..., I suppose..., I assume..., I guess..., it seems, appears to me that...*

b) souhlasu: *I agree..., I can go along with that..., I think we are in agreement on that..., I share your view...*

c) nesouhlasu: *I do not think it is a good idea..., I cannot go along with you there..., I am afraid I cannot agree with you..., I am sorry but I do not agree at all..., I absolutely disagree..., I think you are wrong...*

d) přerušení: *May I interrupt you for a moment?..., I am sorry to interrupt you..., break in, but..., May I come in at this point?..., Excuse me, may I ask a question?..., I do not want to interrupt, but..., I would like to add something here if I may..., If I might just add something here...*

d) návrhů: *I would like to make a proposal..., I would like to make a suggestion..., I suggest..., I propose..., I would like to put forward a different proposal..., Would not it be a good idea that we..., Let us first have a look at..., Why do not we...?*

Nyní následují další příklady.

PŘÍKLAD 6

I believe we can sign the contract today.

PŘÍKLAD 7

I am afraid; I do not go along with your quotation.

PŘÍKLAD 8

Let us put forward another proposal, which you might find quite acceptable.

4.4.2 GRAMMAR - EXERCISES

1. Complete the suitable prepositions:

1. I agree ... their price.
2. ... my opinion, you are wrong.
3. Derek, do not break ... , I need to finish my thought!
4. Could we have a vote ... it?
5. Today I would like to go ... the main points quickly, we are running out time.

2. Use the suitable word in English:

1. May I (vyrušit) for a while?
2. Could we (přejít k dalšímu bodu jednání).....?
3. Our team has to absolutely (nesouhlasit) with your proposal!
4. How is going to keep the (zápis z jednání) today?
5. Now, let us have a (hlasovat) on the new project!
6. Who is in (pro) and who is (proti) please raise your hands!
7. (Zdržel se někdo hlasování) ?
8. Today we are meeting to (hledat nové nápady).....
9. Please treat this information (tajně)
10. We have come (jednohlasně) to the conclusion that we would buy another 10% in their business.

3. Complete the minutes with the suitable word:

- a) confirmed, b) commence, c) opinion, d) significance, e) vote, f) unanimous, g) objected, h) opted for, i) chairman**

Minutes of the meeting held at the Head Office of MacKenzie, on Jan. 1

1. The ... opened the meeting, 2. ... the minutes of the last meeting and stressed the 3. ...of coming to a decision, then he asked Mrs. Susan to 4. ... the discussion by giving the others his on the new project. Fortunately, everyone 5. ...a quick decision, so all participants did not have to 6. ... on accepting the procedure in terms of implementing the new project. No one 7. ... and shortly afterwards the 8. ... decision was taken.

4.5 SPEAKING

1. In pairs conduct a meeting, in which you will discuss different issues. Try to argue for and against. Give your opinion as well.

4.6 TEST

1. **Bruce, the chairperson, ran out of time and he was forced to ... the conference.**
 - accomplish
 - adjourn
 - confirm
2. **Thomas will ... as soon as all of the board members take a seat.**
 - commence
 - brainstorm
 - move
3. **The meeting will ... two hours.**
 - take place
 - take
 - break
4. **In a meeting it is possible to ... that a counterpart is telling the truth by observing his/her body language.**
 - infect
 - detect
 - effect
5. **Susan, if you have a ... please wait until Sophie has finished speaking.**
 - comment
 - implement
 - detent
6. **Our top managers we'll be discussing this year's profits at the ...**
 - AOB
 - AGM
 - AMM
7. **In her ... the chairwoman thanked everyone for doing such a good job this week.**
 - agenda
 - motion
 - closing remarks
8. **Before we ... I want to remind everyone to sign the attendance form on the way out.**
 - cooperate
 - collaborate
 - wrap up
9. **I was away on business in Turkey last month, so ... was assigned.**
 - proxy-vote
 - participant
 - ballot
10. **The board members of AVEX Company couldn't come to a ... so they had to hold a vote last week.**
 - motion
 - completion
 - consensus

4.7 KEY

4.7.1 LEXIS – EXERCISES

1. Complete the email and use the following expressions below:

To: jana.k@hotmail.com

cc: dana@hotmail.com; tomas@hotmail.com; nela@hotmail.com

From: peter@hotmail.com

Subject: Meeting

Hi Everyone,

We will be having a **meeting** next Monday from 1:00 PM-3:00 PM in Room 7. All supervisors are expected to **attend**. The **purpose** of the meeting is to discuss the upcoming trade fair. As you probably have heard, this could be one of our busiest trade fairs to date. There are already five hundred **competitors** coming to the trade fair from all European countries and even from North America. We are also **expecting** some Asian representatives too. Please **make arrangements** to have other staff members cover your **duties** during the meeting.

Thank you,
Peter

2. Translate the following sentences into English:

1. Dovolte, abych zahájil dnešní poradu...	Let me commence / start / begin / open our today's meeting...
2. Prvním bodem jednání bude... pak bude následovat...	The first item on the agenda will be... then will follow...
3. Nyní budeme hlasovat... kdo je pro, proti, kdo se zdržel hlasování?	Now, we are going to have a vote... who is in favour, who is against, any abstentions?
4. Má někdo další návrhy?	Has anyone / does anyone have further proposals / suggestions?
5. Zápis z porady vám pošlu emailem...	I will send you the minutes by email...

3. Match the words with the correct definitions?

1. absent b)	5. consensus h)
2. confidential f)	6. chairperson a)
3. board of directors g)	7. deadline d)
4. adjourn e)	8. unanimous c)

4. Translate the following statements into Czech:

1. Na dnešním programu jednání je...	6. Omluvám se, že zdržuji poradu.
2. Díky všem, že jste dorazili.	7. Chtěl jsem vidět, jakou máte zpětnou vazbu.
3. Několik věcí na program jednání.	8. Má ještě někdo něco, než budeme končit?
4. Kdybychom si je mohli projít po řadě...	9. Opravdu musím velice nesouhlasit.
5. Tedy dobrá... pojďme na věc.	10. Různé.

4.7.2 GRAMMAR – EXERCISES

1. Complete the suitable prepositions:

1. I agree **with** their price.
2. **In** my opinion, you are wrong.
3. Derek, do not break **in**, I need to finish my thought!
4. Could we have a vote **on** it?
5. Today I would like to go **over** the main points quickly, we are running out time.

2. Use the suitable word in English:

1. May I **interrupt** for a while?
2. Could we **move to the next item on the agenda**?
3. Our team has to absolutely **disagree** with your proposal!
4. How is going to keep **the minutes** today?
5. Now, let us have a **vote** on the new project!
6. Who is in **favour** and who is **against** please raise your hands!
7. **Any abstentions**?
8. Today we are meeting to **brainstorm**.
9. Please treat this information **confidentially**.
10. We have come **unanimously** to the conclusion that we would buy another 10% in their business.

3. Complete the minutes with the suitable word:

- a) confirmed, b) commence, c) opinion, d) significance, e) vote, f) unanimous, g) objected, h) opted for, i) chairman

Minutes of the meeting held at the Head Office of MacKenzie, on Jan.1

1. The **i) chairman** opened the meeting, 2. **a) confirmed** the minutes of the last meeting and stressed the 3. **d) significance** of coming to a decision, then he asked Mrs. Susan to 4. **b) commence** the discussion by giving the others his **c) opinion** on the new project. Fortunately, everyone 5. **h) opted for** a quick decision, so all participants did not have to 6. **e) vote** on accepting the procedure in terms of implementing the new project. No one 7. **g) objected** and shortly afterwards the 8. **f) unanimous** decision was taken.

4.7.3 TEST

1. Bruce, the chairperson, ran out of time and he was forced to ... the conference.

- accomplish
- **adjourn**
- confirm

2. Thomas will ... as soon as all of the board members take a seat.

- **commence**
- brainstorm
- move

3. The meeting will ... two hours.

- **take place**
- take
- break

4. **In a meeting it is possible to ... that a counterpart is telling the truth by observing his/her body language.**
 - infect
 - **detect**
 - effect
5. **Susan, if you have a ... please wait until Sophie has finished speaking.**
 - **comment**
 - implement
 - detent
6. **Our top managers we'll be discussing this year's profits at the ...**
 - AOB
 - **AGM**
 - AMM
7. **In her ... the chairwoman thanked everyone for doing such a good job this week.**
 - agenda
 - motion
 - **closing remarks**
8. **Before we ... I want to remind everyone to sign the attendance form on the way out.**
 - cooperate
 - collaborate
 - **wrap up**
9. **I was away on business in Turkey last month, so ... was assigned.**
 - **proxy-vote**
 - participant
 - ballot
10. **The board members of AVEX Company couldn't come to a ... so they had to hold a vote last week.**
 - motion
 - completion
 - **consensus**

5 BUSINESS LETTERS IN ENGLISH

5.1 VOCABULARY

attachment	příloha
block format	zarovnání do bloku
body	hlavní část
bullets	odrážky
certified mail	potvrzená, doporučená pošta
coherent	souvislý, jasný, srozumitelný
concise	stručný
confidential	důvěrný
diplomacy	diplomacie
diplomatic	diplomatický
direct mail	reklamní pošta
double space	dvojitě řádkování
enclosure	příloha
formal	formální
format	formát, struktura, uspořádání
heading	záhlaví
indent	odsazení
informal	neformální
inside address	informace o příjemci
justified margins	zarovnané okraje
letterhead	hlavička
logo	logo, emblém
margin	okraj
memorandum, memo	písemné interní sdělení
modified block format	upravené zarovnání do bloku
on arrival notification, e.g. confidential	označení charakteru dopisu, np. důvěrně apod.
postage	poštovné
proofread	korektura, udělat kontrolu
punctuation	interpunkce
reader-friendly	srozumitelný pro čtenáře
recipient	příjemce
right ragged	nezarovnaný okraj textu vpravo
salutation	oslovení
sensitive information	citlivá informace
semi-block format	formát s odsazenými odstavci, nezarovnaný vlevo
sincerely	s úctou
single spaced	jednoduché řádkování
spacing	řádkování
tone	charakter, ton
transitions, e.g. furthermore...	přechodový prvek v textu dopise, np. dále...

5.2 TEXT

WRITING A BUSINESS LETTER

The term "business letter" makes people nervous. Many people with English as a second language worry that their writing is not advanced enough for business writing. This is not the case. An effective letter in business uses short, simple sentences and straightforward vocabulary. The easier a letter is to read, the better. You will need to use smooth transitions so that your sentences do not appear too choppy.

Salutation

First and foremost, make sure that you spell the recipient's name correctly. You should also confirm the gender and proper title. Use Ms. for women and Mr. for men. Use Mrs. if you are 100% sure that a woman is married. Under less formal circumstances, or after a long period of correspondence it may be acceptable to address a person by his or her first name. When you don't know the name of a person and cannot find this information out you may write, "To Whom It May Concern". It is standard to use a comma (colon in North America) after the salutation. It is also possible to use no punctuation mark at all. Here are some common ways to address the recipient: Dear Mr Powell, Dear Ms Mackenzie, Dear Frederick Hanson:, Dear Editor-in-Chief:, Dear Valued Customer, Dear Sir or Madam:, Dear Madam, Dear Sir, Dear Sirs, Gentlemen:, etc.

First paragraph

In most types of business letter it is common to use a friendly greeting in the first sentence of the letter. Here are some examples: I hope you are enjoying a fine summer., Thank you for your kind letter of January 5th., I came across an ad for your company in *The Star* today., It was a pleasure meeting you at the conference this month., I appreciate your patience in waiting for a response., etc.

After your short opening, state the main point of your letter in one or two sentences: I'm writing to enquire about..., I'm interested in the job opening posted on your company website., We'd like to invite you to a members only luncheon on April 5th., etc.

Second and third paragraphs

Use a few short paragraphs to go into greater detail about your main point. If one paragraph is all you need, don't write an extra paragraph just to make your letter look longer. If you are including sensitive material, such as rejecting an offer or informing an employee of a layoff period, embed this sentence in the second paragraph rather than opening with it. Here are some common ways to express unpleasant facts: We regret to inform you..., It is with great sadness that we..., After careful consideration we have decided..., etc.

Final paragraph

Your last paragraph should include requests, reminders, and notes on enclosures. If necessary, your contact information should also be in this paragraph. Here are some common phrases used when closing a business letter: I look forward to..., Please respond at your earliest convenience., I should also remind you that the next board meeting is on February 5th., For further details..., If you require more information..., Thank you for taking this into

consideration., I appreciate any feedback you may have., Enclosed you will find..., Feel free to contact me by phone or email.

Closing

Here are some common ways to close a letter. Use a comma between the closing and your handwritten name (or typed in an email). If you do not use a comma or colon in your salutation, leave out the comma after the closing phrase: Yours truly, Yours sincerely, Sincerely, Sincerely yours, Thank you, Best wishes, All the best, Best of luck, Warm regards, etc.

Writing Tips

Use a conversational tone. Ask direct questions. Double-check gender and spelling of names. Use active voice whenever possible. Use polite modals (*would* in favour of *will*). Always refer to yourself as "I". Don't use "we" unless it is clear exactly who the pronoun refers to. Rewrite any sentence or request that sounds vague. Don't forget to include the date. Day-Month-Year is conventional in many countries; however, to avoid confusion, write out the month instead of using numbers (e.g. July 5th, 2007)

Zdroj: EnglishClub: *Learn English: Business English: Business Letters*. [online]. 1997, 2013 [cit. 2013-01-29]. Dostupné z: <http://www.englishclub.com/business-english/business-letters-write.htm>

QUESTIONS

What is a business letter according to the article?

What are the main parts of a business letter in English?

What are some writing tips for a proper business letter in English?

How do you start and close a business letter in English?

What information should be included in the main body of a business letter in English?

5.3 LEXIS

1. Match the words with the suitable definitions:

1. attachment	a) the content of the letter; between the salutation and signature	1.
2. direct mail	b) a word or phrase that indicates what the text below will be about	2.
3. heading	c) greeting in a letter	3.
4. proofread	d) the set up or organization of a document	4.
5. salutation	e) marketing letters addressed to a large audience	5.
6. format	f) read through a finished document to check for mistakes	6.
7. body	g) extra document or image that is added to an email	7.

2. Add the opposites to the following adjectives:

1. ponderous	a) public	1.
2. formal	b) undiplomatic	2.
3. coherent	c) reader-friendly	3.
4. confidential	d) prolix	4.
5. diplomatic	e) informal	5.
6. concise	f) incoherent	6.

3. Which word is different?

1. salutation	opening	greeting	closing
2. sender	addressee	receiver	recipient
3. paragraph	body	section	part
4. insincerely	sincerely yours	truthfully	sincerely

4. Translate the following expressions into Czech:

1. Dear Madam	6. Please respond at your earliest convenience.
2. I appreciate your patience in waiting for a response.	7. For further details...
3. I'm writing to enquire about...	8. Enclosed you will find...
4. We regret to inform you...	9. I look forward to...
5. After careful consideration we have decided...	10. Sincerely yours

5.4 GRAMMAR

5.4.1 PREPOSITIONS IN BUSINESS LETTERS

V obchodní korespondenci je nutné dodržovat gramatickou správnost v oblasti předložek. V další části si zopakujeme ty nejdůležitější předložky.

- předložky v obecném použití,
- předložky spojené napevno se slovesem,
- předložky spojené napevno s podstatným jménem,
- předložky spojené napevno s přídavným jménem.

Nyní následují jednotlivé příklady ke zmíněným pravidlům.

PŘÍKLAD 1

I went to a business trip to Amsterdam a week ago

PŘÍKLAD 2

We have not paid for the goods yet.

PŘÍKLAD 3

The acknowledgment of the order.

PŘÍKLAD 4

His company was quick in responding to our complaint.

5.4.2 GRAMMAR – EXERCISES

1. Try do guess the correct prepositions and fill them in:

Farnham Green, Warnside, Upminster, UB23.
Tel: 091 8976. Fax: 091 9008. E-mail: manhot@xx.itl www.man.itx

15 January 2013

The Sales Manager,
Melody Modes Ltd.,
Carrham, Upminster UE12.

Your Ref: KPS/C3, Our Ref: Con/13/1

Dear Sir,

Thank you for your letter ... 12 January regarding our conference facilities for your sales convention in July this year.

I have pleasure ... enclosing our current conference brochure and tariff. You will note that we offer a variety ... venues inside the hotel itself, ... groups of between 20 and 150 people, ... a choice of catering facilities and with or without accommodation. This year we are also able to arrange functions in marquees in the hotel grounds, ... a more limited range ... catering, but again with or ... hotel accommodation.

We have two lecture rooms, with audiovisual equipment - overhead projectors and video and DVD facilities - which might be ... interest ... you. There are also product display facilities ... the hotel.

If you require all or some ... your delegates to be accommodated ... the hotel, I recommend early booking, as July is one ... our peak months. We offer 4-star accommodation, every room ... en suite facilities, minibar, television, personal safe, trouser press. We have two restaurants, four bars, a fully equipped gymnasium, and an indoor/outdoor swimming pool.

I look forward ... hearing from you further, and I shall be happy to supply any additional information you might require; you will be very welcome ... visit the hotel to see ... yourself the facilities we offer.

Yours faithfully,

Hector Manning
General Manager

Enc.

Zdroj:

Cambridgecollege: *BUSINESS ENGLISH & LETTER WRITING*. [online]. [cit.2013-01-29].Dostupné z: <http://www.cambridgecollege.co.uk/coursesattachments/blwmod1.pdf>

5.5 SPEAKING

- 1. Repeat with your partner the main rules for writing a business letter in English.**

5.6 TEST

1. Business letters should be ... and ... to read.

- simple ... easy
- oversimple ... easy
- complex ... ponderous

2. In business letters it is advisable to use ... voice.

- imperative
- passive
- active

3. The first paragraph of a business letter should be comprised entirely of ...

- a friendly greeting and stating a main point in your letter
- "small talk"
- personal affairs

4. The first and second paragraph...

- go into greater detail about your main point
- conclude your general aspect of your main point
- shorten your main point

5. The last paragraph should include

- plans, wishes, and goodbyes
- requests, reminders, and notes on enclosures
- intention, notices, and notifications

6. In a business letter, it is advisable to refer to yourself as to ...

- "They"
- "We"
- "I"

7. A(n) ... letter in business uses short, simple sentences and straightforward vocabulary.

- competent
- effective
- impotent

8. In business correspondence it is advisable to use Mrs. if you are 100% sure that a woman is

- married
- single
- divorced

9. Generally in business letters ... are used.

- Ms. for girls and Mr. for boys
- Ms. for women and Mr. for men
- Mrs. for all women and Mr. for men

10. It is advisable to use ... modals in a business letter.

- polite
- direct
- indirect

5.7 KEY

5.7.1 LEXIS – EXERCISES

1. Match the words with the suitable definitions:

1. attachment	a) the content of the letter; between the salutation and signature	1. g)
2. direct mail	b) a word or phrase that indicates what the text below will be about	2. e)
3. heading	c) greeting in a letter	3. b)
4. proofread	d) the set up or organization of a document	4. f)
5. salutation	e) marketing letters addressed to a large audience	5. c)
6. format	f) read through a finished document to check for mistakes	6. d)
7. body	g) extra document or image that is added to an email	7. a)

2. Add the opposites to the following adjectives:

1. ponderous	a) public	1. c)
2. formal	b) undiplomatic	2. e)
3. coherent	c) reader-friendly	3. f)
4. confidential	d) prolix	4. a)
5. diplomatic	e) informal	5. b)
6. concise	f) incoherent	6. d)

3. Which word is different?

1. salutation	opening	greeting	closing
2. sender	addressee	receiver	recipient
3. paragraph	body	section	part
4. insincerely	sincerely yours	truthfully	sincerely

4. Translate the following expressions into Czech:

1. Vážená paní	6. Prosím dejte nám vědět co možná nejdříve.
2. Vážím si Vaši trpělivosti ohledně odpovědi.	7. Pro další podrobnosti...
3. Píšu, abych se poptal na ...	8. V příloze najdete...
4. Litujeme, ale musíme Vám sdělit...	9. Těším se na...
5. Po pečlivé zvážení jsem se rozhodli...	10. S úctou

5.7.2 GRAMMAR – EXERCISES

Try to guess the correct prepositions and fill them in:

Farnham Green, Warnside, Upminster, UB23.
Tel: 091 8976. Fax: 091 9008. E-mail: manhot@xx.itl www.man.itx

15 January 2013

The Sales Manager,
Melody Modes Ltd.,
Carrham, Upminster UE12.

Your Ref: KPS/C3, Our Ref: Con/13/1

Dear Sir,

Thank you for your letter **of** 12 January regarding our conference facilities for your sales convention in July this year.

I have pleasure **in** enclosing our current conference brochure and tariff. You will note that we offer a variety **of** venues inside the hotel itself, **for** groups of between 20 and 150 people, **with** a choice of catering facilities and with or without accommodation. This year we are also able to arrange functions in marquees in the hotel grounds, **with** a more limited range **of** catering, but again with or **without** hotel accommodation.

We have two lecture rooms, with audiovisual equipment - overhead projectors and video and DVD facilities - which might be **of** interest **to** you. There are also product display facilities **within** the hotel.

If you require all or some **of** your delegates to be accommodated **in** the hotel, I recommend early booking, as July is one **of** our peak months. We offer 4-star accommodation, every room **with** en suite facilities, minibar, television, personal safe, trouser press. We have two restaurants, four bars, a fully equipped gymnasium, and an indoor/outdoor swimming pool.

I look forward **to** hearing from you further, and I shall be happy to supply any additional information you might require; you will be very welcome **to** visit the hotel to see **for** yourself the facilities we offer.

Yours faithfully,

Hector Manning
General Manager

Enc.

5.7.3 TEST

1. **Business letters should be ... and ... to read.**
 - **simple ... easy**
 - oversimple ... easy
 - complex ... ponderous
2. **In business letters it is advisable to use ... voice.**
 - imperative
 - passive
 - **active**
3. **The first paragraph of a business letter should be comprised entirely of ...**
 - **a friendly greeting and stating a main point in your letter**
 - "small talk"
 - personal affairs
4. **The first and second paragraph...**
 - **go into greater detail about your main point**
 - conclude your general aspect of your main point
 - shorten your main point
5. **The last paragraph should include ...**
 - plans, wishes, and goodbyes
 - **requests, reminders, and notes on enclosures**
 - intention, notices, and notifications
6. **In a business letter, it is advisable to refer to yourself as to ...**
 - "They"
 - "We"
 - "I"
7. **A(n) ... letter in business uses short, simple sentences and straightforward vocabulary.**
 - competent
 - **effective**
 - impotent
8. **In business correspondence it is advisable to use Mrs. if you are 100% sure that a woman is**
 - **married**
 - single
 - divorced
9. **Generally in business letters ... are used.**
 - Ms. for girls and Mr. for boys
 - **Ms. for women and Mr. for men**
 - Mrs. for all women and Mr. for men
10. **It is advisable to use ... modals in a business letter.**
 - **polite**
 - direct
 - indirect

6 LEAN MANUFACTURING

6.1 VOCABULARY

batch	série
benefit	výhoda
CEO	výkonný předseda
competitor	konkurent
costs	náklady
customer	zákazník
efficiency	výkonnost, efektivita
emphasis	důraz
focus on ...	pozornost, zaměření na ...
implementation	provedení, uskutečnění, realizace
improvement	zlepšení, zdokonalení
inventory	zásoby
key	klíčový
lead time	doba mezi započítáním procesu a realizací výsledků
lean manufacturing	štíhlá výroba
mass production	velkovýroba, hromadná výroba
objective	cíl
performance	výkon
previous	předchozí
producer	výrobce
production	výroba
sigma	standardní odchylka
target	cíl
to accuse of	obvinít, obžalovat
to achieve	dosáhnout
to admire	obdivovat
to be slow on the uptake	pomalou chápající, málo bystrý
to cut	redukovat, snížit
to eliminate	odstranit, zlikvidovat
to implement	provést, uskutečnit, realizovat
to improve	zdokonalit, zlepšit
to measure	měřit, změřit
to overstate	přehánět, zveličovat
to produce	vyrábět
to raise	zvýšit
to reduce	snížit, redukovat
to simplify	zjednodušit
to speed up	zrychlit
value added	s přidanou hodnotou
waste	plýtvání, mrhání, ztráta

6.2 TEXT

LEAN CUTS FAT OFF GE'S PRODUCTION LINE

By Ed Crooks

Chip Blankenship, the chief executive of General Electric's appliances business, says the company has been able to bring jobs back to the US from China and Mexico because of its adoption of so-called lean manufacturing: the widely admired set of production techniques pioneered by Toyota.

Lean has been a popular management philosophy since the 1990s, and GE might be accused of being slow on the uptake.

But lean represents a breach with GE's previous management culture, according to professor Jeffrey Liker of the University of Michigan, author of several books on Toyota.

Jack Welch, GE's chief executive until 2001, championed six sigma: a system based on statistical analysis designed to improve quality and reduce costs.

In its focus on production efficiency, six sigma shares an objective with lean manufacturing. Its methods, however, are different.

Six sigma relies on specialists, known as black belts, to measure, analyse and improve key processes.

Prof Liker says that under Mr Welch, the black belts' behaviour reflected his "top-down" management style, with heavy emphasis on hitting financial targets.

The differences can be overstated. GE talks about hybrid techniques that it describes as lean six sigma. However, there is one central feature of lean that is quite distinctive: its stress on staff at all levels being focused on raising performance.

One side of lean production is technical, involving processes such as just-in-time delivery to reduce inventory. The other involves people, organising production workers into teams with responsibility for identifying problems and suggesting solutions.

At GE's Louisville plant, lean also means co-locating all the functions associated with manufacturing: design, engineering, quality control, production, even product development, on the same site, so opportunities to improve the process or respond to changes in the market can be acted on quickly. Those are benefits that are impossible to achieve with outsourced manufacturing in a low-wage economy.

In a Harvard Business Review article Jeff Immelt, GE chief executive, said that by using lean production Appliance Park teams have cut by 68 per cent the time taken to build a dishwasher.

Zdroj: <http://www.ft.com/cms/s/0/25ee1d1a-7994-11e1-8fad-00144feab49a.html#axzz2IgvZTBls>

QUESTIONS

What has Chip Blankenship, GE's CEO, achieved in the US?

How did Chip Blankenship accomplish that?

What is a six-sigma system in GE for?

What does lean production involve in GE?

What are clear benefits of applying lean production in GE?

6.3 LEXIS

1. Match the words with their explanations:

1. mass production	a) a decrease in the size, price, or amount of something, or the act of decreasing something	1.
2. benefit	b) the act of improving something or the state of being improved	2.
3. analysis	c) a careful examination of something in order to understand it better	3.
4. improvement	d) an advantage, improvement, or help that you get from something	4.
5. reduction	e) when products are made in large numbers by machines so that they can be sold cheaply	5.

2. Translate the following sentences into English:

1. Štíhlá výroba je metodika, kterou vyvinula firma Toyota po druhé světové válce a označuje se jako TPS - Toyota Production System.	
2. Jedná se přístup k výrobě způsobem, kdy se producent snaží uspokojit v maximální míře zákaznickovy požadavky tím, že bude vyrábět jen to, co zákazník požaduje.	
3. Snaží se vytvářet produkty v co možná nejkratší době a pokud možno s minimálními náklady, bez ztráty kvality nebo na úkor zákazníka.	
4. Štíhlá výroba zamezuje plýtváním zásob, čekání a nadbytečné výrobě.	
5. Štíhlá výroba zahrnuje lidi, organizování výrobních dělníků do týmů s odpovědností za zjištění problémů a navrhování řešení.	

3. Build different words in English:

Verb	Noun
1. produce
2. ...	reduction
3. implement	...
4. ...	elimination
5. cut	...
6. ...	waste

6.4 GRAMMAR AND PHRASES

6.4.1 DESCRIBING TRENDS IN ENGLISH

Během porad lze v angličtině volit z celé řady jednotlivých sloves, příslovcí, spojení či jiných výrazů pro přesné vyjádření:

a) trendů směrem na horu: np. *to increase, to go up, to rise, to reach a high, to reach a peak, to peak, to soar, to rocket, to grow...*

b) stability: *to be stable, to remain constant, to hold steady, to flatten out, to stabilize, to level off, to bottom out...*

c) změny směru: *to recover, to pick up, to falter, to fluctuate...*

d) trendů směrem dolů: *to decrease, to drop, to climb back, to plunge, to slump, to collapse, to slip back, to crash, to fall, to go down, to decline...*

d) trendů pomocí příslovcí: *suddenly, sharply, slightly, moderately, considerably, gradually, quickly, slowly, steeply, intensively, clearly...*

e) trendů pomocí sloves a podstatných jmen s ustálenou předložkou: *to rise from...to, to increase by, an increase of..., to fall from...to, to decrease by, a rise in, a fall in, to be at...*

Nyní následují konkrétní příklady k výše uvedeným frázím.

PŘÍKLAD 1

The turnover rose from \$ 1m to \$2m.

PŘÍKLAD 2

Sales are at last year's level.

PŘÍKLAD 3

This year, its first quarter income went up by 5%.

6.4.2 GRAMMAR AND PHRASES – EXERCISES

1. Study the examples above and fill the chart:

Rise	Fall	No change	Change of direction
1.			
2.			
3.			
4.			
5.			
6.			

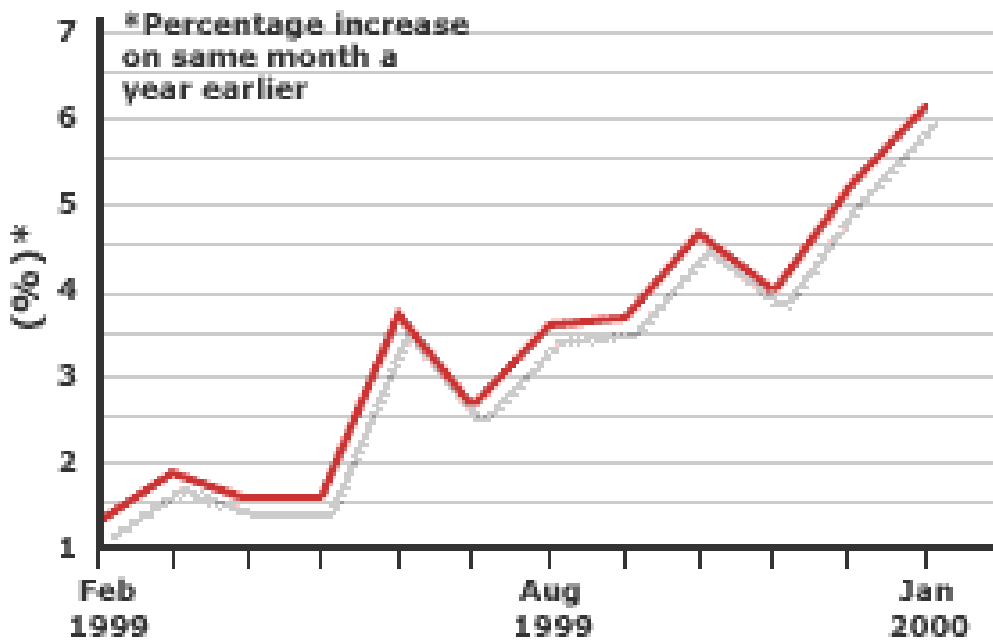
2. Use the simple past forms of the following verbs:

In the period between Jan 2011 and Jan 2012, an upward trend **1. (be) ...** recorded in the growth rate of retail sales peaking at 25% at the end of the observed period. Having reached a low towards the end of January 1999, retail sales **2. (start) ...** rising in February, **3. (slip) ...** back in March and **4. (remain) ...** stable at 21% throughout April. A sharp increase to 32% is visible in early May followed by an abrupt drop to 18% in June. Retail sales **5. (climb) ...** back to 21% in July. They **6. (go up) ...** up mildly in August and **7. (continue) ...** rising in September.

3. Based on the graph below, complete the suitable data:

In the period between Feb 1999 and Jan 2000, an upward trend was recorded in the growth rate of retail sales peaking at **1. ...%** at the end of the observed period. Having reached a low towards the end of January 1999, retail sales started rising in February, slipped back in March and remained stable at **2. ...%** throughout April. An increase to **3. ...%** is visible in early June followed by an abrupt drop to **4. ...%** in July. They went up mildly in August and continued rising in September.

Retail sales



SOURCE: Office for National Statistics

Zdroj: <http://www.ons.gov.uk/ons/index.html>

6.5 SPEAKING

1. Look for some companies, which use lean production and talk about its benefits with your partner.

6.6 TEST

1. Lean production is mainly about ... costs.

- breaking
- cutting
- severing

2. The benefits of lean production generally are ...

- high costs, low quality, and longest lead times
- middle costs, highest quality, and shortest lead times
- lower costs, higher quality, and shorter lead times

3. Traditional manufacturing philosophies ... emphasis on high utilization of machinery and manpower.

- lie
- lay
- led

4. The objective of batch production is to make large lots of a particular item and to gain ... efficiencies of equipment and machine changeover time.

- economic
- economical
- eco

5. Lean production ... inventory waste, waiting and overproduction.

- concludes
- includes
- eliminates

6. Focus of Just in Time is ... on delivering what the customer wants, when they want it, in the quantity they want.

- at
- in
- of

7. ... time is the actual time it takes to complete a process from start to finish to produce one unit.

- cycles
- cycle
- cycling

8. ... time is the delay between the initiation and execution of a process.

- Leading
- Leader
- Lead

9. Lean production puts stress on staff at all levels being focused on ... performance.

- raising
- riding
- rising

10. Lean production techniques ... by the Japanese.

- were pioneers
- were pioneered
- were pioneering

6.7 KEY

6.7.1 LEXIS – EXERCISES

1. Match the words with their explanations:

1. mass production	a) a decrease in the size, price, or amount of something, or the act of decreasing something	1...e
2. benefit	b) the act of improving something or the state of being improved	2...d
3. analysis	c) a careful examination of something in order to understand it better	3...c
4. improvement	d) an advantage, improvement, or help that you get from something	4...b
5. reduction	e) when products are made in large numbers by machines so that they can be sold cheaply	5...a

2. Translate the following sentences into English:

1. Štíhlá výroba je metodika, kterou vyvinula firma Toyota po druhé světové válce a označuje se jako TPS - Toyota Production System.	1. Lean Manufacturing is a methodology developed by Toyota after the 2nd World War and is referred to as TPS - Toyota Production System.
2. Jedná se přístup k výrobě způsobem, kdy se producent snaží uspokojit v maximální míře zákaznickovy požadavky tím, že bude vyrábět jen to, co zákazník požaduje.	2. This is an approach to production, when the producer tries to satisfy as much as possible the customer's needs by producing only what the customer requires.
3. Snaží se vytvářet produkty v co možná nejkratší době a pokud možno s minimálními náklady, bez ztráty kvality nebo na úkor zákazníka.	3. It strives to create products in the shortest possible time and with a minimal cost, without the loss of quality or at the expense of a customer.
4. Štíhlá výroba zamezuje plýtváním zásob, čekání a nadbytečné výrobě.	4. Lean production eliminates inventory waste, waiting and overproduction.
5. Štíhlá výroba zahrnuje lidi, organizování výrobních dělníků do týmů s odpovědností za zjištění problémů a navrhování řešení.	5. Lean production involves people, organising production workers into teams with responsibility for identifying problems and suggesting solutions.

3. Build different words in English:

Verb	Noun
1. produce	production
2. ...	reduction
3. implement	implementation
4. ...	elimination
5. cut	cut
6. waste	waste

6.7.2 GRAMMAR – EXERCISES

1. Study the examples above and fill the chart:

Rise	Fall	No change	Change of direction
1. go up	go down	stay the same	recover
2. increase	decrease	remain steady	pick up
3. soar	drop	hold constant	falter
4. rocket	plunge	stabilize	fluctuate
5. peak	slump	level off	improve
6. grow	decline	bottom out	get better

2. Use the simple past forms of the following verbs:

In the period between Jan 2011 and Jan 2012, an upward trend **1. was** recorded in the growth rate of retail sales peaking at 25% at the end of the observed period. Having reached a low towards the end of January 1999, retail sales **2. started** rising in February, **3. slipped** back in March and **4. remained** stable at 21% throughout April. A sharp increase to 32% is visible in early May followed by an abrupt drop to 18% in June. Retail sales **5. climbed** back to 21% in July. They **6. went** up mildly in August and **7. continued** rising in September.

3. Based on the graph below, complete the suitable data:

In the period between Feb 1999 and Jan 2000, an upward trend was recorded in the growth rate of retail sales peaking at **1. 6%** at the end of the observed period. Having reached a low towards the end of January 1999, retail sales started rising in February, slipped back in March and remained stable at **2. 1,5%** throughout April. An increase to **3. 3,8%** is visible in early June followed by an abrupt drop to **4. 2,5%** in July. They went up mildly in August and continued rising in September.

6.7.3 TEST

1. Lean production is mainly about ... costs.

- breaking
- **cutting**
- severing

2. The benefits of lean production generally are ...

- high costs, low quality, and longest lead times
- middle costs, highest quality, and shortest lead times
- **lower costs, higher quality, and shorter lead times**

3. Traditional manufacturing philosophies ... emphasis on high utilization of machinery and manpower.

- lie
- **lay**
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- **economic**
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5. Lean production ... inventory waste, waiting and overproduction.

- concludes
- includes
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6. Focus of Just in Time is ... on delivering what the customer wants, when they want it, in the quantity they want.

- at
- in
- **of**

7. ... **time is the actual time it takes to complete a process from start to finish to produce one unit.**
 - Cycles
 - **Cycle**
 - Cycling
8. ... **time is the delay between the initiation and execution of a process.**
 - Leading
 - Leader
 - **Lead**
9. **Lean production puts stress on staff at all levels being focused on ... performance.**
 - **raising**
 - riding
 - rising
10. **Lean production techniques ... by the Japanese.**
 - were pioneers
 - **were pioneered**
 - were pioneering

7 STOCK MARKETS

7.1 VOCABULARY

asked price at the market	nejnižší cena za cenné papíry, kterou prodávající akceptuje příkaz ke koupi a prodeji akcie za momentálně nejlepší cenu
auction market	dražební trh
benefits of trade	výhody obchodu
bid price	nabídková cena
bond market	trh obligací
broker	makléř
capital market	kapitálový trh
clerk	zaměstnanec makléřské firmy předávající zakázky a informace mezi makléři v kanceláři a makléři v budově burzy
commission	provize
costs of trade	náklady obchodu
customer	zákazník
derivatives market	trh derivátů
floor broker	makléř v budově burzy
foreign exchange market	devizový trh
futures market	termínový trh
investment banker	investiční bankéř
IPO market	trh s počáteční veřejnou nabídkou
limit order	příkaz ke koupi a prodeji akcie za určitou (lepší) cenu
listed stock	kótovaná akcie
market	burzovní trh
market-maker	obchodník na burzovním trhu
NASDAQ (National Association of Securities Dealers Automated Quotations)	automatizovaný systém burzovních záznamů Národního sdružení obchodníků s cennými papíry
New-Issues Market	trh, na kterém firma prodává své akcie pro získání peněz pro rozjezd nebo expanzi
NYSE	New York Stock Exchange
over the counter market	přepážkový trh
performance	výkon
price	cena
primary market	prvotní trh
quotes	kotace
secondary market	druhotný trh
security	cenný papír
share	akcie
specialists	makléř specializující se na určité akcie v budově burzy
stock	akcie
stock market	akciový trh
stockbroker	makléř

7.2 TEXT

MY TYPICAL TRADING DAY

Today, in our next business communication discussion for our young entrepreneurs we are dealing with stock markets, and at present we are discussing a typical trading routine with a young and successful broker from the US.

Journalist: How would you describe your daily program at the stock exchange? Is it rather a routine job or is it a job full of constant changes?

Broker: Well, it is rather a routine. I believe routines are important when seeking consistent results or evaluating performance. By following a routine, a trader can get involved in the process of trading each day, rather than getting wrapped up in analyzing results. Evaluating results certainly has its place, but it can be a hindrance to trading your best from day to day.

Journalist: When do you usually start your job and what are your typical activities?

Broker: My routine begins in the morning about 90 minutes prior to the opening bell. I come into my home office and get my computers up and running. I have three PC's and four screens which I use each day. I take a look at the news and see what headlines may have an effect on the day's open (CNN.com), as well as what stocks may be in play due to news on them (updated throughout the day at Briefing.com's In Play page available from my CyberTrader brokerage account). I then start to load up my watch lists into quote windows, as well as into my Real-Time Streaming Stock Alerts windows. I use Trade-Ideas Pro, which alerts me the moment stocks hit new highs or lows, or any of a number of other criteria are met. It also helps me search for patterns or volume moves intraday, which I find useful for daytrades.

Journalist: Well, I see, and what happens then? What software do you use in your line of business?

Broker: Once I have loaded those lists, I then turn to my primary brokerage account which is CyberTrader. I use the CyberTrader Pro platform, which has every tool I have ever needed to execute trades and monitor positions. I use the Market View windows for quote lists, but my favorite feature of this direct-access trading platform is their conditional alerts feature. So during the premarket, I set conditional alerts for my swing trading newsletter picks, by using time, bid/ask, and price conditions. I can set these to automatically generate live orders once they trigger, or simply to alert me once the conditions are met. I generally set them to get me into at least a partial position, and then I will monitor the pilot position and add to it as I see fit. Once I am in the positions, I then set automatic exit alerts as stop-loss orders to close out the trade for me if needed. This not only saves me valuable time, but it allows me to focus on remaining positions rather than second-guess whether or not I should exit. Let me say that many more times than not I am quite glad to have had an automatic stop order generated for me using these conditional alerts! Nothing is worse in trading than fighting a losing position and regretting not getting out at the originally planned stop-loss price. These alerts take that possibility out of play for me, and let me keep trading and looking for the next move.

Journalist: Besides that, do you get involved in other trading activities as well?

Broker: Throughout the day, I keep tabs on the market in a few ways. I read some financial websites such as RealMoney to keep me aware of current and upcoming events, and it is always good to read trading articles from other traders. I also am on instant messenger with a few other traders which I have worked with for several years. We work well looking for intraday setups together better than any of us might do individually. As long as you can stay focused on the market and not get sidetracked discussing other topics, this is a good way

to trade. I have never looked at other traders as competition, but rather as helpful resources to share ideas with and seek out new ways to profit. It also gives me interaction with people which is good when trading in a home office. A trading chat room can be helpful (but sometimes expensive) when looking for others to share ideas with, but I am not a member of any.

Journalist: Now, just to get an idea, how much do you trade? Is it possible to measure it?

Broker: Sure, it is. I probably place about 20 round-trip trades per day on average. I will keep stocks overnight, but I also daytrade. I don't let commissions deter me from entering new trades, because they have become so cheap that only a very small move in the stock can more than pay for the commission. If I feel the market is on the move, I will become more aggressive in adding to open positions or seeking new ones. If the market is slow-moving and range-bound, I am reluctant to add new positions unless they are for swing trading.

Journalist: What happens at the end of your trading day?

Broker: Once the closing bell sounds, I get away from the computer fairly quickly. I do not stick around for earnings, as I never hold stocks going into the announcements. After staring at my screens so long, I want to get out of the house! About 90 minutes after the close, I begin my research and scan for stocks using my stock charting software. I run scans for custom criteria to narrow down the list, but primarily I am manually scrolling through hundreds of charts looking for chart patterns I like. This process takes well over an hour, and then I begin to compose my swing trading newsletter. The newsletter takes another hour, and then I publish it to my website and email it to subscribers. Now I have my swing trading candidates for the following day as well as some potential daytrades which I may have found while scanning the universe of stocks. Finally my work is done for the day, and I can eat dinner and kick back for some serious reality TV! If you don't have a DVR or TIVO, I highly recommend getting one! Follow a regular routine and you will soon learn what things are most important to your own trading process. Good night and trade well tomorrow!

Journalist: Thanks a lot for your time and good luck!

Broker: I appreciate it.

Zdroj: Thestockbandit: Swing Trading & Momentum Investing. [online]. 2013 [cit. 2013-01-21]. Dostupné z: <http://www.thestockbandit.com/thestockbandit@thestockbandit.com>

QUESTIONS

What are some typical trading activities in the morning?

What software does the broker use in his job?

How much does the broker trade a day?

What trading activities is he involved in throughout the day?

What are his trading activities at the end of the day?

7.3 LEXIS

1. Complete the sentences and use the vocabulary listed above:

1. In Europe, the stock market has been ... for two days straight lately.	a) fall b) lower c) down	1.
2. Apple's stocks are ... 15% this month.	a) higher b) up c) high	2.
3. As it has been proved many times before, trading stock is not an ... science	a) exact b) faultless c) spotless	3.
4. When a stock market ... (= goes down considerably), many investors lose a lot of money.	a) crashes b) smashes c) clashes	4.
5. Our corporate ... advised us to buy this company's stock.	a) breaker b) broker c) brokerage	5.
6. The stock decreased in value because many investors were selling it ... after the negative financial news came out yesterday in Italy.	a) on b) out c) off	6.
7. Economic negative news had no ... on the price of the stock..	a) impasse b) impact c) interest	7.
8. These days many investors are uneasy ... the health of the European economies.	a) of b) at c) about	8.
9. Online brokers are usually less expensive than their offline ...	a) counterparts b) counterpartners c) counteracts	9.
10. Our business is hoping for a 15% ... over the next twelve months.	a) increasing b) increase c) increased	10.

2. Translate the following phrases into English:

1. obchodovat s akciemi	
2. emise všech druhů akcií	
3. provádět operace	
4. obchodovatelná komodita	
5. přebytek	

3. Match the nouns with appropriate adjectives:

1. IPO	a) borrowing	5. trading	e) exchange
2. foreign	b) deposits	6. monetary	f) subject
3. short-term	c) market	7. financial	g) rate
4. interbank	d) system	8. interest	h) transactions

4. Translate the following statements into Czech:

1. Borrowers are individuals who need loans and mortgages.
2. Intermediaries are banks that assist in different financial activities.	...
3. A lender is a person who puts his money aside for future use.	...
4. The resources include bank deposits, investments in shares and bonds.	...
5. Lenders deal with operations with surplus cash in money markets.	...

7.4 GRAMMAR

7.4.1 FUTURE TENSES IN ENGLISH

V angličtině není žádný budoucí čas jako takový, nicméně je zde několik tvarů, které se mohou vztahovat k budoucnosti – tři z nich jsou *will*, *going to* a přítomný čas průběhový. Rozdíl mezi nimi není v blízkosti nebo vzdálenosti budoucnosti, ani v jistotě; mluvčí volí budoucí tvar v závislosti na době, kdy bylo učiněno rozhodnutí a jak se mluvčí na budoucí událost dívá.

1. Předvídaní (will, going to)

Will se nejčastěji používá jako pomocné sloveso ukazující na budoucí čas, vyjadřuje budoucí fakt nebo předvídaní – to se nazývá „čistou budoucností“ nebo budoucím časem prostým. (We will be away for two weeks.) *Will* použité pro předvídaní může být založeno více na názoru než na faktu. (**I think Laura will do very well in her exams. She works hard.**)

Going to se také může použít u předvídaní, zvláště, když je založeno na přítomném faktu, je zde nějaký důkaz, že se něco určitě stane. (**She is going to have a baby.** (Bude mít dítě. – Je vidět, že je těhotná.)

Někdy není mezi *will* a *going to* žádný rozdíl.

2. Rozhodnutí a záměr (will, going to)

Will se také používá jako modální pomocné sloveso k vyjádření rozhodnutí, záměru nebo nabídky vytvořené v okamžiku mluvení (**I'll have a steak please.**) *Going to* se používá k vyjádření budoucího plánu, záměru nebo rozhodnutí vytvořeného před okamžikem mluvení (**When I grow up, I'm going to be a doctor.**)

3. Dohody (přítomný čas průběhový)

Přítomný čas průběhový se může použít k vyjádření budoucí dohody mezi lidmi, to se obvykle vztahuje k blízké budoucnosti. (We're going out with Jeremy tonight.) Někdy není rozdíl mezi odsouhlasenou dohodou (přítomný čas průběhový) a záměrem (*going to*) (**We're going to get / we're getting married in the spring.**)

Nyní následují další příklady k uvedeným pravidlům.

PŘÍKLAD 1

We will be away for two weeks in Germany on our business trip.

PŘÍKLAD 2

When I grow up, I'm going to be an entrepreneur.

PŘÍKLAD 3

We are going out with our new business partners this evening.

7.4.2 GRAMMAR – EXERCISES

1. Use future forms in the following situations:

1. Have you read the latest news on the stock market? – Yes, it says that the stock market ... probably ... stay the same this year.
2. What do your competitors intend to do? – They ... sell all their shares.
3. This report is urgent, it needs sending immediately. – OK, I ... do it.
4. This company is getting bigger and bigger. – They ... open another new branch in Dubai.
5. According to the latest predictions, the Japanese economy ... grow next year.

2. Complete the suitable present and future tenses in the following situations:

1. If you ... buy some more shares within another two weeks, you ... be much better off.
2. It ... cost another 10.000 \$ if you ... not act promptly.
3. This corporation ... not offer a bigger discount, if you ... not do something in return.
4. Our manager ... sign the agreement if... provide us more freedom in our decision-making processes.
5. Unless you ... lower your price by at least 6%, we ... cannot provide any other advantages.

3. Translate into Czech the following phrases:

1. As a result of the stronger dollar...
2. Due to terrible economic results, ...
3. Because of shortages in the supply of gas...
4. Based on the latest news, ...
5. Owing to this fact, ...

7.5 SPEAKING

1. Retell your friend the content of the article „My typical trading day“ using your own words.

7.6 TEST

1. **HTC stock started the day with a steep 40% drop, but ... to close down just 2,5%.**
 - rebounded
 - took a beating
 - remained unchanged
2. **The shares of FIAT Company... after they reported a 25 percent decline in first-quarter earnings.**
 - went through the roof
 - sank
 - soared
3. **ČEZ shares ... by 100% after news of the big contract in Russia came out.**
 - went up slightly
 - rocketed
 - finished
4. **Samsung stock ... 15 cents down.**
 - went up
 - finished
 - terminated
5. **The Asian market was down 300 points, but finished up 40 points last week. What are some of the reasons for this ...?**
 - roundabout
 - turnaround
 - turnover
6. **Our enterprise owns 10.000 ... of their stock.**
 - papers
 - lists
 - shares
7. **According to professional literature on stock markets a ... market refers to a period of time when many stocks rise in value.**
 - bell
 - bull
 - ball
8. **When a stock market "... ", it means it recovers after being down.**
 - relies
 - rellies
 - rallies
9. **Price ... are fluctuations in the price of a stock.**
 - levels
 - swings
 - switches
10. **In Europe, there was record- ... trading volume on the London Stock Exchange this week.**
 - breaking
 - taking
 - destroying

7.7 KEY

7.7.1 LEXIS – EXERCISES

1. Complete the sentences and use the vocabulary listed above:

1. In Europe, the stock market has been ... for two days straight lately.	a) fall b) lower c) down	1. c) down
2. Apple's stocks are ... 15% this month.	a) higher b) up c) high	2. b) up
3. As it has been proved many times before, trading stock is not an ... science	a) exact b) faultless c) spotless	3 a) exact
4. When a stock market ... (= goes down considerably), many investors lose a lot of money.	a) crashes b) smashes c) clashes	4. a) crashes
5. Our corporate ... advised us to buy this company's stock.	a) breaker b) broker c) brokerage	5. b) broker
6. The stock decreased in value because many investors were selling it ... after the negative financial news came out yesterday in Italy.	a) on b) out c) off	6. c) off
7. Economic negative news had no ... on the price of the stock..	a) impasse b) impact c) interest	7. b) impact
8. These days many investors are uneasy ... the health of the European economies.	a) of b) at c) about	8. c) about
9. Online brokers are usually less expensive than their offline ...	a) counterparts b) counterpartners c) counteracts	9. a) counterparts
10. Our business is hoping for a 15% ... over the next twelve months.	a) increasing b) increase c) increased	10. b) increase

2. Translate the following phrases into English:

1. obchodovat s akciemi	trade stocks
2. emise všech druhů akcií	the issuance of all kinds of shares (stock)
3. provádět operace	to perform operations
4. obchodovatelná komodita	tradeable commodity
5. přebytek	surplus

3. Match the nouns with appropriate adjectives:

1. IPO c) market	5. trading f) subject
2. foreign e) exchange	6. monetary d) system
3. short-term b) deposits	7. financial h) transactions
4. interbank a) borrowing	8. interest g) rate

4. Translate the following statements into Czech:

1. Borrowers are individuals who need loans and mortgages.	Vypůjčovatelé jsou jedinci, kteří potřebují půjčky a hypotéky.
2. Intermediaries are banks that assist in different financial activities.	Zprostředkovatelé jsou banky, které pomáhají v oblasti různých finančních aktivit.
3. A lender is a person who puts his money aside for future use.	Věřitel je osoba, která vyděluje peníze pro budoucí použití.
4. The resources include bank deposits, investments in shares and bonds.	Zdroje / prostředky zahrnují vklady, investice do akcií a dluhopisů.
5. Lenders deal with operations with surplus cash in money markets.	Věřitelé se zabývají operacemi s přebytečnou hotovostí na peněžních trzích.

7.7.2 GRAMMAR – EXERCISES

1. Use future forms in the following situations:

1. Have you read the latest news on the stock market? – Yes, it says that the stock market **is** probably **going to** stay the same this year.
2. What do your competitors intend to do? – They **are going to** sell all their shares.
3. This report is urgent, it needs sending immediately. – OK, I **will** do it.
4. This company is getting bigger and bigger. – They **are going to** open another new branch in Dubai.
5. According to the latest predictions, the Japanese economy **will** grow next year.

2. Complete the suitable present and future tenses in the following situations:

1. If you **buy** some more shares within another two weeks, you **will** be much better off.
2. It **will** cost another 10.000 \$ if you **do not** act promptly.
3. This corporation **will not** offer a bigger discount, if you **do not** do something in return.
4. Our manager **will** sign the agreement if you **provide** us more freedom in our decision-making processes.
5. Unless you **lower** your price by at least 6%, we **cannot** provide any other advantages.

3. Translate into Czech the following phrases:

1. As a result of the stronger dollar... následkem silného dolaru
2. Due to terrible economic results, ... kvůli špatným hospodářským výsledkům
3. Because of shortages in the supply of gas... vzhledem k nedostatku dodávky plynu
4. Based on the latest news, ...na základě posledních zpráv
5. Owing to this fact, ...vzhledem k této skutečnosti

7.7.3 TEST

1. **HTC stock started the day with a steep 40% drop, but ... to close down just 2,5%.**
 - **rebounded**
 - took a beating
 - remained unchanged
2. **The shares of FIAT Company... after they reported a 25 percent decline in first-quarter earnings.**
 - went through the roof
 - **sank**
 - soared
3. **ČEZ shares ... by 100% after news of the big contract in Russia came out.**
 - went up slightly
 - **rocketed**
 - finished
4. **Samsung stock ... 15 cents down.**
 - went up
 - **finished**
 - terminated
5. **The Asian market was down 300 points, but finished up 40 points last week. What are some of the reasons for this ...?**
 - roundabout
 - **turnaround**
 - turnover
6. **Our enterprise owns 10.000 ... of their stock.**
 - papers
 - lists
 - **shares**
7. **According to professional literature on stock markets a ... market refers to a period of time when many stocks rise in value.**
 - bell
 - **bull**
 - ball
8. **When a stock market "...", it means it recovers after being down.**
 - relies
 - rellies
 - **rallies**
9. **Price ... are fluctuations in the price of a stock.**
 - levels
 - **swings**
 - switches
10. **In Europe, there was record- ... trading volume on the London Stock Exchange this week.**
 - **breaking**
 - taking
 - destroying

8 TRADE FAIR

8.1 VOCABULARY

addition	přírůstek
annual	roční
approximately	přibližně
brand	značka
brand awareness	povědomí o značce
contemporary	současný
conveniently	výhodně, prakticky
core	hlavní
decennium	desetiletí
epitome	model, představitel
event	událost
exhibition	výstava
exhibition grounds	výstavištní areál
exhibition stand	stánek na výstavišti
exhibitor	vystavovatel
gross	celkový, hrubý
joint-stock company	akciový společnost
member	člen
net	čistý, netto
organizer	organizátor
participant	účastník
prominent	čelní, významný
provider	poskytovatel
purpose	cíl, záměr
shape	tvar, podoba
shareholder	akcionář
shares	akcie
subsidiary	pobočka
successful	úspěšný
to abbreviate	vytvořit zkratku
to apply for	žádat o, podat žádost
to be held	konat se
to commemorate	oslatit
to establish	ustavit, založit
to exhibit	vystavovat
to offer	nabízet
to operate	provozovat
to provide	poskytovat
to rank	řadit
trade fair	veletrh
venue	místo

8.2 TEXT

BVV or Trade Fairs Brno

Since 2001 the official name of the company has been Veletrhy Brno, a.s. (BVV Trade Fairs Brno, joint-stock company). Derived from its original name the abbreviated form **BVV** stands for **Brněnské Veletrhy** and **Výstavy** (Brno Trade Fairs and Exhibitions). The abbreviated form BVV is still in use due to its high level of brand awareness.

With 61 per cent of shares the main shareholder of BVV Trade Fairs Brno is Messe Düsseldorf, Germany. Thus, BVV is a member of Messe Düsseldorf Group (<http://www.messe-duesseldorf.de>), one of the largest trade fairs organizers worldwide.

BVV Trade Fairs Brno is one of the most prominent trade fairs organizers in Central and Eastern European countries. Its core business activity is organizing of trade fairs and exhibitions at the Brno exhibition centre and providing exhibition services.

The business of BVV Trade Fairs Brno builds on a tradition established in 1928 by the Exhibition of Contemporary Culture in then Czechoslovakia. In the 1950's the first Exhibition of Czechoslovak Engineering was held in the exhibition grounds and since then the exhibition activities have continued to grow to the present shape of a Central European Exhibition Centre. No wonder the City of Brno became the epitome of trade fairs and exhibitions for the Czechs and their neighbours. In Czech, the word "Brno" is synonymous with "trade fair".

At the moment, the Brno Exhibition Centre offers more than 130,000 sq m of net exhibition area thus ranking among the world largest exhibition centres. Brno Exhibition Centre first opened in 1928 commemorating the first decennium of independent Czechoslovakia founded in 1918. Brno as a location for the new exhibition centre was chosen on purpose being conveniently situated between Prague and Bratislava. A number of exhibition halls on the fairground are referred to as true jewels of functionalist architectural style. The latest addition to the fairground complex is the P Hall opened in June 2009 offering over 10,000 sq m of net exhibition area.

Every year approximately 50 trade fairs or other exhibition events are held at the Brno Exhibition Centre and over 1 million visitors come to see them. Traditionally, the largest and most important event is the annual MSV International Engineering Fair, one the most prestigious engineering fairs in Europe. Apart from trade fairs the centre is an excellent venue for holding congresses, conventions, high-level meetings, gala evenings, concerts or sports events. In 2007 the centre became the setting for a music performance of one of the world's most successful bands, the Rolling Stones.

BVV Trade Fairs Brno also offers complete exhibition services including design and construction of exhibition stands. Also, BVV Trade Fairs Brno is the Czech agent for trade fairs organized by Messe Düsseldorf. The company operates two subsidiaries - exhibition services providers, in Düsseldorf and Moscow.

Zdroj: BVV Veletrhy Brno: *BVV Trade Fairs Brno*. [online]. 2011 [cit. 2013-01-23]. Dostupné z: <http://www.bvv.cz/en/bvv-trade-fairs-brno/company/>

QUESTIONS

What does the abbreviation BVV stand for?

How old is the BVV trade fair?

Which international group is BVV part of?

How spacious are today's exhibition grounds of BVV?

What is the latest addition to BVV?

What is the most prestigious trade fair at BVV?

What is the average attendance per year at BVV?

8.3 LEXIS

1. Put the following trade fair related activities in correct order:

a) Finally, set up the stand for your company.	1.
b) Firstly, decide with your boss on the budget for the stand.	2.
c) Do not forget to arrange for the logistics of the delivery, such as stand, publicity, product.	3.
d) Secondly, select the right size and the setting of the stand, either in this country or abroad.	4.
e) Make sure you consider your different requirements such colour scheme, graphic panels and audio-visual equipment.	5.
f) Then, make necessary design arrangements at your stand.	6.
g) After that, you book stand space for your company with the exhibition organizers, e.g. at BVV.	7.

2. Translate the following sentences into English:

1. Dovolte, abych vás uvítal na našem stánku.	
2. Dovolte, abych vám sdělil několik informací o naší firmě.	
3. Rád vám také představím naše nejnovější portfolio výrobků a služeb.	
4. Pro zájemce nabízíme možnost si osobně domluvit schůzku s našimi zástupci firmy.	
5. V neposlední řadě vás rádi pohostíme dobrým jídlem a pitím.	

3. Match the words with the correct definitions?

1. exhibition	a) an open space on which a fair takes place	5. fairground	e) a show of paintings, photographs, or other objects that people can go to see
2. stand	b) a company that is owned by all the people with shares in it	6. shares	f) a place where an organized meeting, concert etc. takes place
3. venue	c) one of the equal parts into which the ownership of a company is divided	7. organizer	g) a type of product made by a particular company, that has a particular name or design
4. brand	d) someone who makes the arrangements for something that is planned to happen	8. joint-stock-company	h) a table or small structure used for selling or showing things

4. Translate the following statements into Czech:

1. Our strategic competitive advantages are long-standing tradition, experience in organizing trade fairs, strategic geographic location, excellent infrastructure of the Brno exhibition centre and appropriate concepts of the trade shows. All these attributes create perfect conditions for our international events that serve as a perfect basis for business." Jiří Kulíš, CEO of BVV Company	.
2. "The partnership of Messe Düsseldorf with BVV Trade Fairs Brno is an important and logical step in our international activities in Central Europe. Our aim is the leadership of BVV in Central Europe. And together we have accomplished this goal. Not pointlessly, we call the Brno fairgrounds the „Central European Exhibition Centre“. Herbert Vogt, Managment Board of BVV Company	

Zdroj: BVV Veltrhy Brno: *Management of the Company*:. [online]. 2011 [cit. 2013-01-23].
Dostupné z: <http://www.bvv.cz/en/bvv-trade-fairs-brno/company/management/>

8.4 GRAMMAR AND PHRASES

8.4.1 PRESENTATION SKILLS IN ENGLISH

Během veletrhů či jiných setkání, tedy všude tam, kde je zapotřebí představit ostatním obchodním partnerům nové produkty či služby lze v angličtině volit z celé řady jednotlivých sloves, spojení či jiných výrazů pro přesné vyjádření dané skutečnosti:

a) úvod prezentace: *Ladies and gentlemen, thank you very much for coming along here today..., The purpose of today's presentation is to discuss how we can..., Now let me begin by..., secondly..., and finally..., I'd be very happy to invite you to ask questions at the end of the session..., The subject/topic of my talk is ..., I'm going to talk about ..., My topic today is..., My talk is concerned with ...*

b) členění prezentace: *I'm going to divide this talk into four parts., There are a number of points I'd like to make., Basically/ Briefly, I have three things to say., I'd like to begin/start by ..., Let's begin/start by ..., First of all, I'll... , ... and then I'll go on to ..., Then/ Next ..., Finally/ Lastly ...*

c) uzavíráme jednotlivé části: *That's all I have to say about... , We've looked at... , So much for...*

d) začínáme novou část: *Moving on now to ..., Turning to..., Let's turn now to ..., The next issue/topic/area I'd like to focus on ..., I'd like to expand/elaborate on ..., Now we'll move on to... , I'd like now to discuss..., Let's look now at...*

e) analyzujeme a doporučujeme: *Where does that lead us?, Let's consider this in more detail... , What does this mean for...?, Translated into real terms... , Why is this important? , The significance of this is...*

f) uvádíme příklady: *For example,... , A good example of this is... , As an illustration,... , To give you an example,... , To illustrate this point...*

h) uzavíráme prezentaci: *To sum up ... , To summarise... , Right, let's sum up, shall we? , Let's summarise briefly what we've looked at... , If I can just sum up the main points... , Finally, let me remind you of some of the issues we've covered... ,To conclude... , In conclusion ... , In short ... , So, to remind you of what I've covered in this talk, ... , Unfortunately, I seem to have run out of time, so I'll conclude very briefly by saying that , I'd like now to recap...*

i) parafrázujeme, vysvětlujeme: *Simply put... , In other words..... , So what I'm saying is.... , To put it more simply.... , To put it another way...*

j) vyzýváme k diskusi, zadáváme otázky: *I'm happy to answer any queries/ questions, Does anyone have any questions or comments?, Please feel free to ask questions, If you would like me to elaborate on any point, please ask, Would you like to ask any questions?, Any questions?*

Nyní následují další příklady k výše uvedeným frázím.

PŘÍKLAD 1

Ladies and gentlemen, thank you very much for coming along here today.

PŘÍKLAD 2

I have divided the presentation into 3 parts..., First, second, third, finally...

PŘÍKLAD 3

“If you have a look at this first graph..., if you have any questions, I'd be happy to answer them now..., that brings me to the end of my presentation..., thank you for attention... .

8.4.2 GRAMMAR – EXERCISES

1. Complete the suitable prepositions:

1. Let us have a look ... first graph.
2. I would like to start ... saying a few words...
3. My talk is concerned ... the business progress for 2013
4. Let me move on ... my next point.
5. The next issue I am going to focus ... is...
6. Finally, let me remind you ... of some points we have covered today...

2. Use the suitable expressions in the following presentation situations:

a) As you can see, b) Now let's look at, c) If you have a look at

1. ... this first slide, you can see the graph where our sales topped 40 million the year before last. Then last year sales dropped to 30 million, with a slight recovery at the end of the financial year 2012. However, this year sales have continued to drop to an all time low of 20 million.
2. ... our market share
3. ..., we have 35% of the market share, 8% down on last year.

3. Translate the tips given by professionals into Czech:

1. Male 1: With a presentation, I think the aims and the structure need to be clear.
2. Male 2: I like to wait until the end of the presentation before people feed back on what I've just said, rather than interruptions throughout the presentation.
3. Male 3: I think of a presentation... If you're standing up in front of a group of people, you need to make sure you're entertaining, make sure you're engaging, make sure you're interesting, make sure you're relevant, make sure you're talking to the right audience.
4. Female: Don't make it too long, otherwise people fall asleep! Be short, precise and to the point, definitely.

Zdroj:

<http://www.bbc.co.uk/worldservice/learningenglish/business/talkingbusiness/unit3presentations/4tips.shtml>

8.5 SPEAKING

1. Imagine your company is planning to attend a domestic trade fair and you are going to give a short presentation of your company, products and services.

8.6 TEST

1. A trade fair is an exhibition organized so that companies in a specific industry can ... their latest products, service.

- vitrine and demonstration
- showcase and demonstrate
- cabinet and manifest

2. A trade fair studies activities of ... and examines recent market trends and opportunities.

- competitors
- friends
- comrades

3. Public trade fairs are attended by ...

- company representatives
- the public
- legislative bodies

4. Trade Only trade fairs are attended by ...

- company representatives
- company lawyers
- corporate attorneys

5. In general, trade fairs involve a considerable marketing ... by participating companies.

- investment
- equipment
- deposit

6. Our top managers will ... the coming trade fair in Barcelona.

- participate in
- enter
- introduce

7. Trade fairs, which take place on the internet, are called ...

- vital tradeshow
- viral tradeshow
- virtual tradeshow

8. Virtual tradeshow are increasing in popularity due to their relatively ... cost and because there is no need to travel whether you are attending or exhibiting.

- low
- medium
- high

9. The trade fair in Brno is ... every year.

- held
- hold
- taken

10. In the whole world trade ... usually include space rental, design and construction of trade show displays, telecommunications and networking, travel, accommodations, and promotional literature and items to give to attendees.

- costs
- finance
- reimbursement

8.7 KEY

8.7.1 LEXIS – EXERCISES

1. Put the following trade fair related activities in correct order:

a). Finally, set up the stand for your company.	1. b)
b) Firstly, decide with your boss on the budget for the stand.	2. d)
c) Do not forget to arrange for the logistics of the delivery, such as stand, publicity, product.	3. f)
d) Secondly, select the right size and the setting of the stand, either in this country or abroad.	4. g)
e) Make sure you consider your different requirements such colour scheme, graphic panels and audio-visual equipment.	5. e)
f) Then, make necessary design arrangements at your stand.	6. c)
g) After that, you book stand space for your company with the exhibition organizers, e.g. at BVV.	7. a)

2. Translate the following sentences into English:

1. Dovolte, abych vás uvítal na našem stánku...	First, let me welcome you to our stand...
2. Dovolte, abych vám sdělil několik informací o naší firmě.	Second, let me tell you some information about our company.
3. Rád vám také představím naše nejnovější portfolio výrobků a služeb.	I would be happy to / glad to introduce you to our latest portfolio of products and services.
4. Pro zájemce nabízíme možnost si osobně domluvit schůzku s našimi zástupci firmy.	For those interested, we offer the opportunity to personally make an appointment with our company representatives.
5. V neposlední řadě vás rádi pohostíme dobrým jídlem a pitím.	Finally we will treat you with good food and drink.

3. Match the words with the correct definitions?

1. exhibition	e)	5. fairground	a)
2. stand	h)	6. shares	c)
3. venue	f)	7. organizer	d)
4. brand	g)	8. joint-stock-company	b)

4. Translate the following statements into Czech:

1. "Our strategic competitive advantages are long-standing tradition, experience in organizing trade fairs, strategic geographic location, excellent infrastructure of the Brno exhibition centre and appropriate concepts of the trade shows. All these attributes create perfect conditions for our international events that serve as a perfect basis for business." Jiří Kulíš, CEO of BVV Company	„Našimi strategickými konkurenčními výhodami je dlouhá tradice, zkušenosti s pořádáním veletrhů, strategické geografická poloha, vynikající infrastruktura na brněnském výstavišti a vhodné koncepty veletrhů. Všechny tyto atributy vytvářejí dokonalé podmínky pro naše mezinárodní události, které slouží jako dokonalý základ pro podnikání“ říká Jiří Kulíš, výkonný předseda společnosti BVV
2. "The partnership of Messe Düsseldorf with BVV Trade Fairs Brno is an important and logical step in our international activities in Central Europe. Our aim is the leadership of BVV in Central Europe. And together we have accomplished this goal. Not pointlessly, we call the Brno fairgrounds the „Central European Exhibition Centre“. Herbert Vogt, Management Board of BVV Company	"Partnerství Messe Düsseldorf s Veletrhy Brno je významným a logickým krokem v našich mezinárodních aktivitách ve střední Evropě. Naším cílem je vedení BVV ve střední Evropě. A společně jsme dosáhli tohoto cíle. Ne zbytečně, říkáme Brno výstavišti "Centrální evropské výstavní centrum" říká Herbert Vogt, člen představenstva společnosti BVV

Zdroj: BVV Veltrhy Brno: *Management of the Company*.. [online]. 2011 [cit. 2013-01-23]. Dostupné z: <http://www.bvv.cz/en/bvv-trade-fairs-brno/company/management/>

8.7.2 GRAMMAR – CVIČENÍ

1. Complete the suitable prepositions:

1. Let us have a look **at** first graph.
2. I would like to start **by** saying a few words...
3. My talk is concerned **with** the business progress for 2013
4. Let me move on **to** my next point.
5. The next issue I am going to focus **on** is...
6. Finally, let me remind you **of** some points we have covered today...

2. Use the suitable expressions in the following presentation situations:

a) as you can see, b) now let's look at, c) if you have a look at

1. **C** this first slide, you can see the graph where our sales topped 40 million the year before last. Then last year sales dropped to 30 million, with a slight recovery at the end of the financial year 2012. However, this year sales have continued to drop to an all time low of 20 million. 2. **B** our market share 3. **A**, we have 35% of the market share, 8% down on last year.

3. Translate the tips given by professionals into Czech:

1. Muž 1: U prezentace se domnívám, že cíle a struktura by měly být srozumitelné.
2. Muž 2: Rád počkám na konec prezentace, než získám zpětnou vazbu od lidí ohledně toho, co jsem právě řekl, než být přerušován během celé prezentace.
3. Muž 3: Když pomyslím na prezentaci ... pokud stojíte před skupinou lidí, je nutné, abyste ostatní bavil, zapojil je, vzbudil jejich zájem, abyste jste příslušně působil a abyste komunikoval se správnými lidmi.
4. Žena: Nenatahujte ji, jinak vám publikum usne! Buďte stručná a držte se určitě bodů.

Zdroj:

<http://www.bbc.co.uk/worldservice/learningenglish/business/talkingbusiness/unit3presentations/4tips.shtml>

8.7.3 TEST

1. A trade fair is an exhibition organized so that companies in a specific industry can ... their latest products, service.

- vitrine and demonstration
- **showcase and demonstrate**
- cabinet and manifest

2. A trade fair studies activities of ... and examines recent market trends and opportunities.

- **competitors**
- friends
- comrades

3. **Public trade fairs are attended by ...**
 - company representatives
 - **the public**
 - legislative bodies
4. **Trade Only trade fairs are attended by ...**
 - **company representatives**
 - company lawyers
 - corporate attorneys
5. **In general, trade fairs involve a considerable marketing ... by participating companies.**
 - **investment**
 - equipment
 - deposit
6. **Our top managers will ... the coming trade fair in Barcelona.**
 - **participate in**
 - enter
 - introduce
7. **Trade fairs, which take place on the internet, are called ...**
 - vital tradeshow
 - viral tradeshow
 - **virtual tradeshow**
8. **Virtual tradeshow are increasing in popularity due to their relatively ... cost and because there is no need to travel whether you are attending or exhibiting.**
 - **low**
 - medium
 - high
9. **The trade fair in Brno is ... every year.**
 - **held**
 - hold
 - taken
10. **In the whole world trade ... usually include space rental, design and construction of trade show displays, telecommunications and networking, travel, accommodations, and promotional literature and items to give to attendees.**
 - **costs**
 - finance
 - reimbursement

9 FRANCHISES

9.1 VOCABULARY

accounts receivable	účty pohledávek
advertising	reklama
agreement	dohoda
annual	roční
available	dostupný, k dispozici
benefits	výhody
branch	pobočka
brand	značka
business format	struktura, formát obchodu
chain	řetězec
contract	smlouva
costs	náklady
direct costs	prime náklady
equipment	vybavení
evaluation	hodnocení
fee	honorář, odměna
franchise	licence, franšíza
franchisee	uživatel licence
franchisor	poskytovatel licence, franšízy
indirect costs	nepřímé náklady
inventory	zásoba (zboží na skladě)
logo	logo
mid-price	střední cena
obligations	závazky
owner	vlastník
payroll	mzdy a platy
ranking	hodnocení
renewable	obnovitelný
royalty	licenční poplatek
startup costs	počáteční náklady
term	lhůta, termín
to acquire	získat, nabýt
to ensure	zajistit
to establish	založit, zavést
to evaluate	hodnotit
to offer	nabízet
to purchase	koupit
to run	řídit, vést
to set up	založit
to sign	podespat
to support	podporovat
to terminate	ukončit
trademark	ochranná známka
training	školení

9.2 TEXT

Hampton Hotels

In the US, there is an annual ranking of America's top franchise companies. Here is a short list of the top three franchises in the USA for the coming year 2013. The first three franchises are Hampton Hotels, Subway and Jiffy Lube Int'l. Inc.

The first Hampton Inn opened in Memphis, Tennessee in 1984. Hampton Inn was the first mid-price national hotel chain to begin offering a free continental breakfast and free local phone calls. In 1995, the Hampton brand introduced Hampton Inn & Suites, which consisted of two-room suite hotel rooms with living rooms and kitchen areas.

In 1999, Hampton Inn was acquired by Hilton Worldwide, which currently has hotels in 84 countries. Other Hilton Worldwide brands include Waldorf Astoria Hotels & Resorts, Conrad Hotels & Resorts, Hilton Hotels & Resorts, DoubleTree by Hilton, Embassy Suites Hotels, Hilton Garden Inn, Homewood Suites by Hilton, Home2 Suites by Hilton and Hilton Grand Vacations.

In the subsequent part we can find some more detailed information on the franchise number in the USA, Hampton Hotels.

Franchise Units

Year	U.S.	Canadian	International	Co.owned
2012	1,803	35	34	35
2011	1,775	34	24	35
2010	1,705	30	18	39
2009	1,595	28	13	31

Startup Costs, Ongoing Fees and Financing

Total Investment:	\$3,695,500-\$13,524,000
Franchise Fee:	\$65,000
Ongoing Royalty Fee:	6%
Term of Franchise Agreement:	22 years, renewable

	In-House	Third Party
Financing Type	no	yes
Franchise Fee	no	yes
Startup Costs	no	yes
Equipment	no	yes
Inventory	no	yes
Accounts Receivable	no	yes
Payroll	no	yes

How This Franchise Supports Franchisees

Training: Available at headquarters: 2 weeks. General manager training : 5 days.

Ongoing Support: Newsletter, Meetings, Toll-free phone line, Grand opening, Internet, Security/safety procedures, Field operations/evaluations, Purchasing cooperatives,

Marketing Support: Co-op advertising, Ad slicks, National media, Regional advertising,

Other marketing support: PR, online tools

Zdroj: Entrepreneur: *Hampton Hotels*. [online]. 2013 [cit. 2013-01-21]. Dostupné z: <http://www.entrepreneur.com/franchises/hamptonhotels/284276-0.html>

QUESTIONS

How many franchise units does the company have now and how was it five years ago?

How much is the franchise fee?

How does this franchise support franchisees?

How long is the franchise agreement valid?

What are the other top franchises in the USA?

9.3 LEXIS

1. Match the words with the suitable definitions:

1. A ... is simply an agreement between two parties that lays out the obligations and benefits of selling/marketing a good or service, sometimes under an established method.	a) Franchisee
2. ... is the company or individual who allows other companies or individuals to do business using its trademarks, logos, and/or business systems.	b) Franchisor
3. ... is the person who gets the right to use the franchisor's trademarks, logos, and/or business systems and earn money with the business generated.	c) Franchise

2. Translate the following phrases into English:

1. podepsat a prodloužit smlouvu na 20 let	
2. založit novou pobočku	
3. vytvořit nova pracovní místa	
4. používat jednotnou značku	
5. platit mateřské firmě honorář	

3. Which word is different?

1. sign	ratify	acetify	write
2. earn	make	generate	do
3. allow	let	disallow	permit
4. support	counteract	assist	uphold

4. Translate the following statements into Czech:

<p>1. A franchise is simply an agreement between two parties that lays out the obligations and benefits of selling/marketing a good or service, sometimes under an established method.</p>	
<p>2. Franchisor is the company or individual who allows other companies or individuals to do business using its trademarks, logos, and/or business systems</p>	
<p>3. Franchisee is the person who gets the right to use the franchisor's trademarks, logos, and/or business systems and earn money with the business generated</p>	
<p>4. Product Distribution Franchise is one of the two types of franchises, product distribution franchises represent the most percentages of retail sales. In this type of franchise, the franchisee (the person who bought his or her own branch of the franchisor's business) has access to the franchisor's supplies, logos, and trademarks, but is not obligated to run the business under a specific system. Examples of the product distribution franchise include Pepsi, Ford Motor Company, and Exxon.</p>	
<p>5. Business Format Franchise along with the franchisor's product/service and trademarks, the business format franchise supplies the business model, marketing support, and more. For example, McDonald's sells franchises with the same business format which ensures your experience under the Golden Arches is the same whether you're in Miami or Seattle.</p>	

9.4 GRAMMAR

9.4.1 PRESENT PERFECT

Předpřítomný čas označuje události, které se udály časově „před teď/nyní“, nevyjadřuje, kdy se událost stala; při použití přesného času je nutné použít minulý čas prostý. Nejčastěji se pojí s časovými spojkami, jako jsou: for, since, ever, never, just, yet, recently, lately, already apod.

Tvoření:

Kladná věta: Podmět + *have* (3. os. j. č. *has*) + přičestí minulé + zbytek věty (I have been to many countries on business).

Zápor: Podmět + *haven't* (3. os. j. č. *hasn't*) + přičestí minulé + zbytek věty (She has not visited our company).

Otázka: *Have (has)* + podmět + přičestí minulé + zbytek věty? (Have they ever gone to the subsidiaries in Austria?)

Použití:

- vyjadřuje děj, který začal v minulosti a stále pokračuje,
- vyjadřuje děj, který se stal někdy v našem životě, událost se stala v minulosti a je ukončena, ale účinek je stále „cítit“; není důležité, kdy se děj odehrál,
- vyjadřuje minulou událost, která má přítomný následek, děj je obvykle v nedávné minulosti.

Nyní následují další příklady k výše uvedeným pravidlům.

PŘÍKLAD 1

He has lived in London.

PŘÍKLAD 2

The payment has not arrived yet.

PŘÍKLAD 3

Have you ever been to France?

9.4.2 GRAMMAR – EXERCISES

1. Use the correct forms of past tenses or present perfect tenses in each situation:

- Peter (become) a manager of the franchise when he (be) 31.
- How long (your sales manager, work) in the multinational franchise?
- I (receive) your sales proposal, I am quite impressed.
- We (agree) on Monday to resume contract talks.
- Our team (implement) necessities in our French branch last week.
- Over the past three months Paula (be involved) in many interesting projects.

2. Complete the suitable past participle verb forms with the following irregular verbs:

- be..., leave..., have..., fly..., speak..., learn..., have to..., take...

3. Make questions and use *how + long + the present perfect*:

- She has been the Austrian franchisor for five years...

2. We have had twenty outlets in Europe for over 10 years...
3. Our company has had the agreement with KFC for over 20 years...

9.5 SPEAKING

1. Go online and find some current news on the franchise companies, e.g. [http://
http://www.entrepreneur.com/franchise500/index.html](http://http://www.entrepreneur.com/franchise500/index.html)

9.6 TEST

1. Business Format Franchise is a type of franchise that includes not only a ..., but also the complete method to conduct the business itself, such as the marketing plan and operations manuals.

- product, service and trademark
- product, production and producer
- product, assembly and distributor

2. Franchise is a ... that describes the relationship between the Franchisor and Franchisee, including use of trademarks, fees, support and control.

- license
- tool
- equipment

3. Franchise Agreement is the legal ... contract between the Franchisor and Franchisee which tells each party what is required of them.

- written
- described
- inscribed

4. The Franchisor is the person or company that grants the Franchisee the right to ... under their trademark or trade name.

- create business
- make business
- do business

5. Multi-Unit-Franchise is an agreement where the Franchisor grants a Franchisee the rights to open and operate ...

- dozens of units
- more than one unit
- less than one unit

6. Product Distribution Franchise is a franchise where the Franchisee simply ... the Franchisor's products without using the Franchisor's method of conducting business.

- sells
- purchases
- buys

7. Royalty is the ... payment made by the Franchisee to the Franchisor, usually based on a percentage of the Franchisee's gross sales.

- regular
- random
- irregular

8. ... is the Franchisor's identifying marks, brand name and logo that are licensed to the Franchisee.

- Stylemark
- Hallmark
- Trademark

9.A single-unit (direct-unit) franchise is an agreement where the Franchisor grants a Franchisee the rights to open and operate ... franchise unit.

- one
- two
- more than three

10. ... costs are costs associated with setting up a business, such as accountant's fees, legal fees, registration charges, as well as advertising, promotional activities, and employee training.

- Start-up
- Start-off
- Start-down

9.7 KEY

9.7.1 LEXIS – EXERCISES

1. Match the words with the suitable definitions:

1. C	a) franchisee
2. B	b) Franchisor
3. A	c) Franchise

2. Translate the following phrases into English:

1. podepsat a prodloužit smlouvu na 20 let	to sign and prolong the contract for 20 years
2. založit novou pobočku	to set up / found / establish a new branch
3. vytvořit nova pracovní místa	to create new jobs
4. používat jednotnou značku	to use uniform brand
5. platit mateřské firmě honorář	to pay royalty to the parent company

3. Which word is different?

1. sign	ratify	acetify	write
2. earn	make	generate	do
3. allow	let	disallow	permit
4. support	counteract	assist	uphold

4. Translate the following statements into Czech:

1. A franchise is simply an agreement between two parties that lays out the obligations and benefits of selling/marketing a good or service, sometimes under an established method.	1. Franšíza je jednoduše dohoda mezi dvěma stranami, která ukládá povinnosti a výhody prodeje/marketingu zboží nebo služby stanoveným způsobem.
2. Franchisor is the company or individual who allows other companies or individuals to do business using its trademarks, logos, and/or business systems.	2. Frančízor je společnost nebo jednotlivec, která/ý umožňuje jiným společnostem nebo fyzickým osobám podnikat a požívat ochrannou známku, loga nebo obchodní systémy.
3. Franchisee is the person who gets the right to use the franchisor's trademarks, logos, and/or business systems and earn money with the business generated.	3. Provozovatel / uživatel licence je osobou, která získává práva k používání ochranné známky franšízy, loga, obchodních systémů a vydělávat peníze na základě vytvořeného obchodu.
4. Product Distribution Franchise is of the two types of franchises, product distribution franchises represent the most percentages of retail sales. In this type of franchise, the franchisee (the person who bought his or her own branch of the franchisor's business) has access to the franchisor's supplies, logos, and trademarks, but is not obligated to run the business under a specific system. Examples of the product distribution franchise include Pepsi, Ford Motor Company, and Exxon.	4. Produktová distribuční franšíza je jednou ze dvou typů franšíz a nejvíce je zastoupena maloobchodními prodejci. U tohoto typu franšízy provozovatel / uživatel licence (osoba, která koupila svou vlastní pobočku franšízy) má přístup k dodávkám, logům a ochranným známkám frančízora, ale není povinna provozovat svou firmu podle nějakého konkrétního systému. Příkladem tohoto typu franšízy jsou formy jako Pepsi, Ford Motor a Exxon.
5. Business Format Franchise along with the franchisor's product/service and trademarks, the business format franchise supplies the business model, marketing support, and more. For example, McDonald's sells franchises with the same business format which ensures your experience under the Golden Arches is the same whether you're in Miami or Seattle.	5. Franšíza se stejným obchodním formátem spolu s výrobkem/službou, ochrannou známkou frančízora je podporována obchodním modelem, marketingově apod. Na příklad McDonald's prodává franšízy se stejným obchodním formátem a zajišťuje tak stejný zážitek restaurace „pod zlatými oblouky“, ať jste v Miami nebo Seattlu.

9.7.2 GRAMMAR – EXERCISES

1. Use the correct forms of past tenses or present perfect tenses in each situation:

1. Peter **became** a manager of the franchise when he **was** 31.
2. How long **has** your manager **worked** in the multinational franchise?
3. I **have received** your sales proposal, I am quite impressed.
4. We **agreed** on Monday to resume contract talks.
5. Our team **implemented** necessities in our French branch last week.
6. Over the past three months Paula **has been involved** in many interesting projects.

2. Complete the suitable past participle verb forms with the following irregular verbs:

1. been, left, had, flown, spoken, learnt, had to, taken.

3. Make questions and use *how + long + the present perfect*:

1. How long has she been...?
2. How long have you had...?
3. How long has your company had...?

9.7.3 TEST

1. Business Format Franchise is a type of franchise that includes not only a ..., but also the complete method to conduct the business itself, such as the marketing plan and operations manuals.

- **product, service and trademark**
- product, production and producer
- product, assembly and distributor

2. Franchise is a ... that describes the relationship between the Franchisor and Franchisee, including use of trademarks, fees, support and control.

- **license**
- tool
- equipment

3. Franchise Agreement is the legal ... contract between the Franchisor and Franchisee which tells each party what is required of them.

- **written**
- described
- inscribed

4. The Franchisor is the person or company that grants the Franchisee the right to ... under their trademark or trade name..

- create business
- make business
- **do business**

5. Multi-Unit-Franchise is an agreement where the Franchisor grants a Franchisee the rights to open and operate

- dozens of units
- **more than one unit**
- less than one unit

6. **Product Distribution Franchise is a franchise where the Franchisee simply ... the Franchisor's products without using the Franchisor's method of conducting business.**
 - **sells**
 - purchases
 - buys
7. **Royalty is the ... payment made by the Franchisee to the Franchisor, usually based on a percentage of the Franchisee's gross sales.**
 - **regular**
 - random
 - irregular
8. **... is the Franchisor's identifying marks, brand name and logo that are licensed to the Franchisee.**
 - Stylemark
 - Hallmark
 - **Trademark**
9. **A single-unit (direct-unit) franchise is an agreement where the Franchisor grants a Franchisee the rights to open and operate ... franchise unit.**
 - **one**
 - two
 - more than three
10. **... costs are costs associated with setting up a business, such as accountant's fees, legal fees, registration charges, as well as advertising, promotional activities, and employee training.**
 - **Start-up**
 - Start-off
 - Start-down

10 DEALING WITH CUSTOMERS

10.1 VOCABULARY

acceptable	přijatelný
competitor	konkurent
complaint	reklamace
defensive	obranný
delight	radost, potěšení
dissatisfied	nespokojený
goal	cíl
chain of command	organizační schéma
challenge	otázka, problém
issue	věc, záležitost
loyalty	loajalita
on behalf of	jménem
owner	majitel
personally	osobně
promoter	podporovatel
regardless of	bez ohledu na
satisfaction	spokojenost
sincerely	upřímně
solution	řešení
suggestion	návrh
to alleviate	zmírnit, ulehčit, zmenšit
to apologize	omluvit se
to argue	hádat se, přit se
to attack	utočit
to blame	dávat vinu
to bother	obtěžovat
to complain	reklamovat
to contact	kontaktovat
to deal with	zabývat se něčím
to delay	oddálit, protahovat
to earn	získat
to emphasize	zdůraznit
to encourage	podporovat
to handle	řešit
to jump to conclusions	dělat unáhlené závěry
to reject	zamítnout
to satisfy	uspokojit
to sense	vycítit, uvědomit si
to solve	řešit
to suggest	navrhovat
unacceptable	nepřijatelný
upset	rozrušený, znepokojený
wrong	chybný, špatný

10.2 TEXT

SIX STEPS TO DEALING WITH CUSTOMERS' COMPLAINTS BY BEN RIDLER

At some point, everyone in business has to deal with an upset customer. The challenge is to handle the situation in a way that leaves the customer thinking you operate a great company. If you're lucky, you can even encourage him or her to serve as a passionate advocate for your brand.

When it comes down to it, many customers don't even bother to complain. They simply leave and buy from your competitors. Research suggests that up to 80 percent of customers who leave were, in fact, "satisfied" with the original company. Obviously, customer satisfaction is not enough. Businesses nowadays need to positively delight customers if they want to earn their loyalty.

It may seem counter-intuitive, but a business owner's ability to effectively deal with customer complaints provides a great opportunity to turn dissatisfied customers into active promoters of the business. Here are some customer-oriented tips I've learned while working in the business coaching business:

- 1. Listen carefully to what the customer has to say, and let them finish.** Don't get defensive. The customer is not attacking you personally; he or she has a problem and is upset. Repeat back what you are hearing to show that you have listened.
- 2. Ask questions in a caring and concerned manner.** The more information you can get from the customer, the better you will understand his or her perspective. I've learned it's easier to ask questions than to jump to conclusions.
- 3. Put yourself in their shoes.** As a business owner, your goal is to solve the problem, not argue. The customer needs to feel like you're on his or her side and that you empathize with the situation.
- 4. Apologize without blaming.** When a customer senses that you are sincerely sorry, it usually diffuses the situation. Don't blame another person or department. Just say, "I'm sorry about that."
- 5. Ask the customer, "What would be an acceptable solution to you?"** Whether or not the customer knows what a good solution would be, I've found it's best to propose one or more solutions to alleviate his or her pain. Become a partner with the customer in solving the problem.
- 6. Solve the problem, or find someone who can solve it— quickly!** Research indicates that customers prefer the person they are speaking with to instantly solve their problem. When complaints are moved up the chain of command, they become more expensive to handle and only add to the customer's frustration.

There is no getting around customer complaints, regardless of your industry. However, by employing these steps and taking the time to review the issue with the customer, you can turn challenges into something constructive.

Zdroj: Eonetwork: Six Steps to Dealing with Customer Complaints. [online]. 2013 [cit. 2013-01-21]. Dostupnéz: <http://www.eonetwork.org/knowledgebase/specialfeatures/Pages/SixStepsToDealingWithCustomerComplaints.aspx>

QUESTIONS

What does Ben Ridler suggest first when it comes to a complaint with a customer?

What is the step number two in handling the problem with a customer?

What is empathy necessary for in handling complaints?

What attitude should your business show when handling a problem with a customer?

According to Ben Ridler, how helpful is moving the problem up the chain of command?

10.3 LEXIS

1. Which of the phrases are used for accepting (A), delaying (D) and rejecting (R) a complaint?

1. Well, I'm afraid there is nothing we can do about it actually.	
2. I'm afraid we can't help you at the moment. Could you leave your contact phone number and address? We will contact you soon.	
3. Well, I'm afraid there isn't much we can do about it.	
4. We will exchange your product immediately.	
5. I suggest you leave it with us and we'll see what can be done.	
6. Oh, I'm sorry about that.	
7. I suggest you leave it with us and we'll see what we can do.	
8. I'm so sorry, I didn't realize.	
9. I'm afraid the manager/boss isn't in at the moment. Could you call later?	
10. I wish it never happened.	

2. Translate the following sentences into Czech:

1. I'm afraid I have to make a serious complaint.	
2. Excuse me, there appears to be something wrong...	
3. I wonder if you could help me...	
4. I'm sorry to have to say this, but...	
5. OK, I will look into the problem.	

3. Which word is different?

1. complain	protest	object	glorify
2. solve	blame	handle	sort out
3. reject	accept	refuse	deny
4. acceptable	inappropriate	false	wrong

4. Form different connotations:

verb	noun
1. to solve	...
2. ...	acceptance
3. to blame	
4. ...	objection
5. to refuse
6. ...	apology
7. to satisfy	...

10.4 GRAMMAR

10.4.1 COUNTABLE AND UNCOUNTABLE NOUNS

1. Počítatelná podstatná jména (countable nouns) jsou ta, od kterých lze vytvořit množné číslo, a u kterých můžeme určit počet jednotlivých kusů. U podstatných jmen počítatelných v jednotném čísle nelze použít ve významu 'nějaký' slovo **SOME** ani **ANY**, ale v množném čísle ano, pak ve významu „nějaký“. Množství pak vyjadřujeme pomocí **MANY** ve významu mnoho (many businesses apod.). Otázku na množství tvoříme pomocí **HOW MANY** ve významu kolik (How many companies?). V kladné větě ve významu mnoho se používá jak pro poč., tak i nepoč. podst. jména **a lot of** (There are a lot of new companies being established right now in Taiwan.)

2. Jako nepočítatelná (uncountable nouns) označujeme ta podstatná jména, která spočítat nelze, nelze u nich určit počet kusů. Mezi nepočítatelná obvykle patří podstatná jména abstraktní (love, hate) či látková (sníh, voda, vzduch), nebo další (information, news, baggage, luggage, money apod.). Nepočítatelná podstatná jména se pojí s **SOME** a **ANY** a zastupují tak člen (some water, some air, some information). Otázku na množství tvoříme pomocí **HOW MUCH** (How much time have you got?). Samostatné **MUCH** se objevuje nejčastěji v záporu (We do not have much money left.)

Nyní následují další příklady k uvedeným pravidlům.

PŘÍKLAD 1

He has many business partners in London. Tom has some branches in Italy. There are not any new business opportunities in Hungary. We do many jobs on our own.

PŘÍKLAD 2

We have some money in the office. There is a lot of information in the document.

PŘÍKLAD 3

How much time have you got today?

10.4.2 GRAMMAR – EXERCISES

1. Select the correct words:

many, much, a lot of, some, any

1. The company is expanding quickly. How ... new offices are they planning to open?
2. Last year our company spent ... money on solving complaints.
3. Our Complaint Department handles ... complaints monthly.
4. We did not expect so ... complaints before Christmas.
5. Is there ... money left in the cash desk?

2. Which of the words are countable and which ones are not, mark them C or UC:

1. progress..., 2. research..., 3. satisfaction..., 4. news..., 5. company..., 6. CEO...

3. Make questions and use *how + much or many*:

1. Our profit is 2.5 000 000 USD this year. -
2. Our Customer Satisfaction Department has handled more than 1.000 small complaints over the past two years. -
3. They owe us some money. -

10.5 SPEAKING

1. Enact a short dialogue in pairs, in which you will deal with some complaints in shops, e.g. you have bought a mobile or any other product and it is not working properly etc.

10.6 TEST

1. Research indicates that customers ... the person they are speaking with to instantly solve their problem.

- prefer
- deny
- deter

2. When a customer ... that you are sincerely sorry, it usually diffuses the situation.

- objects
- senses
- rejects

3. When the complaints are moved ... the chain of command, they become more expensive to handle.

- up
- down
- below

4. There is no getting around customer complaints, regardless ... your industry.

- about
- off
- of

5. ...carefully to what the customer has to say, and let them finish...

- Follow
- Listen
- Do

6. A business owner's ability to effectively deal with customer complaints provides a great opportunity to turn ... customers into active promoters of the business.

- satisfied
- dissatisfied
- content

7. As a business owner, your ... is to solve the problem, not argue.

- loss
- defeat
- goal

8. As a professional, when it comes to handling a complaint, do not ...

- come at conclusions
- come with conclusions
- jump to conclusions

9. In any business it's best to propose one or more solutions to ... his or her pain.

- animate
- alleviate
- aviate

10. Businesses nowadays need to positively ... customers if they want to earn their loyalty.

- distress
- delight
- disgust

10.7 KEY

10.7.1 LEXIS – EXERCISES

1. Which of the phrases are used for accepting (A), delaying (D) and rejecting (R) a complaint?

1. Well, I'm afraid there is nothing we can do about it actually.	R
2. I'm afraid we can't help you at the moment. Could you leave your contact phone number and address? We will contact you soon.	D
3. Well, I'm afraid there isn't much we can do about it.	R
4. We will exchange your product immediately.	A
5. I suggest you leave it with us and we'll see what can be done.	D
6. Oh, I'm sorry about that.	A
7. I suggest you leave it with us and we'll see what we can do.	D
8. I'm so sorry, I didn't realize.	A
9. I'm afraid the manager/boss isn't in at the moment. Could you call later?	D
10. I wish it never happened.	A

2. Translate the following sentences into Czech:

1. I'm afraid I have to make a serious complaint.	Obávám se, ale musím vznést reklamaci.
2. Excuse me, there appears to be something wrong...	Promiňte, zdá se, že je něco v nepořádku.
3. I wonder if you could help me.	Zajímalo by mne, zdali byste mne mohl pomoci.
4. I'm sorry to have to say this, but.	Je mi líto, ale musím říct, ...
5. OK, I will look into the problem.	V pořádku, prozkoumám ten problém.

3. Which word is different?

1. complain	protest	object	glorify
2. solve	blame	handle	sort out
3. reject	accept	refuse	deny
4. acceptable	inappropriate	false	wrong

4. Form different connotations:

verb	noun
1. to solve	solution
2. to accept	acceptance
3. to blame	blame
4. to object	objection
5. to refuse	refusal
6. to apologise	apology
7. to satisfy	satisfaction

10.7.2 GRAMMAR – EXERCISES

1. Select the correct words:

many, much, a lot of, some, any

1. The company is expanding quickly. How **many** new offices are they planning to open?
2. Last year our company spent **a lot of** money on solving complaints.
3. Our Complaint Department handles **many** complaints monthly.
4. We did not expect so **many** complaints before Christmas.
5. Is there **any** money left in the cash desk?

2. Which of the words are countable and which ones are not, mark them C or UC:

1. progress **UC**, 2. research **UC**, 3. satisfaction **UC**, 4. news **UC**, 5. company **C**, 6. CEO **C**.

3. Make questions and use *how + much or many*:

1. Our profit is 2.5 000 000 USD this year. – **How much is your profit?**
2. Our Customer Satisfaction Department has handled more than 1.000 small complaints over the past two years. – **How many complaints has your Customer Satisfaction Department handled?**
3. They owe us some money. – **How much money do they owe us?**

10.7.3 TEST

1. Research indicates that customers ... the person they are speaking with to instantly solve their problem.

- **prefer**
- deny
- deter

2. When a customer ... that you are sincerely sorry, it usually diffuses the situation.

- objects
- **senses**
- rejects

3. When the complaints are moved ... the chain of command, they become more expensive to handle.

- **up**
- down
- below

4. There is no getting around customer complaints, regardless ... your industry.

- about
- off
- **of**

5. ... carefully to what the customer has to say, and let them finish..

- Follow
- **Listen**
- Do

6. **A business owner's ability to effectively deal with customer complaints provides a great opportunity to turn ... customers into active promoters of the business.**
 - satisfied
 - **dissatisfied**
 - content
7. **As a business owner, your ... is to solve the problem, not argue.**
 - loss
 - defeat
 - **goal**
8. **As a professional, when it comes to handling a complaint, do not ...**
 - come at conclusions
 - come with conclusions
 - **jump to conclusions**
9. **In any business it's best to propose one or more solutions to ... his or her pain.**
 - animate
 - **alleviate**
 - aviate
10. **Businesses nowadays need to positively ... customers if they want to earn their loyalty.**
 - distress
 - **delight**
 - disgust

11 READING BUSINESS NEWS IN ENGLISH

11.1 VOCABULARY

announce	ohlásit
bailout	finanční pomoc
best performing	prosperující
bond	obligace, dluhopis
boost	oživit
bubble	bublina
bulletproof	neprůstřelný
cap	omezit, přiškrtit
cargo	náklad
clad	oděný
climb	stoupat
concerns	obavy
council	rada
crash	zhroutit se, krach
debt	dluh
debt-fueled	dluhem poháněný
due	dlužný, splatný
earnings	příjem, výdělek
expand	zvětšit se, rozšířit se
fixed-income fund	fond investující do státních dluhopisů
freelance writer	spisovatel na volné noze
gain	získat
government	vláda
increase	nárůst
linger	přetrvávat, pokračovat
mortgage	hypotéka
notice	všimnout si
occupancy	obsazenost
own	vlastnit
pay off	splatit
rack up sth.	dosáhnout něčeho, zaznamenat něco
real estate	nemovitost, realita
recovery	oživení, zotavení
residential rent	nájemné za bydlení
run	provozovat
scantily	spoře
sheikdom	šejchát
ship out	odeslat, zaslat
shrink	zmenšit se
slot	skulina v rozvrhu
stable	stabilní
stack	štos
struggle	snažit se, usilovat
take hold	zmocnit se, ovládnout situaci
transshipment	překládka
unrest	nepokoje

11.2 TEXT

IN DUBAI, SERVICES AND EXPORTS DRIVE A NEW BOOM

By Dana El Baltaji, Bloomberg Businessweek

Rewa Zeinati, a freelance writer in Dubai, has noticed more business cards with photos of scantily clad women offering massages piling up on her car windscreen lately. "Sometimes I'm away for 30 minutes and come back to find a stack of them," says Zeinati. "I've definitely seen an increase this year."

With Dubai's economy posting its fastest growth since 2007, residents also say it's harder to find taxis, book restaurants, and get places in private schools for their children. Residential rents climbed about 17 percent last year, while the volume of non-oil trade hit record highs. "Hotel occupancy is up quite significantly and the airport is crazy," says Abdul Kadir Hussain, chief executive at Mashreq Capital (DIFC), which runs the region's best-performing fixed-income funds. "If you go to Jebel Ali Free Zone, rents are up and it's fully occupied. That part of the model is working very well." The free zone is one of the world's largest transshipment points for containerized cargo.

The drivers of Dubai's new growth are services, legal and otherwise, and exports such as electronics, which are shipped out of the free zone. This stress on services and exports suggests any new Dubai boom won't be a repeat of the debt-fueled real estate bubble that crashed when the global crisis hit in 2008.

In the first half of 2012, construction shrank 2.5 percent from a year earlier while earnings from hotels and restaurants grew 16 percent. The economy expanded 4.3 percent in 2012, according to preliminary estimates. Dubai's stock index gained 12 percent in the past month, four times the advance of the MSCI Emerging Markets Index. Shares of Emaar Properties, which owns Dubai Mall, the world's largest, jumped 18 percent. The prices of bonds issued by Emirates airline and the Jebel Ali Free Zone are doing better than ever.

Concerns linger that the economy could overheat again. The Dubai government announced plans in November to build a shopping center even bigger than Dubai Mall. Such mega-projects led the emirate to rack up about \$113 billion of debt before the crash. Abu Dhabi, the richest of the seven sheikhdoms in the United Arab Emirates, had to engineer a \$20 billion bailout of Dubai in 2009. Dubai still has about \$40 billion of debt due by the end of next year, according to Bank of America Merrill Lynch.

The UAE's central bank, based in Abu Dhabi, has capped mortgage lending at 70 percent of a property's value for Emiratis and 50 percent for foreigners, with even lower lending caps for second mortgages. "Abu Dhabi doesn't want to bail out Dubai again," says Emad Mostaque, a strategist with Noah Capital Markets in London. UAE authorities are trying to "keep their economy as stable and bulletproof as possible when they see instability all around them."

The wave of uprisings in Arab countries has hurt some of the region's economies. Dubai, which escaped unrest, may be among the beneficiaries. "Political stability makes it a very attractive place for travelers in the region to spend their time and money," says Khatija Haque, senior economist at lender Emirates NBD.

Finance is playing a smaller part than it did during last decade's boom; the sector grew only 3.2 percent in the first half of 2012. Still, Dubai plans to boost the industry, partly by launching a *sharia* finance council that will make sure certain financial products and contracts conform to Islamic law. Such a council will help attract more wealth from the world's 1.6 billion Muslims.

As recovery takes hold, Mashreq Capital's Hussain is struggling to find early-morning slots at his favorite golf course. "In the last three winters I could just drive up to my club, get out, and play" he says. This year, after twice being turned away because the course was full, "I decided to call two days before. And they said 'yeah, but not till 9:30.'" "

The bottom line: *While Dubai is growing again, the emirate still has to pay off \$40 billion in debt at the end of next year.*

Zdroj: Business-spotlight: *Business Press*. [online]. [cit. 2013-01-30]. Dostupné z: <http://business-spotlight.ihned.cz/business-press/>

QUESTIONS

According to the local residents what has changed since 2007 in their life?

What are the main drives of the economy in Dubai at the moment?

How did the economy do in Dubai in 2012 in the mentioned sectors of the economy?

What happened in 2008 in Dubai and what consequences it had on the development of the given economy? How big is the debt now? Who helped to Dubai to pay for it?

According to Khatija Haque how important is stability of the economy there?

11.3 LEXIS

1. Work in pairs. Use a dictionary and look up the new words, then match the newspaper lingo vocabulary with the definitions:

1. background	a) The person who "proofreads" copy as it comes in, checking for spelling, punctuation, accuracy of style, and clarity	1.
2. caption	b) The name of the reporter	2.
3. classified ads	c) The person whose job is to approve copy when it comes in and to make decisions about what is published in a newspaper or magazine	3.
4. column	d) Information that is not intended for publication	4.
5. conflict of interest	e) The "title" of a newspaper or magazine story	5.
6. copyreader	f) Copy which accompanies a photograph or graphic	6.
7. credibility	g) An article in which a writer or columnist gives an opinion on a topic	7.
8. editor	i) Short, direct text ads which clearly indicate WHAT is being advertised, the PRICE, WHERE, and HOW the advertiser can be contacted	8.
9. feature article	j) The conflict that is created when a writer allows personal interests (friendship, family, business connections, etc.) to influence the outcome of the story	9.
10. headline	k) Believability of a writer or publication	10.
11. inverted pyramid	l) The main article on the front page of a newspaper, or the cover story in a magazine	11.
12. by-line	m) The structure of a news story which places the important facts at the beginning and less important facts and details at the end, enabling the editor to cut bottom portion of the story if space is required	12.
13. reporters	n) A person who talks to a reporter on the record, for attribution in a news story	13.
14. source	o) The people who gather facts for the stories they are assigned to write	14.
<p>Zdroj: FlashcardMachine: Shared Flashcard Set. [online]. [cit. 2013-01-30]. Dostupné z: http://www.flashcardmachine.com/newspaper-lingo.html</p>		

2. Add the opposites to the following adjectives:

1. increase	a)
2. boom	b)
3. profit	c)
4. gain	d)
5. conform	e)
6. full	f)
7. lend	g)

3. Which word is different?

1. mortgage	security interest	mortgage bond	fund
2. shrink	jump	decrease	lower
3. poor	rich	well-off	wealthy
4. launch	begin	start	terminate

11.4 GRAMMAR

11.4.1 PASSIVE FORMS IN ENGLISH

Ve srovnání s češtinou se používá trpný rod v angličtině mnohem častěji a je nutné mu věnovat pozornost. Trpný rod používáme když:

- téma věty je jiné než činitel děje. (např. Apple Company was founded by Steve Jobs.)
- činitel děje není důležitý. (např. Apple Company was set up in 1976.)
- činitel děje není známý. (např. A new Korean company is being built in our region.)

Trpný rod tvoříme vždy pomocí slovesa **BE** a slovesa v **minulém přičestí**. U sloves pravidelných přidáme koncovku **-ed** (např. *be started*) a u nepravidelných sloves volíme tvar přičestí (např. *be bought, be sold, be started, be written, be built* atd.) Trpný rod můžeme vytvořit od téměř jakéhokoliv slovesa v jakémkoliv slovesném čase, včetně průběhových.

V případě, že chceme činitel věty zmínit v trpné větě, používáme předložku **BY** (The company was founded by my brother).

Nyní následují další příklady k uvedeným gramatickým pravidlům.

PŘÍKLAD 1

The bad debt has been paid.

PŘÍKLAD 2

\$ 20 billion bailout of Dubai was engineered by the richest sheikdoms in the United Arab Emirates.

PŘÍKLAD 3

The new contract will be signed by the CEO.

11.4.2 GRAMMAR – EXERCISES

1. Use the correct past participle forms of the irregular verbs:

1. to shrink ...
2. to go up...
3. to drive ...
4. to choose...
5. to fall...
6. to forecast...
7. to grow...
8. to hit...
9. to keep...
10. to lend...
11. to pay off...
12. to sink...
13. to undergo...
14. to undertake...
15. to write off ...

2. Use the passive voice forms:

1. The updated website of SKODA AUTO company (visit) by thousands of potential customers last week, as the company had released a new model of the Skoda Octavia car.
2. New revolutionary inventions (initiate) ... by Steve Jobs.
3. 10.000 pieces (produce) ... every day by the Korean company
4. Many new markets (conquer) ... immediately by Samsung in 1990s.
5. Finally, our company was lucky as its bad debt (write off) ... few months ago.
6. A new contest (announce) ... next month.

3. Now form the questions to the sentences from Exercise 2 and use different question forms, such as *when, what, who, how many, how quickly* etc.:

1. ...
2. ...
3. ...
4. ...
5. ...
6. ...

11.5 SPEAKING

1. Find some latest business news in Czech or English newspapers and bring to the class and give a short summary of it.

11.6 TEST

1. For companies the first step to buying the property is to get a mortgage ...

- approbation
- approval
- appraisal

2. In Dubai this is one of the most ... neighborhoods in the city.

- desirable
- destitute
- designated

3. As the company was late with all their payments for the mortgage installments it had to be ...

- closed
- foreclosed
- enclosed

4. The local authorities in Dubai want to ... some of the local corporations.

- bail out
- take down
- give out

5. In the UAE some companies are going through a serious ... right now.

- crease
- concern
- **crisis**

6. The real estate market has been ... since the biggest real estate bubble.

- unpredictable
- uncouth
- compromising

7. The local authorities in Dubai are taking a lot of crucial ... to improve the local economy.

- stamps
- steps
- stops

8. Dubai's stock index ... 12 percent in the past month, four times the advance of the MSCI Emerging Markets Index.

- gave
- gained
- gone

9. Many entrepreneurs in Dubai hope that the economic ... will improve the economic situation in the Gulf region.

- discovery
- recovery
- recovering

10. A lot of smaller businesses are ... with large losses in the vicinity of Dubai.

- shifting
- struggling
- stifling

11.7 KEY

1. Match the newspaper lingo vocabulary with the definitions:

1. background	a) The person who "proofreads" copy as it comes in, checking for spelling, punctuation, accuracy of style, and clarity	1. d)
2. caption	b) The name of the reporter	2. f)
3. classified ads	c) The person whose job is to approve copy when it comes in and to make decisions about what is published in a newspaper or magazine	3. i)
4. column	d) Information that is not intended for publication	4. g)
5. conflict of interest	e) The "title" of a newspaper or magazine story	5. j)
6. copyreader	f) Copy which accompanies a photograph or graphic	6. a)
7. credibility	g) An article in which a writer or columnist gives an opinion on a topic	7. k)
8. editor	i) Short, direct text ads which clearly indicate WHAT is being advertised, the PRICE, WHERE, and HOW the advertiser can be contacted	8. c)
9. feature article	j) The conflict that is created when a writer allows personal interests (friendship, family, business connections, etc.) to influence the outcome of the story	9. l)
10. headline	k) Believability of a writer or publication	10. e)
11. inverted pyramid	l) The main article on the front page of a newspaper, or the cover story in a magazine	11. m)
12. by-line	m) The structure of a news story which places the important facts at the beginning and less important facts and details at the end, enabling the editor to cut bottom portion of the story if space is required	12. b)
13. reporters	n) A person who talks to a reporter on the record, for attribution in a news story	13. o)
14. source	o) The people who gather facts for the stories they are assigned to write	14. n)
Zdroj: Flashcard Machine: Shared Flashcard Set. [online]. [cit. 2013-01-30]. Dostupné z: http://www.flashcardmachine.com/newspaper-lingo.html		

2. Add the opposites to the following adjectives:

1. increase	a) decrease
2. boom	b) collapse, crash
3. profit	c) loss
4. gain	d) lose
5. conform	e) deviate, contradict
6. full	f) empty
7. lend	g) borrow

3. Which word is different?

1. mortgage	security interest	mortgage bond	fund
2. shrink	jump	decrease	lower
3. poor	rich	well-off	wealthy
4. launch	begin	start	terminate

11.7.1 GRAMMAR –EXERCISES

1. Use the correct past participle forms of the irregular verbs:

1. to shrink ... **shrunk**
2. to go up... **gone up**
3. to drive ... **driven**
4. to choose... **chosen**
5. to fall... **fallen**
6. to forecast... **forecast**
7. to grow... **grown**
8. to hit... **hit**
9. to keep... **kept**
10. to lend... **lent**
11. to pay off... **paid off**
12. to sink... **sunk**
13. to undergo... **undergone**
14. to undertake... **undertaken**
15. to write off ... **written off**

2. Use the passive voice forms:

1. The updated website of SKODA AUTO company **was visited** by thousands of potential customers last week, as the company had released a new model of the Skoda Octavia car.
2. New revolutionary inventions **were initiated** by Steve Jobs.
3. 10.000 pieces **are produced** every day by the Korean company
4. Many new markets **were conquered** immediately by Samsung in 1990s.
5. Finally, our company was lucky as its bad debt **was written off** few months ago.
6. A new contest **will be announced** next month.

3. Now form the questions to the sentences from Exercise 2 and use different question forms, such as *when, what, who, how many, how quickly* etc.:

1. How many customers visited the updated website of SKODA?... , Who visited the updated website of SKODA?...
AUTO?...
2. Who initiated new revolutionary inventions?... , By whom were new revolutionary inventions initiated?
3. How many pieces are produced?...
4. When were many new markets conquered?... , By whom were many new markets conquered?
5. When was bad debt written off?
6. When will a new contest be announced?

11.7.2 TEST

1. For companies the first step to buying the property is to get a mortgage ...

- approbation
- **approval**
- appraisal

2. **In Dubai this is one of the most ... neighborhoods in the city.**
 - **desirable**
 - destitute
 - designated
3. **As the company was late with all their payments for the mortgage installments it had to be ...**
 - closed
 - **foreclosed**
 - enclosed
4. **The local authorities in Dubai want to ... some of the local corporations.**
 - **bail out**
 - take down
 - give out
5. **In the UAE some companies are going through a serious ... right now.**
 - crease
 - concern
 - **crisis**
6. **The real estate market has been ... since the biggest real estate bubble.**
 - **unpredictable**
 - uncouth
 - compromising
7. **The local authorities in Dubai are taking a lot of crucial ... to improve the local economy.**
 - stamps
 - **steps**
 - stops
8. **Dubai's stock index ... 12 percent in the past month, four times the advance of the MSCI Emerging Markets Index.**
 - gave
 - **gained**
 - gone
9. **Many entrepreneurs in Dubai hope that the economic ... will improve the economic situation in the Gulf region.**
 - discovery
 - **recovery**
 - recovering
10. **A lot of smaller businesses are ... with large losses in the vicinity of Dubai.**
 - shifting
 - **struggling**
 - stifling

12 MIXED ADDITIONAL BUSINESS EXERCISES WITH THE KEY

Circle the correct answer in the following exercises:

1. Their profits increased dramatically. = Their profits went ...

- by the wayside
- through the roof
- on and on

2. Not many people use this product. = The ... for this product is weak.

- request
- use
- demand

3. The company is ... (= being criticized heavily) for some of their policies.

- overvalued
- under fire
- under-funded

4. He didn't write the report himself. He ... it with his colleague.

- co-authored
- authorized
- cooperated

5. To write and release a public letter = To ... a public letter

- issue
- insure
- inspect

6. The buyout took him by surprise. = He was ... by the buyout.

- emboldened
- unaffected
- blindsided

7. They couldn't reach a deal. = They couldn't ... a deal.

- hammer out

- put out
- come across

8. They rejected his first offer. = They rejected his

- initial bid
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- hesitated
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- bad news
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- shy
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- direction

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- boon
- boom
- book

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- fly-by-night
- night
- flighty

28. The company spokesperson ... to answer any questions.

- decided
- declined
- decried

29. We're a little worried. One of our major ... is growing at a rapid rate.

- competition
- competitors
- compete

30. Bill was trying to come up with a scheme to steal money from the company, but his boss ... to this scheme and fired him.

- caught
- caught up
- caught on

31. What are you trying to say? =What are you ...?

- getting at
- getting
- making

32. I'm sorry, Lynn, I didn't ... (= understand/hear) that last figure.

- engage
- catch/get
- grasp

33. Janine has ... a lot to the development of this company.

- constrained
- calculated
- contributed

34. We're running a little short ... (= we don't have much time left)

- of time
- in time
- time

35. Bill told me that my issue was ... of the meeting. (= not part of what the meeting was about)

- outside the boundary
- out the door
- outside the scope

36. Let's ... (= talk) tomorrow.

- touch bases
- touch base
- touch wood

37. She's really good at ... (= generating) creative solutions.

- coming up with
- coming on to
- getting on with

38. In business jargon, when something is "on someone's radar":

- they are not aware of something
- they are aware of something
- they are a pilot

39. Let's leave that issue for ...

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- the future

40. It's critical not to ... of the main point.

- see
- lose site
- lose sight

41. Our organization is one of the main ... in the water initiative program. (= an integral part of the program)

- holders
- takers
- stakeholders

42. Call one of the ... guys to come fix your computer.

- sales support
- tech support
- technical know-how

43. James and I don't really see ... on this issue. (= we don't really agree)

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- next moves
- next actions

51. A company's ... is the supply of goods it has for sale.

- inventory
- invention
- inversion

52. A good CEO will make ... business decisions.

- sound
- sonic
- musical

53. It's not economically ... (= profitable/worthwhile) for us to pursue this.

- fast
- worthy
- feasible

54. We have to examine the ... (race, age, income, etc.) of our customer base.

- democracy
- demographics
- demonstrations

55. Our ... is to provide high quality veterinary service.

- statement
- mishap
- mission

56. This seminar will show you how to ... (= improve) your sales and marketing campaigns.

- vary
- variable
- variety

57. To make an "informed" choice, means to make a ... choice.

- wise
- frivolous
- neutral

58. A "white paper" is an ... report.

- authored
- authentic
- authoritative

59. The manager didn't see any ... (= real) benefits to his approach.

- tangy
- tangible
- tinged

60. The kids who will receive these computers are the ones who will ultimately ... of this project.

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- reap the benefits
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61. When you're "bouncing ideas off each other", you're ...

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- agreeing with someone else's idea
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- topic of expertise
- area of expertise
- field of knowledge

65. Your report is a little short. I think you have to ... a little more.

- learn the topic
- research the substance
- research the topic

66. Our meetings are always quite informal, but we get

- much done
- much finished
- a lot done

67. Where can I get a pen?

- In the supply room
- In the lunch room
- In the conference room

68. What's a binder?

- paper
- a notebook cover (often with rings or clamps for holding sheets)
- a mean boss

69. I've always wanted to ... a career in HR.

- persuade
- perhaps
- pursue

70. No, I'm sorry I'm not ... with that service. (= I haven't heard about that service)

- familiar
- famous
- famished

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- on my platter
- on my plate
- on my mind

72. The USA is one of the easiest places in the world to

- make a business
- commence a business
- start a business

73. I'm swamped. = I'm ...

- drowning
- really busy
- confused

74. (What's the plan for today?/ What do we have to do today?) = What's on the ... today?

- agenda
- board
- notebook

75. I'm a little confused about the timeline. Could you ... (= explain it to me) again?

- walk me through it
- walk me through
- converse with me

76. What's a "timeline"?

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- A deadline
- A schedule

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- in order
- by order
- orderly

78. Tony is always ... the meeting up by being late.

- holding
- keeping
- bringing

79. I have a terrible boss! He never gives me any positive ... on the work I do. (= he never compliments my work)

- feed
- feedback
- opinions

80. A business' "core competency" is something that it can do well - something that sets it apart from its competitors, and is difficult for these competitors to ... (= copy)

- initiate
- inform
- imitate

81. John isn't a permanent employee, he's a

- temp
- part-time
- hired

82. ... means that someone gets hired as a temporary employee, and then, in time has the chance to become a permanent employee.

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- follow
- converse

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- sense
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86. A "micromanager" wants to ...

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87. You should always wear your name ... (= a little piece of paper with your name that you wear on your shirt) when you're at work.

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- break for lunch
- lunch break
- food break

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- breakfast room
- lunch room/lunchroom
- criticized

94. In many offices, employees work in little areas called ...

- cubes/cubicles
- boxes
- rooms

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- divide
- coexist in
- share

96. Everyone has to leave the office during a fire ...

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- log out
- log

98. You don't have to wear a tie, but you have to wear a ...

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- dress shirt

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- work trip
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Zdroj: Businessenglishsite: General Business English & expressions. [online]. [cit. 2013-01-30]. Dostupné z <http://www.businessenglishsite.com/general-business-english.html>

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- business travel

ZÁVĚR

Tímto doplňkovým souhrnným testem končí opora Business English 2, která vás jazykově připravila pro odbornou komunikaci v oblastech: Successful Entrepreneurs, Negotiations, Meetings, Franchises, Stock Markets, Dealing with Customers, Trade Fair, Lean Manufacturing, Business Letters in English, Business Emails in English, Reading Business News in English a Mixed Business Exercises. Uvedenou slovní zásobu je možné použít v jakémkoli firemním či obchodním prostředí. Dále je možné v rámci prohlubování jazykových znalostí využít řadu lexikálních a gramatických cvičení, které jsou opatřeny klíčem. A v neposlední řadě jsou v textu uvedeny webové odkazy, které slouží k dalšímu jazykovému vzdělávání. Všem studentům přeji hodně úspěchů a chuti se dále jazykově rozvíjet.

SLOVNÍK (SLOVNÍ ZÁSoba)

alternatives	alternativy
to amplify	rozvést
arbitration	rozhodčí řízení
to bargain	vyjednávat
bottom-line	spodní hranice
collective	společný
to compensate	nahradit, vykompenzovat
to comply	vyhovět, splnit
to comprise	zahrnovat, obsahovat, tvořit
concession	ústupek
conflict resolution	řešení konfliktu
to confront	čelit, postavit se
consensus	shoda, souhlas
cooperation	spolupráce
counter proposal	protinabídka
counterattack	protiútok
counterpart	protějšek
demands	požadavky
deadlock	mrtvý bod
dispute	spor, hádka, pře
to be entitled to	mít právo na
flexible	pružný, přizpůsobivý
haggling	smlouvání, dohadování, handrkování se
hostility	nesouhlas, odpor
to high-ball	učinit vysoký požadavek
impulse	podnět, stimul
indecisive	váhavý, nerozhodný
leverage	působení, vliv
log-rolling	vzájemné vychvalování
to low-ball	učinit nízký požadavek
to mislead	uvést v omyl, oklamat
mutual	vzájemný
objective	cíl
point of view	pohled
pressure	tlak
proposal	návrh
receptive	ochotný, přístupný
resentment	zlost, vztek
resistance	odpor
to resolve	řešit
tactics	taktika
tension	napětí, pnutí
trade-off	výměnný obchod
ultimatum	ultimátum
unrealistic	nerealistický
victory	vítězství
to yield	ustoupit

@ (at)	@ zavináč
afford	dovolit si
appear	objevit se
appropriate	vhodný
attach	připojit přílohu
avoid	vyhnout se něčemu
bcc	skrytá kopie
casual	přirozený, neformální
cc	kopie
check	zkontrolovat
clear	srozumitelný
copy	kopírovat
courteous	zdvořilý
delete	smazat
dot	tečka
download	stáhnout
efficient	účinný, schopný
forgive	odpustit, prominout
formality	formálnost
forward	přeposlat
impolite	nezdvořilý
include	zahrnovat
initiate	zahájit
inquiry	dotaz, otázka
line	řádek
polite	zdvořilý
punctuation	interpunkce
purpose	účel, cíl
put sb. at ease	uklidnit koho
receive	přijmout
recipient	příjemce
reply	odpovědět
reply to all	odpovědět všem
run on	zdlouhavý
send	odeslat
send and receive	odeslat a přijmout
sender	odesílatel
sentence	věta
spelling	pravopis
step	krok

accomplish	dosáhnout
accomplishment	úspěch, výkon
acknowledged	všeobecně uznávaný
background	zázemí, původ
brand	značka
CEO	výkonný předseda společnosti
competition	konkurence
competitor	konkurent
consumer	spotřebitel
contribution	příspěvní
customer	zákazník
entrepreneur	podnikatel
entrepreneurial	podnikatelský
entrepreneurship	podnikání
evidence	důkaz
impact	dopad, vliv
invention	vynález
long term	dlouhodobý
loyalty	loajalita
market	trh
obvious	zřejmý
panache	elegance, šmrnc
pro prowess	zručnost, obratnost
reinvention	znovuobjevení
relationship	vztah
retailer	maloobchodník
to set up	založit
shareholder	akcionář
short term	krátkodobý
subsequent	následný
to acquire	získat
to address	oslovit
to compete	konkurovat, soutěžit
to conquer	dobýt, zvítězit
to contribute	příspěvt
to enter	vstoupit
to gain	získat
to influence	ovlivnit
to invent	vynalézt
to penetrate	proniknout
to persuade	přesvědčit
to revolutionize	udělat převrat
to sell	prodávat
to serve	vykonávat (funkci)
user-friendly	uživatelsky přívětivý
visionary	vizionář

absent	nepřítomný
to accomplish	dosáhnout
to address	oslovit
to adjourn	odložit, přerušit
agenda	program, pořad jednání
AGM (annual general meeting)	valná hromada
to allocate	rozdělit, přidělit
AOB (any other business)	různé
apologies	omluva
to ballot	hlasovat
board of directors	představenstvo
boardroom	zasedací síň správní rady
to brainstorm	hledat nové nápady
casting vote	rozhodující hlas
chairperson/chair	předseda
to clarify	objasnit, vyjasnit
clarification	objasnění, vyjasnění
closing remarks	poznámky na závěr
to collaborate	spolupracovat
to commence	začít
to comment	vyjádřit se
conference	porada, jednání
conference hall	zasedací síň
confidential	důvěrný
consensus	shoda, souhlas
deadline	končný termín
to designate	jmenovat, vybrat, určit
formality	formalita
grievance	stížnost
guest speaker	hostující mluvčí
to implement	zavést, provést
mandatory	povinný
minutes	zápis, oficiální zpráva
to motion	předložit návrh
objectives	cíle
opening remarks	poznámky na začátku
participant	účastník
proxy vote	hlas v zastoupení
punctual	dochvilný
to recommend	doporučit
show of hands	hlasování zdvižením ruky
unanimous	jednohlasný
vote	hlas

attachment	příloha
block format	zarovnání do bloku
body	hlavní část
bullets	odrážky
certified mail	potvrzená, doporučená pošta
coherent	souvislý, jasný, srozumitelný
concise	stručný
confidential	důvěrný
diplomacy	diplomacie
diplomatic	diplomatický
direct mail	reklamní pošta
double space	dvojitě řádkování
enclosure	příloha
formal	formální
format	formát, struktura, uspořádání
heading	záhlaví
indent	odsazení
informal	neformální
inside address	informace o příjemci
justified margins	zarovnané okraje
letterhead	hlavička
logo	logo, emblém
margin	okraj
memorandum, memo	písemné interní sdělení
modified block format	upravené zarovnání do bloku
on arrival notification, e.g. confidential	označení charakteru dopisu, np. důvěrně apod.
postage	poštovné
proofread	korektura, udělat kontrolu
punctuation	interpunkce
reader-friendly	srozumitelný pro čtenáře
recipient	příjemce
right ragged	nezarovnaný okraj textu vpravo
salutation	oslovení
sensitive information	citlivá informace
semi-block format	formát s odsazenými odstavci, nezarovnaný vlevo
sincerely	s úctou
single spaced	jednoduché řádkování
spacing	řádkování
tone	charakter, ton
transitions, e.g. furthermore...	přechodový prvek v textu dopise, np. dále...

batch	série
benefit	výhoda
CEO	výkonný předseda
competitor	konkurent
costs	náklady
customer	zákazník
efficiency	výkonnost, efektivita
emphasis	důraz
focus on ...	pozornost, zaměření na ...
implementation	provedení, uskutečnění, realizace
improvement	zlepšení, zdokonalení
inventory	zásoby
key	klíčový
lead time	doba mezi započítáním procesu a realizací výsledků
lean manufacturing	štíhlá výroba
mass production	velkovýroba, hromadná výroba
objective	cíl
performance	výkon
previous	předchozí
producer	výrobce
production	výroba
sigma	standardní odchylka
target	cíl
to accuse of	obvinít, obžalovat
to achieve	dosáhnout
to admire	obdivovat
to be slow on the uptake	pomalou chápající, málo bystrý
to cut	redukovat, snížit
to eliminate	odstranit, zlikvidovat
to implement	provést, uskutečnit, realizovat
to improve	zdokonalit, zlepšit
to measure	měřit, změřit
to overstate	přehánět, zveličovat
to produce	vyrábět
to raise	zvýšit
to reduce	snížit, redukovat
to simplify	zjednodušit
to speed up	zrychlit
value added	s přidanou hodnotou
waste	plýtvání, mrhání, ztráta

asked price at the market	nejnižší cena za cenné papíry, kterou prodávající akceptuje příkaz ke koupi a prodeji akcie za momentálně nejlepší cenu
auction market	dražební trh
benefits of trade	výhody obchodu
bid price	nabídková cena
bond market	trh obligací
broker	makléř
capital market	kapitálový trh
clerk	zaměstnanec makléřské firmy předávající zakázky a informace mezi makléři v kanceláři a makléři v budově burzy
commission	provize
costs of trade	náklady obchodu
customer	zákazník
derivatives market	trh derivátů
floor broker	makléř v budově burzy
foreign exchange market	devizový trh
futures market	termínový trh
investment banker	investiční bankéř
IPO market	trh s počáteční veřejnou nabídkou
limit order	příkaz ke koupi a prodeji akcie za určitou (lepší) cenu
listed stock	kótovaná akcie
market	burzovní trh
market-maker	obchodník na burzovním trhu
NASDAQ (National Association of Securities Dealers Automated Quotations)	automatizovaný systém burzovních záznamů Národního sdružení obchodníků s cennými papíry
New-Issues Market	trh, na kterém firma prodává své akcie pro získání peněz pro rozjezd nebo expanzi
NYSE	New York Stock Exchange
over the counter market	přepážkový trh
performance	výkon
price	cena
primary market	prvotní trh
quotes	kotace
secondary market	druhotný trh
security	cenný papír
share	akcie
specialists	makléř specializující se na určité akcie v budově burzy
stock	akcie
stock market	akciový trh
stockbroker	makléř

addition	přírůstek
annual	roční
approximately	přibližně
brand	značka
brand awareness	povědomí o značce
contemporary	současný
conveniently	výhodně, prakticky
core	hlavní
decennium	desetiletí
epitome	model, představitel
event	událost
exhibition	výstava
exhibition grounds	výstavištní areál
exhibition stand	stánek na výstavišti
exhibitor	vystavovatel
gross	celkový, hrubý
joint-stock company	akciový společnost
member	člen
net	čistý, netto
organizer	organizátor
participant	účastník
prominent	čelní, významný
provider	poskytovatel
purpose	cíl, záměr
shape	tvář, podoba
shareholder	akcionář
shares	akcie
subsidiary	pobočka
successful	úspěšný
to abbreviate	vytvořit zkratku
to apply for	žádat o, podat žádost
to be held	konat se
to commemorate	oslatit
to establish	ustavit, založit
to exhibit	vystavovat
to offer	nabízet
to operate	provozovat
to provide	poskytovat
to rank	řadit
trade fair	veletrh
venue	místo

accounts receivable	účty pohledávek
advertising	reklama
agreement	dohoda
annual	roční
available	dostupný, k dispozici
benefits	výhody
branch	pobočka
brand	značka
business format	struktura, formát obchodu
chain	řetězec
contract	smlouva
costs	náklady
direct costs	prime náklady
equipment	vybavení
evaluation	hodnocení
fee	honorář, odměna
franchise	licence, franšíza
franchisee	uživatel licence
franchisor	poskytovatel licence, franšízý
indirect costs	nepřímé náklady
inventory	zásoba (zboží na skladě)
logo	logo
mid-price	střední cena
obligations	závazky
owner	vlastník
payroll	mzdy a platy
ranking	hodnocení
renewable	obnovitelný
royalty	licenční poplatek
startup costs	počáteční náklady
term	lhůta, termín
to acquire	získat, nabýt
to ensure	zajistit
to establish	založit, zavést
to evaluate	hodnotit
to offer	nabízet
to purchase	koupit
to run	řídit, vést
to set up	založit
to sign	podespat
to support	podporovat
to terminate	ukončit
trademark	ochranná známka
training	školení

acceptable	přijatelný
competitor	konkurent
complaint	reklamace
defensive	obranný
delight	radost, potěšení
dissatisfied	nespokojený
goal	cíl
chain of command	organizační schéma
challenge	otázka, problém
issue	věc, záležitost
loyalty	loajalita
on behalf of	jménem
owner	majitel
personally	osobně
promoter	podporovatel
regardless of	bez ohledu na
satisfaction	spokojenost
sincerely	upřímně
solution	řešení
suggestion	návrh
to alleviate	zmírnit, ulehčit, zmenšit
to apologize	omluvit se
to argue	hádat se, přit se
to attack	utočit
to blame	dávat vinu
to bother	obtěžovat
to complain	reklamovat
to contact	kontaktovat
to deal with	zabývat se něčím
to delay	oddálit, protahovat
to earn	získat
to emphasize	zdůraznit
to encourage	podporovat
to handle	řešit
to jump to conclusions	dělat unáhlené závěry
to reject	zamítnout
to satisfy	uspokojit
to sense	vycítit, uvědomit si
to solve	řešit
to suggest	navrhovat
unacceptable	nepřijatelný
upset	rozrušený, znepokojený
wrong	chybný, špatný

announce	ohlásit
bailout	finanční pomoc
best performing	prosperující
bond	obligace, dluhopis
boost	oživit
bubble	bublina
bulletproof	neprůstřelný
cap	omezit, přiškrtit
cargo	náklad
clad	oděný
climb	stoupat
concerns	obavy
council	rada
crash	zhroutit se, krach
debt	dluh
debt-fueled	dluhem poháněný
due	dlužný, splatný
earnings	příjem, výdělek
expand	zvětšit se, rozšířit se
fixed-income fund	fond investující do státních dluhopisů
freelance writer	spisovatel na volné noze
gain	získat
government	vláda
increase	nárůst
linger	přetrvávat, pokračovat
mortgage	hypotéka
notice	všimnout si
occupancy	obsazenost
own	vlastnit
pay off	splatit
rack up sth.	dosáhnout něčeho, zaznamenat něco
real estate	nemovitost, realita
recovery	oživení, zotavení
residential rent	nájemné za bydlení
run	provozovat
scantily	spoře
sheikdom	šejchát
ship out	odeslat, zaslat
shrink	zmenšit se
slot	skulina v rozvrhu
stable	stabilní
stack	štos
struggle	snažit se, usilovat
take hold	zmocnit se, ovládnout situaci
transshipment	překládka
unrest	nepokoje

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