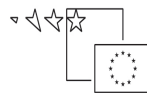




REPUBLIKA SLOVENIJA  
MINISTRSTVO ZA ŠOLSTVO IN ŠPORT



*Naložba v vašo prihodnost*  
OPERACIJO DELNO FINANCIRA EVROPSKA UNIJA  
Evropski socialni sklad

# POSLOVNI TUJI JEZIK – ENGLISH FOR EXECUTIVE SECRETARIES

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Višješolski strokovni program: Poslovni sekretar  
Učbenik: Poslovni tuji jezik – angleščina  
Gradivo za 1. letnik

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Strokovna recenzentka:  
mag. Polonca Mesec, univ. dipl. prev. ang., prof. ital.

Lektorica:  
Vilma Djukić, profesorica slovenskega jezika

CIP - Kataložni zapis o publikaciji  
Narodna in univerzitetna knjižnica, Ljubljana

811.111:33(075.8)(0.034.2)

KRAPEŽ, Stanislava

Poslovni tuji jezik [Elektronski vir] = English for executive secretaries : gradivo za 1. letnik / Stanislava Krapež. - El. knjiga. - Ljubljana : Zavod IRC, 2009. - (Višješolski strokovni program Poslovni sekretar / Zavod IRC)

Način dostopa (URL): [http://www.zavod-irc.si/docs/Skriti\\_dokumenti/Poslovni\\_tuji\\_jezik\\_English\\_for\\_executive\\_secretaries-Krapez.pdf](http://www.zavod-irc.si/docs/Skriti_dokumenti/Poslovni_tuji_jezik_English_for_executive_secretaries-Krapez.pdf). - Projekt Impletum

ISBN 978-961-6820-17-2  
249138432

Izdajatelj: Konzorcij višjih strokovnih šol za izvedbo projekta IMPLETUM  
Založnik: Zavod IRC, Ljubljana.  
Ljubljana, 2009

*Strokovni svet RS za poklicno in strokovno izobraževanje je na svoji 120. seji dne 10. 12. 2009 na podlagi 26. člena Zakona o organizaciji in financiranju vzgoje in izobraževanja (Ur. l. RS, št. 16/07-ZOFVI-UPB5, 36/08 in 58/09) sprejel sklep št. 01301-6/2009 / 11-3 o potrditvi tega učbenika za uporabo v višješolskem izobraževanju.*

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Gradivo je sofinancirano iz sredstev projekta Impletum 'Uvajanje novih izobraževalnih programov na področju višjega strokovnega izobraževanja v obdobju 2008-11'.

Projekt oz. operacijo delno financira Evropska unija iz Evropskega socialnega sklada ter Ministrstvo RS za šolstvo in šport. Operacija se izvaja v okviru Operativnega programa razvoja človeških virov za obdobje 2007-2013, razvojne prioritete 'Razvoj človeških virov in vseživljenjskega učenja' in prednostne usmeritve 'Izboljšanje kakovosti in učinkovitosti sistemov izobraževanja in usposabljanja'.

Vsebina tega dokumenta v nobenem primeru ne odraža mnenja Evropske unije. Odgovornost za vsebino dokumenta nosi avtor.

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## PREFACE

Dear students,

Welcome to English for Executive Secretaries, which provides a lot of materials to practise your English language skills in many ways. You will learn terminology related to your field as well as how to use English effectively in a business setting; and, to reach these goals, you will also have to repeat some basics of the English language. You are probably all aware of the fact that speaking English clearly has become an extremely important aspect of business. English has spread so rapidly that it has become the language of the world, and, nowadays, to speak English is a question of necessity.

Some of you might have worries about how to start dealing with this topic. To make it easier and, hopefully, more interesting for you, I included some relevant readings from our everyday business life. I hope the booklet will prove not only useful but also enjoyable for you, and that you will take up a challenge of doing exercises and giving your view on some topics.



Throughout this booklet you will see exclamation marks that will refer you to websites for more information.



You will also see question marks like this that will help you navigate this booklet and will refer you to grammar exercises.

So just get down to business!

All the best and every success,

Stanislava (aka Staša) Krapež



# 1 ENGLISH FOR EVERYONE

Today, the world is a global village. We have contacts with people from other countries by phone, fax or over the Internet. As a business person, it is very likely that you need to use English at work. The first unit will just break the ice and make you think and talk about the importance of the English language for business. It will also introduce you to the first business-related expressions.

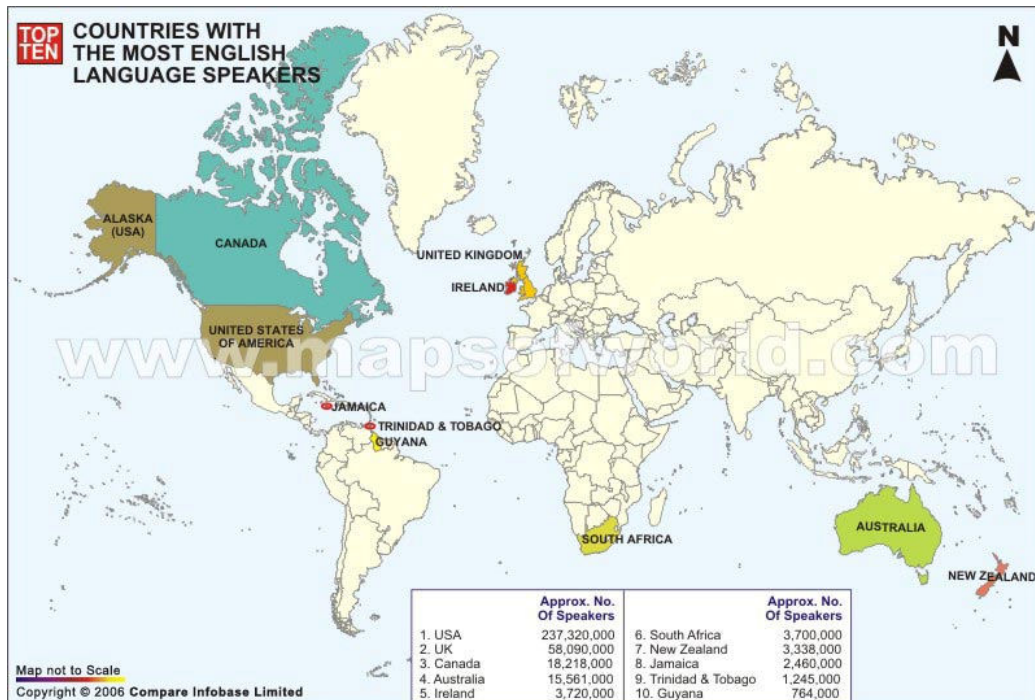


Fig. 1: Countries with the most English language speakers

Source: <http://www.mapsofworld.com/world-top-ten/maps/countries-with-most-english-language-speaker-map.jpg> (9.1.2009)

## *Read and discuss the article below*

The dominance of English as an international language is growing. In China alone, some 175 million people are now studying English. And it is estimated that 2 billion people will be studying it by 2010. English is essential for those hoping to compete in the globalized world. From Brussels to Beijing, English is now the common language spoken in multinational firms, top universities and the scientific community. A recent survey by the San Francisco-based firm Global English found that 91 percent of employees at multinationals in Latin America, Europe and Asia believed English was “critical” or “important” to their current position.

Numerous countries are starting to teach their kids English at ever younger ages. But no country compares with China, which has the world’s largest number of English students. Medium proficiency in English now gives a Chinese child an almost 25 percent salary boost when he or she enters the working world; advanced English provides a more than 70 percent boost. Asians who work at multinationals but speak broken English are likely to be passed over for promotions. For example, we can compare two former students who are now software engineers. The one who passed a key English exam is making a double salary compared to the one who failed.

David Nunan, a Hong-Kong based expert on teaching English as a second language, says, “English will remain the dominant global language for at least the next 50 years because of its pre-eminent position as the language of science, technology, tourism, entertainment and the media.”

*Adapted Adams and Hirsch, 2007*

**Discussion**

- Why, in your opinion, is it useful to learn English?
- Do you agree that it is the language of the world?
- Why is the English language so widely spread?
- Does it threaten other languages or even our mother tongue?
- How often do you visit sites where the content is mainly in English?

**VOCABULARY BUILDING**

**1. Match each word from the column on the left with the explanation on the right.**

1	to compete	a move to a more important job or rank in a company or organization
2	employee	to make higher or greater; increase in amount
3	promotion	to try to be more successful or better than somebody else
4	to boost	to not consider somebody for promotion in a job, especially when they deserve it
5	employer	a person who is paid to work for somebody
6	to employ	a rival; a person or organisation that competes with others
7	survey	a person or company that pays people to work for them
8	to pass over	a situation in which people or companies compete with each other
9	competitor	to give somebody a job for payment
10	competition	an investigation of the opinions of a particular group of people

**2. Fill in missing words from the above table.**

1. They did everything, but they just couldn't \_\_\_\_\_ their productivity.
2. The company has over 500 \_\_\_\_\_.
3. The new job is a \_\_\_\_\_ for him.
4. There is now a tough \_\_\_\_\_ between schools to attract students.
5. How many people does the company \_\_\_\_\_?
6. Nokia is one of the largest \_\_\_\_\_ in this area.
7. Small companies can not \_\_\_\_\_ with cheap imports.
8. Her \_\_\_\_\_ to Sales Manager took everyone by surprise.
9. A recent \_\_\_\_\_ showed that 50 % of young people take car loans.
10. I'm sure they will \_\_\_\_\_ him \_\_\_\_\_ in favour of a younger man.
11. We produce cheaper goods than our \_\_\_\_\_.
12. I would like to get a job with \_\_\_\_\_ prospects.
13. Several companies are \_\_\_\_\_ for the contract.
14. Getting that job did a lot to \_\_\_\_\_ his popularity.

## 1.1 ENGLISH IN INTERNATIONAL BUSINESS

**Wave dollar bills in front of someone, and they will learn complicated spellings and grammar.**

*Crystal cited in Geary, 1997*



Jot down your thoughts about the above statement and give your opinion on the importance and role of the English language using the language from the “useful language” box.

In my opinion ...  
As far as I know ...  
The way I see it ...  
Personally I think ...  
I don't think .....  
That is probably / certainly true.  
I don't really have any opinion on this.  
I'm afraid this question is too difficult for me to answer, yet...

In his excellent book *The Mother Tongue: English & How It Got That Way*, Bill Bryson gives four interesting examples which prove that English is the language of business:

- The six countries — members of the European Free Trade Association — (EFTA) communicate in English. And none of them are English-speaking countries!
- In 1977, four companies from France, Italy, Germany, and Switzerland started Iveco (a truck-making company). They chose English as Iveco's official language.
- When the Swiss company Brown Boveri and the Swedish company ASEA merged in 1988, they decided to use English in the new company.
- When Volkswagen opened a factory in Shanghai it found that there were too few Germans who spoke Chinese, and too few Chinese who spoke German. So now German engineers and Chinese managers communicate in English.

<http://www.antimoon.com/other/intbusiness.htm>, 5.8. 2008

***Find the words or phrases which mean:***

1. to become one company
2. \_\_\_\_\_  
language used by all people who work there, and in all documents
3. \_\_\_\_\_  
an official group of people  
\_\_\_\_\_

## 1.2 ABBREVIATIONS AND ACRONYMS

### *Did you know?*

You have just learnt what EFTA stands for. Do you know what some other abbreviations stand for?

**An abbreviation** is a shortened form, often made from the first letters of several words, e.g.: the BBC – British Broadcasting Corporation

**An acronym** is an abbreviation consisting of the first letters of each word. Articles are usually dropped in acronyms. Acronyms are pronounced as a word, e.g.

IKEA – Ingvar Kamprad Elmtaryd Agunnaryd

UNESCO – the United Nations Educational, Scientific and Cultural Organisation

### *What do the following abbreviations or acronyms stand for?*

GDP

CEO

NATO

IT

HQ

VAT

CV

PR

PA

ISO

EFTA



The following websites might help you:

- <http://acronyms.thefreedictionary.com/>
- <http://www.acronymfinder.com/>

*A number of abbreviations come from Latin:* Do you know what they mean?

i.e. id est

e.g. exempli gratia

a.m. ante meridiem

p.m. post meridiem

etc. et cetera

N.B. nota bene

## 1.3 LANGUAGE FOCUS – FEW / LITTLE, MUCH / MANY

I have little interest in politics. How much does it cost?	<b>(a) little</b> is used with <b>singular uncountable</b> words <b>(how) much</b> with <b>singular uncountable</b> words and mostly in questions and negatives
Few politicians are really honest. How many people were there?	<b>(a) few</b> is used with <b>plurals</b> <b>(how) many</b> with <b>plurals</b> and mostly in questions and negatives

**N.B.**

Without **a**, *little* and *few* have rather negative meanings. They may suggest not as much/many as one would like or as expected.

**Fill in the blanks with *much*, *many*, (*a*) *little*, (*a*) *few*.**

1. \_\_\_\_\_ people can speak a foreign language perfectly.
2. I understood \_\_\_\_\_ of what he said.
3. \_\_\_\_\_ students understand the difference.
4. Could I try \_\_\_\_\_ wine?
5. We didn't have \_\_\_\_\_ trouble finding a suitable hotel.
6. There aren't \_\_\_\_\_ staples left.
7. We didn't save \_\_\_\_\_ money. We only saved a little money.
8. How \_\_\_\_\_ time do you think you'll spend there?
9. It will only take \_\_\_\_\_ weeks to find a new sales manager.
10. Could you give me \_\_\_\_\_ paper clips?
11. Come on! We haven't got \_\_\_\_\_ time!
12. \_\_\_\_\_ politicians are really honest.



If you need some more practice and explanation, go to:

- <http://www.learn-english-online.org/Lesson38/Lesson38.htm>



Don't forget to check the grammar pages and practise the present simple and continuous tense!!!

◆ **Let's summarize what you have learnt.**

- first business expressions
- what some abbreviations and acronyms stand for
- when to use *much* / *little*, *few* / *many*
- useful language for expressing your opinion, and, most importantly, not to be afraid to express it in English.

### **Conclusion of Unit 1**

Having completed the first unit, you might now wish to give again your own view on the importance of the English language. Is there such a thing as international English?

You have also encountered some business terms and revised your understanding of the basic rules of the English grammar. So, would you say *I'm going to work every day* or *I go to work every day*? And would you say *I work in a bank* or *I am working in a bank*? And do you have *little money* or *few money*; or *little euros* or *few euros*?

## 2 DIFFERENT CULTURES – DIFFERENT MANNERS

As international business brings people closer, one of the most important elements of successful business is the respect for cultural differences, known as cultural diversity. This unit aims to make you think about such differences. Shouldn't we all become more aware and globally sensitive?



Fig. 2: Different cultures

Source: <http://orgs.bloomu.edu/douglass/Pages/Images/GlobeHands.jpg>  
(10.1.2009)

Business executives who work in a multicultural environment and don't pay attention to cultural differences, may not even understand something as basic as what means closing a deal in a particular country – a handshake or a written contract. Those who understand the culture are more likely to develop successful, long-term business relationships.

For example, the British use email a lot. They like written communication, whereas the French and Italians tend not to reply quickly; they prefer to call you.

Attitudes toward punctuality vary greatly from one culture to another and can cause misunderstanding. Romanians, Japanese, and Germans are very punctual, while people in many of the Latin countries have a more relaxed attitude toward time. The Japanese consider it rude to be late for a business meeting, but it is acceptable, even fashionable, to be late for a social occasion.

The form of greeting differs from culture to culture. Traditional greetings may be a handshake, hug, nose rub, kiss, placing the hands in praying position, or various other gestures. Should you bow or shake hands?

The Japanese bow is one of the most well-known forms of greeting. The bow symbolizes respect and humility. Japanese and Americans often combine a handshake with a bow so that each culture may show the other respect.

Customs concerning gift-giving are extremely important to understand. When you are on a business trip, do you take a gift for your business partner? In some cultures, gifts are expected, whereas in other countries offering a gift is considered offensive. And if you take a gift, you need to decide which one. Don't take alcohol to the Middle East; don't give leather gifts or flowers if you go to India. In some cultures you can't give particular flowers. Gift-giving is an important part of doing business in Japan. Gifts are usually exchanged at the first meeting. When presented with a gift, companies are expected to respond by giving a gift. Conversely, gifts are rarely exchanged in Germany and are usually not appropriate. Small gifts are fine, but expensive items are not a general practice.

In Japan, it is particularly important to be aware of the way business cards should be exchanged. The western tradition of accepting a business card and immediately putting it in your pocket is considered very rude there. The proper approach is to look at the card, observe

the title and organization, and nod. In other words, treat a business card as you would treat its owner – with respect.

Adapted [http://findarticles.com/p/articles/mi\\_m1052/is\\_n10\\_v115/ai\\_15902042](http://findarticles.com/p/articles/mi_m1052/is_n10_v115/ai_15902042), 2008

## VOCABULARY BUILDING

**Check the article and match the words in column A with their corresponding ones in column B.**

cultural	a deal	_____
business	giving	_____
do	environment	_____
close	business	_____
social	hands	_____
multicultural	practice	_____
shake	occasion	_____
gift-	diversity	_____
treat with	business cards	_____
respect for	executive	_____
general	respect	_____
exchange	cultural differences	_____



If you would like to know more about cultural diversity in business, you can visit:

- <http://www.worldbusinessculture.com/>

## 2.1 COUNTRIES AND NATIONALITIES



To refer to a nation or region it is usually necessary to know four words:

- the name of the country : *Italy*
- the adjective: *Italian*
- the singular noun used for a person from the country: *an Italian*
- the plural noun used for the population: *the Italians*

The singular noun is usually the same as the adjective, e.g. *Greek, Japanese...*

### Exceptions

country	adjective	person	population
Britain	British	a British person	the British
England	English	an Englishwoman / man	the English
France	French	a Frenchwoman / man/	the French
Ireland	Irish	an Irishwoman / man	the Irish
Spain	Spanish	a Spaniard	the Spanish

The Netherlands / Holland	Dutch	a Dutchwoman / man	the Dutch
Denmark	Danish	a Dane	the Danes
Finland	Finnish	a Finn	the Finns
Scotland	Scottish (Scotch is used for whisky)	a Scot	the Scots
Sweden	Swedish	a Swede	the Swedes
Turkey	Turkish	a Turk	the Turks

**1. Write down the nationality of a person from each country.**

the USA \_\_\_\_\_ Brazil \_\_\_\_\_  
 France \_\_\_\_\_ Switzerland \_\_\_\_\_  
 China \_\_\_\_\_ Russia \_\_\_\_\_  
 Canada \_\_\_\_\_ Japan \_\_\_\_\_  
 Turkey \_\_\_\_\_

**2. Do you know the nationalities of the 27 members of the EU?**

BE Belgium \_\_\_\_\_ BG Bulgaria \_\_\_\_\_  
 CZ Czech Republic \_\_\_\_\_ DK Denmark \_\_\_\_\_  
 DE Germany \_\_\_\_\_ EE Estonia \_\_\_\_\_  
 IE Ireland \_\_\_\_\_ EL Greece \_\_\_\_\_  
 ES Spain \_\_\_\_\_ FR France \_\_\_\_\_  
 IT Italy \_\_\_\_\_ CY Cyprus \_\_\_\_\_  
 LV Latvia \_\_\_\_\_ LT Lithuania \_\_\_\_\_  
 LU Luxembourg \_\_\_\_\_ HU Hungary \_\_\_\_\_  
 MT Malta \_\_\_\_\_ NL Netherlands \_\_\_\_\_  
 AT Austria \_\_\_\_\_ PL Poland \_\_\_\_\_  
 PT Portugal \_\_\_\_\_ RO Romania \_\_\_\_\_  
 SI Slovenia \_\_\_\_\_ SK Slovakia \_\_\_\_\_  
 FI Finland \_\_\_\_\_ SE Sweden \_\_\_\_\_  
 UK United Kingdom \_\_\_\_\_

**3. Fill in the missing information about the companies – countries and nationalities.**

1. Philips is a \_\_\_\_\_ company. Its headquarters are in Munich, \_\_\_\_\_.
2. L'Oréal is a \_\_\_\_\_ company. Its headquarters are in Paris, \_\_\_\_\_.
3. H&M is a \_\_\_\_\_ company. It is headquartered in Stockholm, \_\_\_\_\_.
4. Toyota is a \_\_\_\_\_ company. It is headquartered in Aichi, \_\_\_\_\_.
5. Nokia is a \_\_\_\_\_ company. Its headquarters are in Espoo, near Helsinki, \_\_\_\_\_.
6. BMW is a \_\_\_\_\_ company. Its headquarters are in Munich, \_\_\_\_\_.



Practice makes perfect. But if you still have some problems, go to:

- <http://www.saberingles.com.ar/lists/nationalities.html>
- <http://www.englishclub.com/vocabulary/world-countries-nationality.htm>

## 2.2 LANGUAGE FOCUS – DO / MAKE / WORK

We use **do** when:

- we do not say exactly what activity we are talking about, e.g. *do nothing, something, what ...*
- when we talk about work and jobs, e.g. *do the accounts, the shopping, your job ...*

We use **make** to talk about:

- constructing, building, creating ...

If you **work** or have work, you have a job. Work is also the place where you do your job.

*Some fixed expressions:*

make	do
Make money	
Make sense	
Make a complaint	Do a degree
Make a plan	Do a favour
Make a (good) job	Do a job well
Make a loss / a profit	Do business (with)
Make a request	Do exercise
Make a suggestion	Do good
Make a decision	Do research
Make a report	Do sport
Make a mistake	Do your best
Make an appointment / arrangement	Do your duty

### 1. Fill in the correct form – do, make or work.

- Let's \_\_\_\_\_ a plan.
- I'm a software engineer. I \_\_\_\_\_ for Nokia.
- And what do you \_\_\_\_\_ for a living?
- We \_\_\_\_\_ business with that company some years ago.
- He \_\_\_\_\_ for a large European car maker. 20 people \_\_\_\_\_ under him.
- Ok, I'll \_\_\_\_\_ the appointment for 3 p.m.
- After losing a lot of money, we finally \_\_\_\_\_ a profit in the last quarter of 2008. (Use the past tense!)
- We must congratulate you. You've \_\_\_\_\_ great progress. (Use the past participle!)
- We \_\_\_\_\_ business internationally.
- I've \_\_\_\_\_ all the necessary travel arrangements. (Use the past participle!)
- Could you \_\_\_\_\_ me a favour?
- Congratulations! You've \_\_\_\_\_ job well. (Use the past participle!)
- What you are saying just doesn't \_\_\_\_\_ sense.
- He didn't \_\_\_\_\_ anything. He just sat there and listened to us.
- We'll \_\_\_\_\_ some research on our customers' needs.
- I'd like to \_\_\_\_\_ a complaint. The reference number is 375.

**2. Complete the text about work with one of the prepositions. Some prepositions will be used more than once.**

for    of    at    off    to    in    for
---

Mary works \_\_\_\_\_ public relations, but her husband works \_\_\_\_\_ an advertising agency. Mary leaves \_\_\_\_\_ work at 7.45 a.m. She goes \_\_\_\_\_ work by train or by bus. She worries about getting \_\_\_\_\_ work late, but she usually arrives \_\_\_\_\_ work at around nine. Some of her colleagues get \_\_\_\_\_ work much later. She is usually \_\_\_\_\_ work till five. She finishes work quite late. She doesn't get ill very much so she's not often \_\_\_\_\_ work. She knows that it's not easy to find work these days. She also knows how lucky she is. Some of her friends have been out \_\_\_\_\_ work for a long time.

**N.B.**

Remember, if you want to make progress without wasting your time, make a list of expressions and a list of exceptions!



If you need some more help and if you want to do some more exercises, go to:

- <http://www.better-english.com/vocabulary/makedo.htm>
- <http://esl.about.com/library/vocabulary/blmakedo1.htm>



Don't forget to check the grammar pages and carry on practising the present simple and continuous tense!!!

➔ **Let's summarize what you have learnt?**

- how to say countries and nationalities
- when to use the verbs do, make, and when to use work
- to be aware of cultural diversity
- lots of new business expressions

**Conclusion of Unit 2**

In this unit you have focused on cultural diversity. Can you sum up some of the points that have been made in the article? What are your personal experiences with cultural differences at work? It would be useful to share your ideas and experience with your fellow students.

To repeat nationalities and countries you could also make a list of your business partners and their nationalities.

At the grammatical level, you have explored the difference between the verbs make, do and work. Can you say what you *do* and what you *make* at work? And are *in* or *at work*?

### 3 WORK PROFILE – JOB PROFILE

In this unit, you will focus on some of the common words, terms and expressions that you can use to talk about various aspects of your profession, job and your work. You will also learn how to describe your role and responsibilities in the company.

**Before you start talking about your job, read carefully the following passage and answer the questions below.**



In 1974, Ray Kroc, the founder of McDonald's, was asked to speak to the MBA class at the University of Texas at Austin. After a powerful and inspiring talk, the class adjourned and the students asked Ray if he would join them to have a few beers. Ray graciously accepted.

"What business am I in?" Ray asked, once the group had all their beers in hand. Everyone laughed. Most of the MBA students thought Ray was just fooling around. No one answered, so Ray asked the question again. "What business do you think I'm in?"

The students laughed again, and finally one brave soul said, "Ray, who in the world does not know that you're in the hamburger business."

Ray laughed quietly. "That is what I thought you would say." He paused and then quickly said, "ladies and gentlemen, I'm not in the hamburger business. My business is real estate."

McDonald's today is the largest single owner of real estate in the world, owning even more than the Catholic Church. Today, McDonald's owns some of the most valuable intersections and street corners in America, as well as in other parts of the world.

There is a big difference between your profession and your business. Often I ask people, "What is your business?" And they will say, "Oh I'm a banker." Then I ask them if they own the bank? And they usually respond, "No, I work there."

*Adapted Kiyosaki and Lechter, 1997, p.109*

- What is the difference between the two questions: What is your business / what is your profession?
- What does a real estate agent do?
- What does MBA stand for? Are there any MBA students in Slovenia?
- What is the difference between the two verbs own and owe? What does your company own? How much does Slovenia owe to foreign creditors?
- Who is the founder of McDonald's? Do you know who the founder of your company is?

**Now answer these questions about yourself and study the use of articles and prepositions.**

**What do you do?**

- I'm a secretary. (a/an + job)
- I work for ATB. (for + employer)
- I'm in marketing. (in + type of work)

**Who do you work for?**

- I work for ATB in the research division.

### **Talking about one's responsibilities**

- What are you responsible for? (verb + -ing)
- What are you in charge of? (verb + -ing)
- What are your responsibilities?
- I deal with ... (verb + -ing)
- My job involves ... (verb + -ing)

### **Executive secretary job profile**

Use some of the above mentioned expressions (*deal with, responsible for...*) to describe what an executive secretary has to do at work.

- handle the flow of information through the department
- present prepared information on behalf of the officials when they are absent
- open and sort all incoming information
- answer phone calls
- file all correspondence
- maintain the general filing system
- maintain records of all documentation
- schedule appointments and meetings

## **3.1 LANGUAGE FOCUS – ADJECTIVES + PREPOSITIONS + -ING**

Many adjectives are followed by a preposition, e.g.:


different to	related to
famous for	similar to
interested in	suitable for
pleased with	worried about

When these adjectives are followed by a verb, the -ing form must be used.

Are you **interested in** looking into our proposal?

Before you check the description of your job profile, practise the use of -ing forms, just to get used to it.

- Are you good at \_\_\_\_\_ (make) people smile?
- Are you sorry for \_\_\_\_\_ (keep) them waiting?
- They are afraid of \_\_\_\_\_ (take) risks.
- Are you good at \_\_\_\_\_ (fix) things?
- She is bad at \_\_\_\_\_ (send) text messages.
- How excited are you about \_\_\_\_\_ (write) in English?

 Check your job profile once again and if you are still unsure how to describe your responsibilities the following websites might help you:

- <http://www.businessenglishsite.com/business-english-general.html>
- <http://www.bbc.co.uk/worldservice/learningenglish/business/getthatjob/>

*Reading***3.2 BYE BYE NINE TO FIVE**

Seven million people in the UK now work at night. The traditional 9-to-5 is becoming a thing of the past. We now work longer hours than any other country in Europe – weekends, evenings and nights. 24-hour Britain has arrived.

But split shifts are the worst for us. Melanie Howard, who has written several reports about the UK's 24-hour economy, says, "Nowadays the majority of women will stay at work even after childbirth."

*Getting rich overnight*

First Direct, one of the first to offer a round-the-clock telephone banking service, estimates that 40 % of their calls are taken outside of regular office hours. The bank's phone-lines have been continuously open to calls since October 1989 and it now boasts over a million customers. With services like telephone banking, consumers are becoming more demanding elsewhere too.

Britain's largest bed manufacturer, Silentnight, introduced a night shift five years ago in order to keep up with demand and to cut down the time customers have to wait before their product gets delivered. Since they've had the night shift on, their productivity has gone up.

*A Blackberry addiction*

Advances in technology mean that you don't even have to be in the office to be at work these days.

City lawyer Andrew Young carries a Blackberry with him wherever he goes, which means he can use time otherwise wasted in the back of taxis and waiting for flights answering emails from clients around the world. The nine-to-five culture is dead and buried. People don't work nine-to-five anymore, they work as long as they have to work.

But while the Blackberry is good news for business, it carries its own costs for the families of those becoming addicted to the hand-held devices.

*Tomorrow's night*

It is estimated that as many as 13 million of us will be economically active by 2020, either as shift workers or as consumers of the 24-hour economy.

But, with health experts warning that only 10–20 % of us can ever successfully adapt to night work, the booming night-time economy will not be without its cost. "There's a 40 % increase of heart disease in night shift workers", explains Professor Arendt. Twenty-four hour Britain may be good for business. But night workers will pay the price.

*Adapted <http://news.bbc.co.uk/1/hi/business/4833024.stm>, 2008*

**Discussion**

- Do women in Slovenia stay at work after childbirth?
- Is there a round-the-clock banking service in Slovenia?
- Is it easy to adapt to night work and shift work?

- Who profits from the night-time economy?
- What are the ups and downs of the Blackberry and other technological devices?
- Silentnight introduced a night shift to keep up with demand. What activities has your company undertaken to *keep up with demand* or *to meet your customers' demands*?
- Find out what *supply and demand* means.

### N.B.

Many adjectives end in *-ic* or *-ical*. In some cases, there is a difference of meaning.

*Economy* means the relationship between production, trade and the supply of money in a particular country.

*Economic* refers to the science of economics, or to the economy of a country. It's an adjective.

*Economics* is the study of how a society organizes its money, trade and industry.

*Economical* means "not wasting money".

### Fill in the correct expression.

1. Some people think that when the \_\_\_\_\_ is booming, staying in a regular job makes sense.
2. Right now, they are discussing our social, \_\_\_\_\_ and political issues.
3. He studied politics and \_\_\_\_\_ at Yale.
4. \_\_\_\_\_ forecasting will never be an exact science.
5. It would be more \_\_\_\_\_ to buy in bulk.
6. The world \_\_\_\_\_ is in deep recession.
7. What is your opinion about the government's \_\_\_\_\_ policy?
8. The Ministry of the \_\_\_\_\_ is now divided into six directorates.

## 3.3 LANGUAGE FOCUS – WORK

Note the following expressions with "work":

*I can't work out.*

I'm unable to understand why...

*He worked his way up.*

He started at the bottom and gradually got promoted.

*He's in work.*

He's employed.

*He's out of work.*

He's unemployed.

*I'm working on.*

I'm doing some concentrated work.

### Use one of the expressions with work to fill the gaps.

1. Peter hasn't had a job for six months. – He's been \_\_\_\_\_ for six months.
2. He was gradually promoted from a sales rep to Vice President. – He gradually \_\_\_\_\_ to Vice President.
3. Don't interrupt him, he's concentrating on the sales figures. – Don't interrupt him, he's \_\_\_\_\_ the sales figures.
4. I just can't understand why Mary didn't apply for that job. – I just can't \_\_\_\_\_ why Mary didn't apply for that job.
5. He's got a job again. – He's \_\_\_\_\_ again.

## VOCABULARY BUILDING

**Read carefully the three job adverts and then find words or expressions which are defined below.**

*DCC Stationery*

*Marketing Executive*

*DDC Stationery is a multinational providing office equipment. We have a vacancy for a marketing executive to develop sales in the USA. The successful applicant must have at least three years' experience. Benefits include a generous travel allowance, company pension, health insurance and company car.*

*Please send completed application form, together with your CV, to Michelle Hulking, DCC Stationery, 32 Lime Street, London WC1*

*Are you fed up with your nine-to-five job? Have enough of working long hours? Want to be promoted? If your answer is 'yes', call us for details on 02754 333475 or email [peterandco@vacancy.com](mailto:peterandco@vacancy.com).*

*You don't want to commute anymore? Fed up with commuting? Want to telecommute? Got a computer at home? Then make it work for you. Work from home part-time or full-time and earn £ 1,000 per week. No experience necessary.*

*Contact [peter.perry@campus.com.si](mailto:peter.perry@campus.com.si)*

1. to perform work at home using a computer and the Internet connection
2. \_\_\_\_\_  
to travel regularly to work by bus, train, etc.
3. \_\_\_\_\_  
a job that is available
4. \_\_\_\_\_  
a paper with questions for you to answer when you are applying for a job
5. \_\_\_\_\_  
a large company that operates in many different countries \_\_\_\_\_
6. a job with fixed working hours
7. \_\_\_\_\_  
working more hours than the usual working day
8. \_\_\_\_\_  
someone who applies for a job
9. a car that your company pays for and provides for you to use
10. \_\_\_\_\_  
lasting for the number of hours that people normally work in a complete week
11. \_\_\_\_\_  
a letter giving information about your character and abilities, especially when you apply for a new job
12. \_\_\_\_\_  
extra things you get from your employer, in addition to your salary
13. \_\_\_\_\_  
lasting for only a limited period of time

14. part of the day or week in which people work

15. to be given a more important job, usually with a higher salary

**N.B.**

Stationery is mentioned in the first job advert. Don't confuse it with stationary!

**Did you know?**

Originally the term "stationery" referred to all products sold by a stationer, whose name indicates that his book shop was on a fixed spot, usually near a university. Nowadays the term includes materials for writing and for using in the office. Despite the growth of technologies that lead towards "paperless office", there is still a wide range of other office materials that are used on a regular, everyday basis by businesses.

So what else, apart from computers, printers, fax machines, copy machines, is indispensable at work?



Match some of the following items with the pictures, and find definitions for the others:  
*file folders, 3 ring binders, paper clips, hole punch, stapler, stickers, scissors, highlighters, Post-it-notes ...*

Reading – Problems at work

**3.4 PREGNANT? – YOU'RE FIRED!**



Every year, 30,000 women are sacked or forced out of their jobs because of pregnancy and 200,000 more face discrimination, according to the Equal Opportunities Commission.

All this is 30 years after the introduction of laws which made such practices illegal, and which were supposed to safeguard pregnant women in the workplace. It happens to women in all kinds of jobs, from the lowest paid to the highest.

Chanine Boulton earned £ 129,000 a year as one of Canon UK's top photocopier salespeople. When she had her daughter Layla in 2003, everything seemed fine. But while she was away on maternity leave, Canon reorganised its sales force – without telling Chanine. Her best accounts were given to a male colleague. She had no choice but to quit.

Sarah Holland was a software developer for a small firm in London, where she earned £ 29,000 a year. But immediately after she discovered she was pregnant with her son Luke, she was made redundant.

Sarah Taylor earned £ 14,000 a year as a supervisor for Cablepoint, a small engineering firm in Hull. In 2002, she suffered a miscarriage late in her pregnancy, but then quickly became pregnant again. First she had to endure insensitive remarks by her manager. Then, after she gave birth to her daughter Georgia, her employers refused her request to work part time. She resigned, feeling that she had been pushed out of a job she loved.

All three women took their cases to employment tribunals and were found to have suffered unfair dismissal and sex discrimination. But few follow a similar path. Of the 30,000 women who lose their jobs each year due to pregnancy, only 1000 go to a tribunal.

*Adapted Small, 2005*

## VOCABULARY BUILDING

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

1. in the workplace	to get money for work
2. to safeguard	a type of court which deals with a particular problem, e.g. a disciplinary tribunal
3. an account	not allowed by law
4. a tribunal	a person who is in charge of sth. and makes sure that everything is done correctly
5. illegal	in the office, factory, etc. where people work
6. earn	a regular customer
7. supervisor	to protect

**Read the text again and decide if the following statements are true (T) or false (F).**

1. There are no laws to protect pregnant women in the workplace.
2. The Equal Opportunities Commission was founded about 30 years ago.
3. All three women mentioned in the article resigned.
4. Not many women decide to go to a tribunal because of discrimination or losing their job due to pregnancy.
5. An account in this article means a customer.

### N.B

You have just found the meaning of *an account*. What else can this word mean? You can go to online dictionary to help you find all definitions:

- <http://www.yourdictionary.com/>

### 3.5 LANGUAGE FOCUS – DUE TO, OWING TO

*Due to* and *owing to* are similar to “because of”. *Due to* is more common than *owing to*. *Due to* must be followed by a noun or pronoun.

- We had to postpone the meeting *due to* / *owing to* the strike.
- The flight has been delayed *due to* weather conditions.
- The meeting was cancelled *owing to* his illness

***There are many different ways to express leaving or losing a job. Match the expressions with their definitions.***

1. to resign / to quit / to leave your job
2. to retire / to get retired
3. to be dismissed / to be fired / to get fired / to be sacked / to get the sack
4. to be made redundant

    \_ to lose your job because your employer no longer needs you  
    \_ to leave your job or stop working because of old age or ill health.  
    \_ to be asked to leave a job, usually because you have done something wrong or badly, or sometimes as a way of saving the cost of employing you  
    \_ to give up a job or position by telling your employer that you are leaving.



Don't forget to check the grammar pages and practise the past simple and continuous tense!!!

➔ ***Let's summarize what you have learnt?***

- to ask and answer the questions: What do you do? Who do you work for?
- to describe your responsibilities at work
- to use different expressions with “work”
- to use the expressions “due to” and “owing to”
- to talk about different aspects of work , as well as problems at work
- and, of course, lots of new words.

#### ***Conclusion of Unit 3***

In Unit 3 you have been introduced to some topics connected with work, relevant to the present economic climate. Can you discuss some of the issues raised in this unit, such as *losing a job due to pregnancy, working long hours or 24-hour economy?*

Imagine you were asked to *give a brief description of your work*. In doing this, you should take into account the vocabulary to which you have been introduced. Pay special attention to prepositions which may be followed by the -ing form.

## 4 COMPANY PROFILE

***My company***

So far, some work-related topics have been how to present your job profile and how to discuss various problems at work. In this unit you begin by exploring a company's hierarchy structure and some of the most common departments. Through some interesting readings you will gradually gain more language skills to be able to talk about your company or your employer.

Most companies are made up of three groups of people: the shareholders (who provide the capital), the management and the workforce. Discuss the following organization chart!

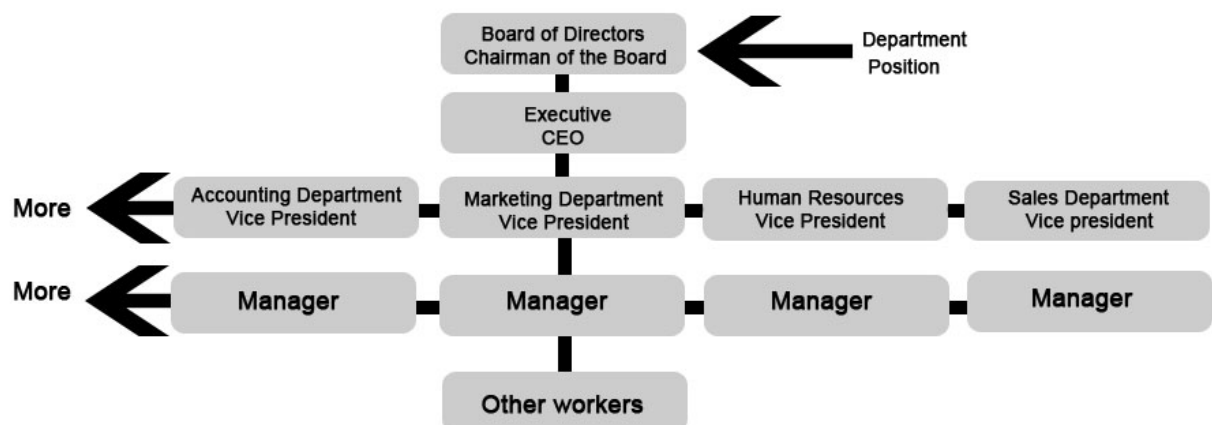


Fig.3: Company structure

Source:<http://madridteacher.com/business/activities/corporate-culture/corporate-structure1.jpg>  
(18.12.2008)

At the top of the company hierarchy is the **Board of Directors**. It is headed by the **Chairperson** or **President**. The Board usually appoints a **Managing Director – MD** or **Chief Executive Officer – CEO**, who has overall responsibility for the running of the business. **Senior managers** or **company officers** head various departments within the company.

### *Discussion*

- Draw your company's organization chart.
- Do you have a Board of Directors? If not, name some other Slovenian companies with such company hierarchy.

## 4.1 COMPANY DEPARTMENTS



Fig. 4: Company departments

Source: <http://www.sellutionscanada.com/images/CLIENTSPAGE.gif> (18.11.2008)

The company *consists of / is made up of / is divided into* several departments. Which department does which job? Match each job from the column on the left to a company department from the column on the right.

A	Training	1	puts the product into boxes
B	Production	2	pays wages and salaries
C	Purchasing	3	looks after the equipment
D	Personnel or Human Resources	4	deals with complaints
E	Packaging	5	is responsible for manufacturing the goods
F	Sales	6	sends invoices to customers
G	Payroll	7	buys equipment and the things the company needs
H	Distribution	8	talks to journalists and presents the company to the public
I	Quality Control	9	sends products to the customer
J	Customer Service	10	buys media space, deals with new product launches
K	Marketing and Advertising	11	deals with recruiting new staff
L	Maintenance	12	sends representatives to visit customers
M	Accounts	13	helps staff develop new skills
N	Public Relations	14	tries to develop new products
O	Research and Development or R and D	15	deals with the use of electronic computers and computer software to store, analyse and send out information
P	Information Technology or IT	16	checks goods and makes sure that standards are maintained



If you need some more information and practice, go to:

- [http://www.englishclub.com/business-english/vocabulary\\_company.htm](http://www.englishclub.com/business-english/vocabulary_company.htm)

### ***Chain of command***

- Who is your superior?
- Who do you report to?
- Who are you responsible to?
- Who are you accountable to?

### ***Describe what people with these jobs do:***

- a personal assistant deals with ...
- a purchasing manager is in charge of ...
- a personnel manager is responsible for ...
- a customer service officer deals with ... Their job involves ...
- a civil servant deals with ...
- an accountant is responsible for ...

***There are different forms of companies. Which of the following forms corresponds to your company?***

- a multinational company
- a medium-sized firm
- a family-owned business
- a state owned enterprise
- a private limited company (Ltd)
- a public limited company (plc)

***Choose the best word from the box to fill the gap.***

1.

loyal hierarchy heads set up employees runs board of directors self-employed

Paul is my best friend. He is \_\_\_\_\_. He \_\_\_\_\_ his company over 13 years ago. Because he keeps his prices low, his customers are \_\_\_\_\_ to him. He has no \_\_\_\_\_, and he doesn't believe in \_\_\_\_\_. In his company there are no \_\_\_\_\_ reporting to a \_\_\_\_\_. There are no departments and no shareholders. He \_\_\_\_\_ his company just the way he wants.

2.

promoted leadership skills CEO personnel multinationals head office junior

Mary started her career as an \_\_\_\_\_. But she didn't make coffee and answer phone calls for long. After few months she was \_\_\_\_\_ and joined the \_\_\_\_\_ department and she soon became the \_\_\_\_\_. Because of her \_\_\_\_\_, she quickly rose to the top. Now, she is \_\_\_\_\_ of one of the world's largest \_\_\_\_\_.

## 4.2 AMAZON.COM, IKEA, VIRGIN

### amazon.com.

*Insert the missing words from the box.*

distribution loss development set up retailer profit website founder expanded attract
--

The \_\_\_\_\_ of Amazon.com is Jeff Bezos. In the early 90s, he borrowed some money to \_\_\_\_\_ the company. The first virtual bookstore offered more than 1.1 million books. When the company started selling to the whole world with one click shopping, it had only two \_\_\_\_\_ centres in the United States. Bezos made the Amazon \_\_\_\_\_ more than just a place to buy books. He created a new community of book lovers. He wanted to \_\_\_\_\_ new customers, so he invested a lot of money in advertising and online software \_\_\_\_\_. In 1997, the company became the first Internet \_\_\_\_\_ to have more than one million customers. The company grew rapidly, but made a \_\_\_\_\_ at first. Although it made greater losses every quarter, this didn't worry Bezos. Amazon \_\_\_\_\_ into selling toys, electronics and other goods. By the last quarter of 2000 it began to make a \_\_\_\_\_.

*Read the text below and then complete the missing information about IKEA.*



IKEA is a world wide furnishing company with operations in 42 countries and a total number of 70,000 employees of which 59,000 work in Europe. It is a Swedish based company built on the idea to “offer a wide range of well-designed, functional home furnishing products at prices so low, that as many people as possible will be able to afford them”. It started out in the 1940s by the entrepreneur Ingvar Kamprad, who still has control over the company through the INGKA foundation, situated in the Netherlands. The IKEA group is solely owned by the Foundation through a holding company (INGKA holding B.V). It is therefore not listed on any stock exchange.

The bulk of the operations are the retail business with 165 stores in 22 countries and a total of 75 % of the employees in this area. In addition to purchasing from outside suppliers the IKEA group also produces some of its own furniture through the IKEA industrial group, Swedwood. In Europe the number of employees are distributed in the different present EU-countries.

[http://www.imit.se/pdf/reports/2003\\_131.pdf](http://www.imit.se/pdf/reports/2003_131.pdf), 12.9.2008

The company has \_\_\_\_\_ employees. It was founded in \_\_\_\_\_. It operates in \_\_\_\_\_ countries. The company is based in \_\_\_\_\_. It is one of the largest companies which offer \_\_\_\_\_. Its core business is not wholesale but \_\_\_\_\_ business. It is not listed on \_\_\_\_\_.

***Did you know?***

IKEA is the world's most successful mass-market retailer, selling Scandinavian-style home furnishings and other house goods in 230 stores around the world and hosting 410 million shoppers per year. The company designs its own furniture, which is made by about 1,500 suppliers in more than 50 countries. It also sells online and by mail order with the print run for the 2006 catalogue hitting 160 million – more than the Bible, so IKEA claims.

*Adapted Ikea Company Profile, 2008*



Fig.5: Virgin – Richard Branson

Source: <http://akalol.files.wordpress.com/2008/10/richard-branson.jpg> (11.11.2008)

***Complete the following passage about Richard Branson by putting the verbs into the correct tense.***

A recent research study has shown that Virgin is the most admired brand in the UK. Sir Richard Branson \_\_\_\_\_ (start) business life as a hippy entrepreneur. Born in 1950 and educated at Stowe School, he \_\_\_\_\_ (go) into business at 16, publishing 'Student' magazine. By the age of 20, he \_\_\_\_\_ (be) the subject of a television documentary. Virgin, a London-based company, was originally founded as a mail order record company by Richard Branson, the present chairman. He later \_\_\_\_\_ (open) his first store in London's Oxford Street. The Virgin Records music label was formed in 1972. Since then Virgin \_\_\_\_\_ (expand) into air and rail travel, mobile phones, finance, retail, internet, drinks, hotels and leisure, with around 200 companies. It operates in over 30 countries. Virgin Radio, the first national commercial rock music station, was launched on to the airwaves in 1993.

In the mid-1980s the Branson company was floated on the Stock Exchange, but the Branson style didn't fit the way City institutions expected public companies to behave. So he bought the company back from the shareholders. To find the money he had to sell Virgin Records to Thorn – EMI. Even so the price, agreed in 1992, was huge, at almost £ 500 million. In 2000 Virgin \_\_\_\_\_ (launch) a series of new businesses including Virgin Cars, Virgin Wines, Virgin Student, Virgin Money.com, Virgin Energy and Virgin Travelstore.com. In September 2004, Sir Richard \_\_\_\_\_ (sign) a £ 14 million contract to have five "space liners" built in the US, set to take Virgin passengers into space by around 2008. The company employs approximately 50,000 people in 29 countries. Revenues around the world in 2006 exceeded £ 10 billion.

*Adapted <http://www.virgin.com/AboutVirgin/WhatWeAreAbout/WhatWeAreAbout.aspx>, 2008*

*Do you know who has booked a trip into space? – Mr Tuš.*

### 4.3 MY COMPANY


**1. Choose the correct word form in the sentences below and then answer questions about your company.**

1. Who is the market leader / leadership in your field of business?
2. How much competition / compete is there?
3. Who is your main competitor / competitive?
4. How many employers / employees are there in your company?
5. Who is your employee / employer?
6. What are your main products / produce?
7. Who are your main customs / customers?
8. Who are your main suppliers / supplies?
9. What are you responsible to / for?
10. Who are you responsible to / for?

**2. Answer questions about your company with the vocabulary from the box. Some words are used more than once.**

AGM founder interns R and D/ Research and Development employees CEO / MD shareholder subsidiary in business departments Head office / headquarters
--

1. Where is your company's \_\_\_\_\_ usually held? Which month is your company's \_\_\_\_\_ in? How many people usually attend your company's \_\_\_\_\_?
2. How much does your company spend on \_\_\_\_\_? Where is your company's \_\_\_\_\_ department based?
3. What is your company's \_\_\_\_\_'s name/ telephone number/ salary/ main free time activity? What was the \_\_\_\_\_'s previous job? Where does your \_\_\_\_\_ live?
4. Who is your company's \_\_\_\_\_? How much money did your company's \_\_\_\_\_ make last year? What is the market share of your company's \_\_\_\_\_?
5. Who is your company's biggest \_\_\_\_\_? What percentage of the stock does your company's biggest \_\_\_\_\_ own? Does your company have lots of small \_\_\_\_\_s, or only big ones? How many \_\_\_\_\_s usually attend the AGM?
6. What is your company's \_\_\_\_\_'s address/ telephone number/ fax number/ post code? How many people work at your company's \_\_\_\_\_? How many floors does your company's \_\_\_\_\_ have?
7. How long has your company been \_\_\_\_\_?
8. Does your company employ any \_\_\_\_\_?

 Don't forget to check the grammar pages and practise the present perfect simple and continuous tense!!!

◆ **Let's summarize what you have you learnt?**

- useful language to describe the structure of your company
- useful language to talk about responsibilities of employees at different company levels
- useful language to talk about responsibilities of departments
- most importantly, you have learnt how to present your company.

**Conclusion of Unit 4**

Having completed this unit, you are now familiar with various business expressions which you can draw upon to talk about your company.

First, *give some information about your company's hierarchy structure*. Secondly, name *some departments within your company* and then focus on your department. And, finally, it would be useful to conclude this unit with a more complete *presentation of your company*. Use the notes from the table below.

<p><i>Name of company</i> _____</p> <p><i>Founder</i> _____</p> <p><i>No of employees</i> _____</p> <p><i>No of stores</i> _____</p> <p><i>No of customers per year</i> _____</p> <p><i>No of suppliers</i> _____</p> <p><i>Business activities</i> _____</p> <p><i>Company's policy</i> _____</p> <p><i>Turnover</i> _____</p> <p><i>Current projects</i> _____</p>
--

## 5 SOCIAL LANGUAGE

The first time you meet someone, you spend some time “relationship building”. Being polite is essential if you want to be successful. Having lunch, a cup of coffee or just small talk with your business partner or customer is an important part of doing business. How good are you at handling the basics of socializing? And how much attention do you pay to cultural differences? Every language has fixed expressions which are used on particular social occasions. The topics discussed in this unit will help you decide what to say, how to behave, and how to address someone in a particular situation – how to use some of the most important English expressions of this kind.



### **Discussion**

- Have you ever met visitors from abroad? Is it easy to have a conversation?
- How do you greet and introduce visitors?
- How can you make your visitors feel comfortable?
- What do you like to be called by people you don't know? By people you do know? Discuss your preferences with a fellow student.

If you don't know how to address your visitor or business partner, whether you should use the first or last name, here are some “golden” rules to follow:

### **First name only**

Use the first name in informal and friendly situations. Use first name with your friends, co-workers, acquaintances and fellow students, e.g.:

*Excuse me, Mary. What did you think of that presentation yesterday?*

### **Title and last name**

Use the title (*Mr, Mrs, Miss, Ms*) and last name in formal situations such as meetings, public speaking, or when speaking to superiors at work or school. Remember that some work places prefer an informal tone between management and staff, e.g. in the English-speaking world, people use first names, even with people they do not know very well. Nevertheless, it's best to begin using a title and last name (Mr Anders) and change if your visitors or superiors ask you to use a first name basis. Note that Ms often replaces Mrs or Miss. Don't use Mr, Mrs, Miss or Ms with only a first name (e.g. Mr Peter) or by itself, e.g.:

*Here is the report you asked for, Mr James.*

and not *Here is the report you asked for, Mr Peter.*

Like Mr, Ms does not show whether somebody is married or not. It is often used, especially in writing, to talk about or address women when one does not know whether they are married. Ms is a relatively new title; it has been in common use in Britain since the 1970s, and a little longer in the United States.

**Meeting for the first time**

Introducing yourself	I just wanted to introduce myself I don't believe we've met before, my name is... I don't think we've actually met yet, I'm...
Introducing someone else	I'd like to introduce you to... There's someone I'd like you to meet. This is... Have you met...?
Greeting	Pleased to meet you. – Pleased to meet you, too. Nice to meet you. – Nice to meet you, too. It's a pleasure to meet you. How do you do? – How do you do?
Asking someone how he/she is	How are you? How are you doing? How are you going? How are things?
Returning the question	And you? / How about you? / What about you?
Responding	Great, thanks. / I'm very well, thank you.

**Being polite**

**Excuse me!** is used:

- to politely get someone's attention: *Excuse me, is this your stapler?*
- to call a waiter in a restaurant
- before interrupting or disturbing somebody: *Excuse me. Could I get past? Excuse me for a moment.*
- to disagree politely with someone: *Excuse me, but I don't think that's true.*

**Sorry!** is used:

- after interrupting or disturbing someone: *Sorry, did I step on your foot? Sorry to disturb you - could I speak to you for a moment?*
- to ask people to repeat: *Bill's on the phone. – Sorry? – I said Bill's on the phone.*
- for correcting yourself: *My phone number is 41 376548, sorry, 41576548*

**I'm afraid** is used:

- to introduce a polite refusal, or bad news. It often means "I'm sorry to tell you...": *I'm afraid I can't help you. I'm afraid I forgot to buy the stamps.*
- in short answers: *Is there any left? – I'm afraid not. It's going to rain. – Yes, I'm afraid so.*

**5.1 CONVERSATION OVER BUSINESS LUNCH**

Business lunch is the best way for people working together to discuss problems or new decisions. The most typical expressions related to eating out are:

- How do you want your beef?
- Make it small, please.
- I couldn't help it. They were so good!
- I want it to be very, very lean.
- It's my treat.
- I'd like to propose a toast to Bill.
- Here's to a successful partnership.

Which of the expressions mean:

- The bill will be paid by you.
- In which way would you like that the cooks prepare your meat. You can choose rare, medium or well-done.
- For example, you want to have meat without any fat.
- The food was so tasty that you couldn't resist it.



If you want to develop your conversational English skills, go to:

- <http://www.focusenglish.com/>

**1. Decide whether the following examples of greetings are formal or informal.**

1.
  - Good morning, Mr Grey. How are you today?
  - I'm very well, thank you. And you?
  - I'm fine. Thank you.
2.
  - Hello, Bill. How are you doing?
  - Pretty well, thanks. And you?
  - Not too bad, busy as ever.
3.
  - Hi, Mary! How are you going?
  - Alright! And what's new with you?
  - Not too much. The same old thing.

**2. Match the two parts of the conversation.**

1	How are you?	How do you do?
2	Nice to meet you.	Fine, thanks, and you?
3	Sorry, do I know you?	No, thanks, I can manage.
4	How do you do?	Nice to meet you, too.
5	Thank you for coming today.	You're welcome.
6	We must keep in touch.	Not at all. Thank you for seeing me.
7	Can I help you?	I think we've met before.
8	Thank you very much.	Yes, we must.

**3. Choose the best word.**

1. You're late for an appointment. You say: \_\_\_\_\_ I'm late.  
a) forgive me      b) excuse me      c) sorry
2. You offer your visitor a seat, so you say: \_\_\_\_\_, please  
a) sit      b) take a seat      c) sit yourself
3. You are introduced to someone new. You say: \_\_\_\_\_.  
a) what do you do      b) how do you do      c) how are you
4. You don't hear what someone says, so you say: \_\_\_\_\_.  
a) sorry      b) forgive me      c) pardon me
5. You want to get past someone. You say: \_\_\_\_\_.  
a) sorry      b) excuse me      c) forgive me

**4. Complete the sentences with words from the box. Use the correct form of the word.**

fancy   take (2x)   lift   convenient (2x)   catch   favour   pass   mention  
looking forward to   hand   reach

1. How do you \_\_\_\_\_ your coffee, black or white?
2. You can use the stairs, but it's quicker to take the \_\_\_\_\_.
3. It is very \_\_\_\_\_ to pay by credit card.
4. I'm sorry. I didn't \_\_\_\_\_ your name.
5. I was wondering if you could do me a \_\_\_\_\_.
6. Thanks for coming. You can \_\_\_\_\_ me best by email.
7. I'm \_\_\_\_\_ working with you.
8. Do you \_\_\_\_\_ having dinner with us this evening?
9. Could I give you a \_\_\_\_\_ with your documents?
10. Could you \_\_\_\_\_ me the salt, please?
11. Please, \_\_\_\_\_ a seat.
12. Thank you very much. – Don't \_\_\_\_\_ it.
13. I'll call back at a more \_\_\_\_\_ time.

**5. Complete these conversations.**

1.  
John:    Hi, Michael. Great to see you again, \_\_\_\_\_ are you?  
Michael: \_\_\_\_\_ bad, thanks! And how are you \_\_\_\_\_?  
John:    I'm \_\_\_\_\_ thanks.

2.  
Peter:    Diane, do you know Jim?  
Diane:    Hello, Jim. \_\_\_\_\_.  
Jim:       \_\_\_\_\_.

3.  
John:    Let me introduce Elizabeth.  
Philip:   Pleased to meet you, Elizabeth. \_\_\_\_\_

4.

Sara: Excuse me, Carl, have you got a minute?

Carl: Yes, of course.

Sara: I'd \_\_\_\_\_ Liz Grey; Liz has just joined the Marketing Department as our new assistant. Liz, Carl Burns is our Sales and Marketing Director.

Liz: \_\_\_\_\_, Mr Burns.

Carl: \_\_\_\_\_ to meet you too, Liz. And please call me Carl. We use first names here.

## 5.2 LANGUAGE FOCUS – POLITE REQUESTS

Questions starting with *Could you tell me...? I wonder...?* often sound more polite than direct questions, especially if the question is personal or annoying.

<i>Direct questions</i>	<i>Indirect questions</i>
How much does it cost?	Could you tell me how much <b>it costs</b> ?
How much is it?	Could you tell me how much <b>it is</b> ?
Is she OK?	Could you tell me if <b>she is</b> OK?

### N.B.

Indirect questions normally have **the subject before the verb. Do/does is not used.**

Be more polite and change the following questions, beginning with :

- *Could you tell me...?*
- *I wonder...*
- *I'd like to know...*

1. What time is the meeting?
2. Are you coming to the meeting?
3. When is the conference going to start?
4. When's the new manager coming?
5. How does this laptop work?
6. What's your address?
7. When are you leaving?
8. What is your bank account?
9. When does the plane leave?
10. Where are those files?
11. Where is their head office?
12. What is their core business?
13. What is the exchange rate for American dollars?
14. Could you help me for a few minutes?



To learn more about polite requests go to:

- <http://www.better-english.com/vocabulary/politerequests1.htm>

**Work in pairs. Role-play the following situations.**

2. You meet a business partner, a manager from another company, for the first time. Introduce yourself.
3. You and your colleague Sandra are at a trade fair. You meet a sales representative of a large multinational company. Greet him / her, introduce Sandra and make small talk.
4. You are having a meeting with an important client. You are discussing a new project but then you spill some coffee on the client's shirt. What can you say to apologize and to make amends?
5. You are meeting your business partner for the first time. Think about topics you can talk about. Introduce yourself. Exchange business cards. Offer him / her a drink. Make small talk, e.g.:
  - Is this your first trip to Slovenia?
  - How was your flight / journey?
  - Did you have a good journey?
  - How often do you make trips abroad?
  - Quite warm, isn't it?
  - Nice day, isn't it?



Don't forget to check the grammar pages and practise all tenses and the passive voice!!!



**Let's summarize what you have learnt?**

- useful language for greeting and addressing people (formal and informal style)
- how to use sorry / excuse me / I'm afraid
- how to make small talk
- polite requests

**Conclusion of Unit 5**

The aim of this booklet is also to help you become better at using the English language. Can you reflect on your usual way of making polite requests, e.g. how you ask someone (a teacher) when you don't understand a particular word? You have most probably made some mistakes. Can you correct them now?

To conclude this unit, consider the use of formal and informal language. Make a list of some expressions you use on a daily basis when you communicate with your colleagues, and another list for addressing or talking to someone you meet for the first time.

## 6 USING THE PHONE

Face-to-face or person-to-person communication is the most frequent communication method people use at work. Do you agree that telephoning is still the most effective way of communicating after face-to-face contact? How often do you communicate by email, or phone messages? How much time do you spend making phone calls?

In this unit you are going to practise some useful language for making a phone call. A close look at how to make appointments and how to leave voicemail will help you to handle such situations.



***One good reason why computers can do more work than people is that they never have to stop and answer the phone.***

*<http://www.generationterrorists.com/quotes/computers.html>, 5.11.2008*

### **Discussion**

- Is it easier to communicate face-to-face or over the phone? Why? Why not?
- Do you use voicemail?
- What are its advantages and disadvantages?
- Have you ever left a voicemail message in English?
- Do you like recorded information or do you prefer to talk to a real person?

### Reading

#### **6.1 CHINESE EXECUTIVES' AVERSION TO VOICEMAIL PERSISTS**

An entrepreneur who moved his company from Texas to Beijing tried to teach his Chinese workforce US business practices. He advised them to plan in advance and use voicemail. But employees simply didn't get used to leaving phone messages for customers or colleagues. And even now, despite a decade of economic growth, the Chinese still remain averse to telephone voicemail.

The reasons for China's national aversion to voicemail are both technological and cultural. As in many developing countries, China's mobile phone networks progressed faster than its fixed-line infrastructure. That means most people are hooked on mobile phones and never turn them off – even during business meetings, at the cinema and during funerals.

Many Chinese who have worked for inefficient, state-owned companies are not used to returning phone calls or to responding to customers. Plus, Chinese workers are away from their desks most of the day conducting meetings in the traditional, face-to-face Asian style. They don't expect anyone to answer their office phone and check messages. That is one reason why mobile phone-based text messaging, which is cheaper than installing an office voicemail system, is popular. Many people seem mystified when they call and hear a recorded message, believing they are speaking to a real person.

Others consider leaving messages a loss of "face," or dignity to leave a message to someone of lower corporate rank. It's basically a cultural gap

Tim Dinwiddie, an American who runs southern China operations for a Singapore electronics manufacturer, says that his bosses gave him two initial directives when he came to China

more than 6 years ago: Get a good mobile phone and voicemail to keep in touch. He got both. But since then he has never got a voicemail from someone who is Chinese.  
Adapted Buckman, 2005, B1

**Answer the following questions. Are they true (T) or false (F)?**

1. The entrepreneur's company was originally based in China.
2. The attitude of Chinese people towards voicemail has changed.
3. Telephone voicemail is an important tool in the Chinese business world.
4. Employees in Chinese state-owned companies return phone calls.
5. Some Chinese find it humiliating to leave a message to subordinates.

## VOCABULARY BUILDING

**Check the article and match the words in column A with their corresponding ones in column B.**

business	growth	_____
economic	network	_____
to plan	countries	_____
averse to	practices	_____
developing	in advance	_____
state-owned	voicemail	_____
phone	mobile phones	_____
keep	meetings	_____
turn off	company	_____
conduct	in touch	_____

## 6.2 USEFUL LANGUAGE FOR PHONE CALLS

*Receiving calls*      Can I help you?  
Can I ask who's calling?

*If you can't understand*      Sorry, could you repeat that?  
I'm sorry but the line's bad. I can hardly hear you.  
Could you speak up a little, please?  
Could you speak a little more slowly, please?

*Connecting*      I'll put you through. Hold the line, please.  
One moment. I'll connect you.

*Person called is not there*      Sorry, she/he is not in at the moment.  
I'm afraid there is no reply. He is out of the office.  
He's tied up at the moment. Could you call back later?

*Some other reasons for absence*      He / she's on parental leave.

He's on paternity leave.  
She's on maternity leave.  
She's taking compassionate leave.  
He's on sick leave / he's off sick / He's ill.  
He has a day off / a free day. / He's on holiday.  
He's gone on a business trip.

*Line is busy* I'm sorry, the line is busy. Will you hold?  
The extension is engaged. Can you hold or would like to call back later?  
Sorry to keep you waiting.

*Line is free again* I can put you through now.  
Putting you through. / Go ahead. You're connected

*Taking a message* Would you like to leave a message?  
Can I give him a message?  
I'll pass this information on.  
I'll make sure he gets your message

*Asking to spell words* Could you spell your name?  
Could I read that back to you?

*Calling* Can/could I speak to Mr X, please?  
Is Mr X there, please?

*Ask for the extension number* Can I have extension 123, please?  
Can you put me through to extension 123, please?  
Extension 123, please

*Leaving a message* Can I leave a message?  
Could you take a message?  
Could you ask him to call me back?

*Making arrangements* When would be convenient for you?  
How about Monday? / What about Tuesday?  
Would Wednesday be suitable?  
Would Thursday suit you?

**N.B.**

If you are answering the phone, you say "Peter speaking". If you are calling someone else, say "this is Peter from Quantex (your company)". Don't say "here is Peter"!



If you are not sure how to spell names and how the names of the letters are pronounced, go to:

- <http://www.omniglot.com/writing/english.htm>

**Write the telephone numbers below in figures.**

five – seven –one, two –four – two – two	
three – oh – double six – oh, seven –six –oh – nine – double seven	
oh – eight hundred, double three – triple seven – one	
double two, one – three – one, four – zero – two – zero	
one – five hundred, double four – double four – double four	

## PRACTICE

**1. Decide whether the following telephone conversations are formal or informal.**



1.
  - Good afternoon. Crone & Co. May I help you?
  - Hello. May I speak to Mr. Grey, please?
  - May I ask who's calling, please?
  - This is Peter Welsh.
  - One moment, please. I'll see if he's free... Yes, he'll be right with you.

2.
  - Hello. Crone & Co.
  - Hi. This is Mary. I'm trying to reach Tom Darby. Is he available?
  - Yes, of course. Hang on a second. I'll get him for you.
  - Fine, thanks.

**2. Put the telephone conversation in order.**



- Sorry, I didn't catch your name. Could you speak up a bit, please, the line is bad.
- And where did you say you are ringing from?
- Good morning. This is Jane Peterson from Pantex. I'd like to speak to Mary Jones.
- Yes of course. What would you like me to tell her?
- Can I read that back to you to make sure I've got everything?
- Okay. I'll try to put you through. Sorry, the line is engaged.
- Pantex.
- Can I leave a message?
- Yes, it's Jane Peterson.
- Could you tell her that Jane Peterson called and that the meeting has been postponed till next Friday? She can get me on 0405 388 5166. Extension 13.
- Good morning. How can I help you?
- Sure.

**3. Complete the following voicemail message with the appropriate words from the box.**

make touch off penalty snowed

Hi. It's Rose. I really can't \_\_\_\_\_ next Friday's meeting. We'll have to put it \_\_\_\_\_ until the week after. I'm sorry, but I'm completely \_\_\_\_\_ under with some projects. And, you know, if we are late, we'll have to pay a \_\_\_\_\_. I'll be in \_\_\_\_\_ soon. Bye.

**4. Choose the best word to fill the gap.**

1. I tried calling you several times but I couldn't get through because the number was \_\_\_\_\_.  
a) occupied            b) engaged            c) in use
2. I'm \_\_\_\_\_ he's not available then.  
a) unfortunate        b) afraid                c) scared
3. Mr Brown is not in at the moment. Could you \_\_\_\_\_ later?  
a) call back            b) call down            c) round
4. The phone is ringing. Will you \_\_\_\_\_ the receiver?  
a) take up              b) make up                c) pick up
5. No, Peter's not in the office today. Can I \_\_\_\_\_ a message?  
a) leave                 b) take                    c) send
6. I'll \_\_\_\_\_ sure he gets your message.  
a) do                     b) be                      c) make
7. Someone calls your number by mistake, so you say, "Sorry, \_\_\_\_\_."  
a) mistake              b) you've made a mistake        c) wrong number
8. Someone answers the phone and you say, "Can I \_\_\_\_\_ Mary please?"  
a) talk to                b) speak to              c) talk with
9. You want to use the phone. You ask, "Can I make a \_\_\_\_\_ please?"  
a) ring                    b) phone                 c) call

**5. Complete the telephone conversation with suitable expressions from the previous exercise (C = caller, R = receptionist)**



- R: Good morning. Omega Plus. How can I help you?  
 C: Good morning. Could I \_\_\_\_\_ Tim Wood please?  
 R: I'm \_\_\_\_\_ he's not \_\_\_\_\_ at the moment. He's in a meeting. Can I help you?  
 C: Well, actually I need to ask him something about the meeting. Do you happen to know what time he will be back?  
 R: In about an hour. Could you \_\_\_\_\_ later?  
 C: Yes, of course.  
 R: Or can I \_\_\_\_\_ a message?  
 C: Actually, would you mind? Could you tell him that Ann Peterson called and that I'm in the office all day? Could he call me \_\_\_\_\_?  
 R: No problem. Can I take your number, please?  
 C: Yes, it's 33 1 4776 5022.  
 R: Okay. I'll \_\_\_\_\_ sure he gets your message.

**6. Choose the best word from the box to complete the telephone conversations.**

check	tied up	suit	about
say	fix	forward	make

Peter: Hi, I'm calling to see if we can \_\_\_\_\_ a meeting for next week.

Bill: Ok, wait a moment. I'll \_\_\_\_\_ my diary.

Peter: What \_\_\_\_\_ Wednesday?

Bill: Sorry, I'm \_\_\_\_\_. I've got to go to a meeting in Brussels.

Peter: Would Friday \_\_\_\_\_ you? Could you \_\_\_\_\_ it?

Bill: That'll be fine. Let's \_\_\_\_\_ Friday at 9 a.m.

Peter: Ok. I look \_\_\_\_\_ to seeing you then. Bye.

Bill: See you on Friday.

**7. Rewrite the telephone conversation to make it sound more polite.**

R: Omega Plus. Yes?

C: \_\_\_\_\_  
I want Tim Wood.

R: \_\_\_\_\_  
Who are you?

C: \_\_\_\_\_  
Ann Peterson.

R: \_\_\_\_\_  
From?

C: \_\_\_\_\_  
IMD.

R: \_\_\_\_\_  
Wait..... Engaged.

C: \_\_\_\_\_  
I want him to call me back.

R: \_\_\_\_\_  
OK: Spell your name.

C: \_\_\_\_\_  
Ann P-E-T-E-R-S-O-N. My number is 0041 206 306.

R: \_\_\_\_\_  
Thanks. Bye.

**6.3 LANGUAGE FOCUS – PREPOSITIONS**

**1. Complete the sentences with a suitable preposition.**

- I'll call you \_\_\_\_\_ ten minutes.
- I'm trying to connect you. Could you hold \_\_\_\_\_?
- I'm calling \_\_\_\_\_ the order I placed last week.
- Could you pass \_\_\_\_\_ a message for me?

5. I'll write you \_\_\_\_\_ two weeks' time.
6. Bill is \_\_\_\_\_ paternity leave.
7. Mary is tied \_\_\_\_\_ at the moment.
8. Can I contact her \_\_\_\_\_ Wednesday?
9. Could you speak \_\_\_\_\_? I can hardly hear you.
10. Just a moment, I'll put you \_\_\_\_\_.

## 2. What would you say in the following situations?

1. You want to speak to Ms Brown.
2. You introduce yourself and give the name of your company.
3. Someone wants to speak to your female colleague. She's off work because she has just had a baby.
4. You are in a meeting and you receive a call on your mobile phone.
5. You ask the person you are talking to if he/she agrees to meet you at the suggested time.
6. You ask the person you are talking to, to change the date of the meeting.
7. You offer to take a message.
8. You ask the person you are speaking to, to take a message.
9. You are busy. You ask the person you are speaking to, to call back later.
10. The line is very bad and you don't hear the caller very well.
11. Finish the call.



To improve your telephone skills and to learn more, you can go to:

- <http://www.bbc.co.uk/worldservice/learningenglish/business/talkingbusiness/unit1telephone/1connecting.shtml>

### **Role-play a phone conversation.**

**Student A** wants to make a reservation for a single room in the name of her boss who is attending a conference from 15<sup>th</sup> March to 19<sup>th</sup> March.

**Student B** is a hotel employee. There is quite a demand for rooms, so there are no singles for that week, just one double left. Ask for:

- confirmation by fax or email,
- a credit card number,
- expiry date



Don't forget to check the grammar pages and practise conditional clauses!!! To warm you up, answer the following questions first. Answer in full sentences!

1. If you could live anywhere in the world, where would you live?
2. If you were on holiday and you lost your passport, what would you do?
3. If you were offered a well-paid job in another part of Slovenia, would you change places?
4. If you could do any job, what would you choose to do?
5. If you were American, how would your life be different?
6. If you saw another employee steal something, would you tell your manager?
7. If you were the CEO for a day, what would you do?

8. If you were invited to have lunch with our Prime Minister, what would you say?

➡ ***Let's summarize what you have learnt?***

- how to make and take phone calls
- how to leave or take a message
- how to say phone numbers
- how to make a reservation or arrange a meeting
- how to use some English prepositions
- and most importantly, how to be polite on the phone!

***Conclusion of Unit 6***

Summarize and reflect on what you have been practising in this unit. How do you introduce yourself when making a phone call? Is it correct to say “here is Mojca”? What would you say to someone who would like to talk to your colleague who is off work?

You might also make a list of most common things you ask, or you are asked for over the phone.

## 7 MEETINGS

Apart from information overload and everyday paperwork, meetings are often the main cause of anxiety at work. If you want to participate effectively in business meetings, either as a minute taker or as a mute participant, you should get acquainted with the language and skills you need in business meetings in English. In this unit you will focus on both formal and informal language used to conduct and participate in meetings.

**Is this the meeting, or the meeting about the meeting?**

**Meetings are indispensable when you don't want to do anything.**

*<http://www.quotationspage.com/quote/1294.html>, 10.12.2008*

If you want to master meetings, you should know something about:

- calling a meeting
- chairing a meeting
- scheduling meetings
- meeting agenda
- taking the minutes



There are a number of ways how to call a meeting. Some meetings are announced by e-mail, others are posted on bulletin boards, and they can also be announced at the end of another meeting. The date, location, time, length, and purpose of the meeting should be included in the invitation. It is also important to indicate exactly who is expected to attend, and who is not.

Hi Everyone,

We will be having a meeting next Friday from 3 p.m.–5 p.m. Room 5.

All managers are expected to attend. The purpose of the meeting is to discuss the reduction of office costs. As you have probably heard, the company is going through difficult times and a series of measures have to be introduced to achieve savings.

Please make arrangements to have other staff members cover your duties during the meeting.

Thank you,

Peter

**Look at the following words connected with meetings and match them with the explanation.**

arrange cancel run put back attend hold chair set up postpone

organize a meeting \_\_\_\_\_  
 be in charge of a meeting \_\_\_\_\_  
 make a meeting later than originally planned \_\_\_\_\_  
 be present \_\_\_\_\_  
 not have a meeting \_\_\_\_\_

The role of the **chairperson** is to open the meeting, to make sure the **agenda** (the list of things to be discussed) is circulated (distributed) to everyone. The **venue** should also be checked to make sure that the room will be free. The chairperson should be a good timekeeper. He / she should start the meeting on time, without waiting for latecomers.

The role of the **minute-taker** is to **take the minutes**, to note all **points**. The chairperson should make sure each point on the agenda is allocated the time it deserves and should keep to the timetable. When the time allocated to one point is up, the chairperson should make sure that discussion moves on to the next point.

Each **participant** (someone who attends the meeting) should have the chance to make their point.

Finally, the meeting shouldn't be too long; it should finish on time, or early.

*Thanks for coming. On the agenda today are the launch of the website and the secretary of the year award. And finally, we will have a little bit of time for any other business. So let's go through the points and keep this meeting fairly brief.*

## 7.1 USEFUL LANGUAGE FOR MEETINGS

Starting a meeting

- I'd like to start the meeting by .....
- Let's begin by looking at the first item on the agenda.
- Let's make a start. The purpose of this meeting is to .....

Asking for opinion

- What's your opinion of...?
- What are your views on this?
- What do you think about ...?

*Giving an opinion*

- In my opinion ...
- The way I see it ...
- Personally, I think ...

*Agreeing*

- You're perfectly right.
- I couldn't agree more.
- Precisely/exactly/absolutely.
- You may be right there
- I agree with you on the whole, but...

*Disagreeing*

- That's not really how I see it.
- I'm afraid I can't agree with you there.
- I can't really go along with you there.
- I'm sorry, but that's out of the question.

*Moving on*

- Let's look at the next item on the agenda.
- We need to move on to the next point.

*Interrupting*

- I would just like to add that ...
- There are a few questions I'd like to ask.
- Could you give me more details on that?
- Could you be a little more specific?

## PRACTICE

**1. Complete the sentences with the words taken from the box below.**

cover	make	arrange	having	suit	take	rejected
participants	agenda	minutes	item			

- I'd like to \_\_\_\_\_ a meeting for the next week.
- Can we look at the first \_\_\_\_\_ on the agenda?
- Does Tuesday \_\_\_\_\_ you?
- We have a lot of things to \_\_\_\_\_ in this meeting.
- Who is going to \_\_\_\_\_ minutes?
- I'd like to \_\_\_\_\_ a point.
- Are you \_\_\_\_\_ second thoughts about the proposal?
- All our proposals were \_\_\_\_\_.
- I attached the \_\_\_\_\_ from the last meeting.
- Most of the \_\_\_\_\_ were in favour of the suggestion.
- Can we move on to the next item on the \_\_\_\_\_?

**2. Choose the correct word for each sentence.**

- I would just like to *let/explain* you know why I was absent.
- Who is going to *make/take* the minutes?
- We need to *take/set* a date for the meeting.
- All our proposals were *disagreed/rejected*.
- I'd like to *make/remind* a point.
- We have to *cancel/postpone* the meeting until next Friday.
- I'm *interested/interesting* in your proposal.
- Who *made/did* the decision to go ahead with the project?
- Check if I have *made/done* any mistakes.

**3. Match the highlighted words with their definitions below.**

- The vice president is **absent** due to unforeseen circumstances.
- The meeting is scheduled to **commence** at noon.
- Firstly, I want to thank you all for being **punctual** despite this early meeting.
- The **boardroom** is reserved for a managers' meeting, so we'll have to meet in the lounge.
- We have a lot to **accomplish** today, so let's begin.
- If there are no further comments, we will **adjourn** the meeting here.
- Please forward the **agenda** to anyone who is speaking at the meeting.
- Any financial information shared during this meeting should be kept **confidential**.
- The last item on the agenda is **AOB**.
- It is **mandatory** that all supervisors attend Friday's meeting.
- The vote was **unanimous** to cut work hours on Fridays.

- begin \_\_\_\_\_
- on time \_\_\_\_\_
- in complete agreement \_\_\_\_\_

4. not told to or shared with other people \_\_\_\_\_
5. a room in which the meetings of the board are held \_\_\_\_\_
6. stop a meeting \_\_\_\_\_
7. the things that are discussed at the end of a meeting and that are not on the agenda \_\_\_\_\_
8. a list of things to be discussed \_\_\_\_\_
9. required \_\_\_\_\_
10. succeed in doing \_\_\_\_\_
11. not present \_\_\_\_\_

**4. You are going to hold a meeting. Choose one of the issues and organize “a perfect meeting”.**

- Your company was founded 100 years ago. You want to mark the occasion. Suggest ways to celebrate.
- Discuss some possible changes in your offices (no-smoking rule for the office, standard working hours for everybody).
- You’ll be reviewing your sales performance over the last 6 months. Brainstorm ideas how to boost your sales figures.
- Discuss new staff requirements.
- Your company is planning some trade shows activities. You have to discuss which trade fair is the best for your company to attend.

**!** If you want to learn something more about useful English phrases for a business meeting, go to:

- [http://esl.about.com/cs/onthejobenglish/a/a\\_meetphrases.htm](http://esl.about.com/cs/onthejobenglish/a/a_meetphrases.htm)
- <http://www.theenglishweb.com/articles/getting-the-most-out-of-an-english-business-meeting.php>

**➡ Let’s summarize what you have learnt?**

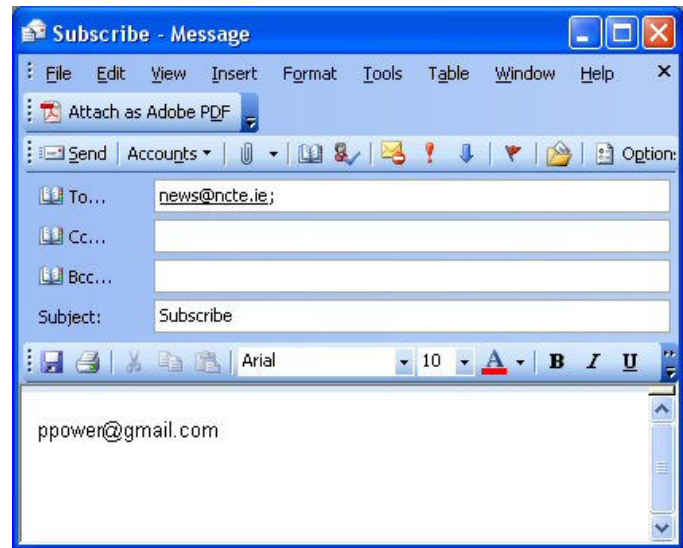
- vocabulary related to meetings
- how to write a meeting invitation
- how to participate in meetings
- how to make your point

**Conclusion of Unit 7**

To conclude the unit, take another look at the examples of expressing one’s opinion, or raising a point during a meeting. Use some of them and give your opinion on the current issues you are dealing with at work. You might agree or disagree with the way how problems are being addressed.

## 8 CORRESPONDENCE – EMAILS, LETTERS

In the 1980s, people all over the world began to use a new concept of communication; they became linked by email and other similar systems on the Internet. Emails have become one of the most common, popular and convenient ways of communication. However, you should bear in mind the characteristics of emails sent to different recipients. Have you often been asked to write an email to a person or a business partner who you may never meet? Have you thought about the forms of language you use when you communicate with your business partners? Personal emails differ considerably from business emails. Anyone can write an email, but for a well-written email you need some practice. Some common phrases discussed in this chapter may help you a lot. The aim of this unit is to help you understand and improve your email language practices.



### *Do you know these email expressions?*

<i>Cc</i>	carbon copy
<i>Bcc</i>	blind carbon copy
<i>attach</i>	send a document, for example a picture, with an email
<i>delete</i>	to get rid of an email
<i>forward</i>	send an email you have received to someone else

There are two or even three different writing styles:

- formal emails
- informal emails
- neutral / standard emails

**Formal emails** are similar to letters on paper. They are written politely and carefully, with lots of fixed expressions. There is no use of contractions, e.g. *I am* and not *I'm*. The writer's postal address and phone or fax number, if they are included, follow the signature

**Informal emails** are usually much more informal in style than letters on paper, because people know each other very well. They are written quickly, to save time, so they rely more on the use of incomplete sentences and abbreviations. Instead of "Dear X", they often begin with "Hi, X", "Hello, X", or with no salutation at all.

**Neutral or standard emails** are the most common style used in business emails. The language is more personal than in formal emails. Sentences are short and even contractions are allowed.

It should be noted that with business emails **styles are often mixed** – but just to some extent.

### ***Text messaging***

Electronic forms of communication have created a new kind of language. People often like to communicate as quickly as possible, and have invented lots of abbreviations that they use instead of complete words.

In English, the most common examples of text language include the use of the number:

- ‘2’ for ‘to’ or ‘too’
- ‘4’ instead of ‘for’
- ‘u’ for ‘you’
- ‘c’ instead of ‘see’

Some other abbreviated forms are:

- AFAIK as far as I know
- ASAP as soon as possible
- BTW by the way
- GL good luck
- HTH hope this helps
- NP no problem
- SYS see you soon
- TU thank you

## **8.1 EMAIL AND WEBSITE ADDRESSES**


Email addresses are read as follows:

j.harris@funbiz.co.uk  
mary@log-farm.com  
the\_rabbit@coolmail.gr

j **dot** harris **at** funbiz dot co dot u k  
mary at log **dash** farm dot com  
the **underline** rabbit at coolmail dot g r

The names of symbols in “urls” (internet addresses) are:

/ <b>forward slash</b>	@ <b>at</b>
\ <b>back slash</b>	_ <b>underline (underscore)</b>
: <b>colon</b>	- <b>dash</b>
. <b>dot</b>	

 If you would like to repeat the English alphabet and if you are not sure how the names of the letters are pronounced, go to:

- <http://www.omniglot.com/writing/english.htm>

## 8.2 USEFUL LANGUAGE FOR FORMAL EMAILS AND LETTERS

Thank you for your email of ...

With regard / reference to ...

Further to your email ...

I am writing with regard to ...

I am writing in connection with ...

With regard / reference to ...

In reply to your email, we would like to ...

We regret to inform you ...

Please accept our apologies ...

We would like to remind you ...

I am delighted to tell you ...

Could you give us some information about ...

We are interested in knowing more about ...

I was wondering if you could ...

I'd be grateful if you could ...

Please find attached ...

I am attaching ...

I'm sending you ... as a pdf file.

We will look into the matter.

I will contact you again soon.

Thank you in advance for your help in this matter.

If you need / require any further information, please do not hesitate to contact me.

Please feel free to contact us if you have any further questions.

I am looking forward to ... (+ -ing)

Best wishes

Regards

### *First contacts by email*

**Complete the emails below using the correct word or expressions from the box. Decide whether they are formal or informal – or perhaps neutral.**

I am writing to confirm	I would be grateful	Please send my regards to
Best regards	I look forward to seeing	
Could you possibly	Further to	

1.

*Dear Ms Hill,*

\_\_\_\_\_ our telephone conversation this morning, \_\_\_\_\_ that Mr Brown will be arriving in London on 21<sup>st</sup> June at 11 a.m. \_\_\_\_\_ arrange for someone to pick him up from Heathrow Airport? \_\_\_\_\_ if you could book him into a hotel for two nights.

\_\_\_\_\_ Mary and tell her that \_\_\_\_\_ her soon.

\_\_\_\_\_  
*Susan Penn*

2.

confirm attend regards I look forward with reference

\_\_\_\_\_ to our phone call yesterday morning, I'm writing to \_\_\_\_\_  
that I will be able to \_\_\_\_\_ the meeting next Tuesday. \_\_\_\_\_ to  
seeing you then.

Peter Ashley

3.

download signed on advice email records enclosed

Hi, Peter,

Please see the \_\_\_\_\_ attachments. Hope you can \_\_\_\_\_ them.  
Please open the two letters in Word and send a copy of the \_\_\_\_\_ Starlight  
Terms back to me as soon as possible and keep one copy for your \_\_\_\_\_. You  
can either \_\_\_\_\_ the form back to me or fax it or send to our address at the top  
of the letter.

Sorry to do this, but \_\_\_\_\_ of our solicitors we have been asked to do this.  
Many thanks for your help and cooperation.

Warm regards,  
Marcus

4.

facilities (2x) double board single annual discounts accommodation

Dear Sir / Madam,

We are holding our \_\_\_\_\_ conference this month in Rome and are looking for a hotel  
which can offer us \_\_\_\_\_ and conference \_\_\_\_\_ from Tuesday 12<sup>th</sup>  
November to Friday 15<sup>th</sup> November.

We require accommodation and full \_\_\_\_\_ for 30 delegates, 10 of whom will be  
accompanied by their spouses. Therefore, we will need 20 \_\_\_\_\_ and 10  
\_\_\_\_\_ rooms.

We will also need a room with full conference \_\_\_\_\_ (including Power Point), that  
can accommodate up to 40 people.

Please would you send us a list of your tariffs and let us know what \_\_\_\_\_ you can  
give us?

Yours faithfully,  
Mary Brown  
*Mary Brown*



8. Please confirm \_\_\_\_\_ writing.
9. Please write out your name \_\_\_\_\_ full.
10. I am writing \_\_\_\_\_ behalf of the Organizing Committee.
11. Thank you for your email \_\_\_\_\_ 5<sup>th</sup> May enquiring about your order No. 335.

## Reading

### 8.5 EMAIL IS RUINING MY LIFE

Two million emails are sent every minute in the UK. That is almost three billion each day. But what is the real cost of this information overload? A recent study found that one-third of office workers suffer from email stress. And it is expensive, too. Now firms are being forced to help staff deal with the daily amount of emails in their inboxes. Some hire email consultants, while others are experimenting with email free days.

#### *Did you know?*



In 1971, Ray Tomlinson developed the code that enabled him to send an email between two computers for the first time. He says: "I do feel proud of this accomplishment. What I didn't anticipate is how fast it would grow once it started growing."

Ray's aim was to make it possible to communicate between computers. "At the time, it was possible to send messages to other users on the same computer, and because these computers were expensive they had many users," he says. "And so you could send it to a user on the same computer but not on a computer elsewhere." His creation was a short, 200-line programme, to which he added the @ symbol.

"What I was looking for was a character that I could put between the name, or the login name of a person, and the name of the computer that he was on. "The @ sign, at least in English, means 'at'. It's a preposition, it designates where this person is."

Electronic mail was born. Businesses realised the potential of this paperless form of communication. And changing the way we communicate changed the way we worked. It's too easy to write an email and hit the send button. And when an email goes wrong, it can be around the world in 80 seconds. On average, we spend 52 hours a year just dealing with our junk mail. That's not something that Ray Tomlinson anticipated. "Spam is a problem," he admits.

Britons take 14 million sick days due to stress every year. Email inboxes are causing employees concern, because of the number of emails and the poorly written emails.

City accountancy firm Deloitte found its employees had a problem with email overload. So it came up with a radical solution. "We all tried to see if we could avoid sending internal email on a Wednesday. Now the first thing that happened was it got everybody talking. Everybody started to think about what they were sending, who they were sending it to and whether they could use another method instead of sending the email. So it had a very good immediate response, where people were actually thinking more about what they were doing."

Email is so ingrained in our working lives that Deloitte's experiment was abandoned after only a month. But the company still thinks it was worth it. "Although the email free day is not an email free day any more, the actual amount of internal email circulating has dropped, because people are more conscious of what they're sending,"

*Adapted Limberg, 2008*

**Complete the sentences below with the information from the article.**

Nowadays, employees often \_\_\_\_\_ from email stress and information \_\_\_\_\_. Some companies even \_\_\_\_\_ special consultants to help their employees deal with emails in their \_\_\_\_\_. Office workers even take sick leave \_\_\_\_\_ to email stress.

Ray Tomlinson, who was responsible for email revolution, didn't \_\_\_\_\_ that spam would become such a huge problem. According to a recent survey, we spend \_\_\_\_\_ average about 52 hours \_\_\_\_\_ year dealing with \_\_\_\_\_ mail. We should be more \_\_\_\_\_ of what we are sending. As soon as we click the \_\_\_\_\_ button, our email can be around the world in 80 seconds.

**Discussion**

- What do you use email for?
- Does email save time or does it just make more work?
- Should employees send and receive personal emails at work?
- Have you ever suffered from email stress?

**Write some emails. Some of them should be written formally and some informally.**

1. You know Kate well. Ask her to email you the new pricelist for printing colour brochures. Ask when the catalogue will be printed.
2. Peter is your client in New York. You are planning to go there next month. Suggest a meeting. You will send him the dates of your trip next week. Ask him to recommend a hotel.
3. Write an email to a hotel. Include questions about the hotel, tell them the dates you want, the kind of room you want to book and ask about other facilities that you need.
4. Inform a colleague that you cannot attend the meeting tomorrow. Ask her to call you back later to tell you about the topics discussed in the meeting.
5. Your company is organizing a series of meetings from 15<sup>th</sup> March to 18<sup>th</sup> March. Write an email to Victoria Hotel. Ask about some conference facilities, especially: a room to seat up to 40 or 50 people, audio-visual equipment, particularly overhead projectors, some large screens for computer projection and loudspeakers, VCR equipment.



To learn more about how to write an email, go to:

- [http://www.learnenglishonline.org/en/html/business/business\\_writing/2006/1031/57.html](http://www.learnenglishonline.org/en/html/business/business_writing/2006/1031/57.html)
- <http://www.theenglishweb.com/articles/effective-emails.php>



**Business letters** are written in a similar way as formal emails. You can go to the following websites where you will find how to write business letters required in many different situations:

- <http://www.4hb.com/letters/>
- <http://www.englishclub.com/business-english/correspondence-samples.htm>

► **Let's summarize what you have learnt?**

- how to say email and website addresses
- special expressions you need to know when you write an email or a letter
- difference between formal and informal emails
- how to fill in a car rental form
- how to use correctly some prepositions.

**Conclusion of Unit 8**

In this unit you have tried to make further distinctions between formal and informal language forms, and to develop your writing skills.

Could you start a letter or email with *Dear Mr Peter Brown*? How do you address a woman if you don't know whether she is married or single? You have learnt a lot, so try to avoid poorly written emails and letters.

## 9 THE EUROPEAN UNION – A GROWING FAMILY

On 1<sup>st</sup> May 2004 Slovenia became a member of the European Union, and now belongs to a family of 27 member states connected at the economic, social and political level. Slovenia is represented in all EU institutions. This unit will give you some insight into the history of the EU, its institutions and some other expressions connected with the EU.



Fig. 6: The EU flag

Source: <http://www.euro.cauce.org/images/flags/eu-flag.gif> (12.1.2008)

### *Can you answer some questions about the EU?*

1. In 1985 an agreement among European states allowed for the abolition of border controls between the participating countries. The name of the agreement?  
Common Border Treaty Schengen Rome Maastricht
2. How many stars are there on the EU flag?  
27, 10, 18, 12
3. The anthem of the European Union is: Ode to Joy. Who wrote the music?  
Beethoven Mozart Mendelson
4. Where will you find the headquarters of the European Central Bank?  
Stockholm Frankfurt Strasbourg Brussels
5. The Euro symbol was inspired by the Greek letter epsilon. When did the Euro banknotes and coins become a reality?  
1 January 2002 1 January 2000 1 January 1992
6. Which of the following countries did not adopt the euro?  
Denmark Finland the Netherlands

### 9.1 HISTORY OF ENLARGEMENT

The EU began life in the 1950s as the European Economic Community with six founding members – Belgium, Germany, France, Italy, Luxembourg and the Netherlands. They were joined by Denmark, Ireland and the United Kingdom in 1973, Greece in 1981, and Spain and Portugal in 1986.

In 1992, a new treaty introduced new forms of cooperation between national governments, thus creating the European Union as such. In 1995 the EU was enlarged with three new member states: Austria, Finland and Sweden.

The Czech Republic, Estonia, Cyprus, Latvia, Lithuania, Hungary, Malta, Poland, Slovenia and Slovakia joined in 2004, followed in 2007 by Bulgaria and Romania. Three candidates, Croatia, Turkey and the former Yugoslav Republic of Macedonia, have applied for membership.

### ***Did you know?***

The European Union has 493 million inhabitants – the world’s third largest population after China and India.

The European Union is less than half the size of the United States, but its population is over 50 % larger. In fact, the EU population is the world’s third largest after China and India. Birth rates in the EU are falling and Europeans are living longer. These trends have important implications for the future.

The EU’s gross domestic product (GDP) – i.e. the economy’s output of goods and services – is steadily growing. Following the entry of new member states in 2004, the EU’s GDP is now greater than that of the United States.

In all EU countries, over 60 % of GDP is generated by the service sector (this includes things such as banking, tourism, transport and insurance). Industry and agriculture, although still important, have declined in economic importance in recent years.

Although the Union’s GDP continues to rise, it has grown more slowly than that of the United States in recent years, but faster than that of Japan.

*Adapted [http://ec.europa.eu/publications/booklets/eu\\_glance/66/en.doc](http://ec.europa.eu/publications/booklets/eu_glance/66/en.doc), 2009*

## **VOCABULARY**

### ***Check the text and quiz and find words corresponding to their definitions.***

1. a formal agreement between two or more states / countries \_\_\_\_\_
2. to become larger \_\_\_\_\_
3. to become smaller and weaker \_\_\_\_\_
4. a song which has a special importance for a country, a hymn \_\_\_\_\_
5. a formal act of ending a law, a system, ... \_\_\_\_\_
6. to make a formal request, e.g. for a job, passport, ... \_\_\_\_\_
7. produced or created by \_\_\_\_\_

## **9.2 HOW DOES THE EU WORK**

The European Union functions through a number of institutions and bodies. Alongside these institutions and bodies are agencies created on the basis of specific legal acts to perform clearly defined tasks.

The three main EU institutions are:

- *the European Parliament (EP)*, which represents the EU’s citizens and is directly elected by them;
- *the Council of the European Union*, also known as *the Council of Ministers*, representing national governments;
- *the European Commission*, representing the interests of the Union as a whole.

**The European Parliament (EP)** is elected by the citizens of the European Union to represent their interests. Its origins go back to the 1950s and the founding treaties, and since 1979 its

members have been directly elected by the people they represent. Elections are held every five years, and every EU citizen is entitled to vote, and to stand as a candidate, wherever they live in the EU.

*Members of the European Parliament* (MEPs) do not sit in national blocks, but in seven Europe-wide political groups. The present parliament has 785 members – Slovenia has 7 seats.

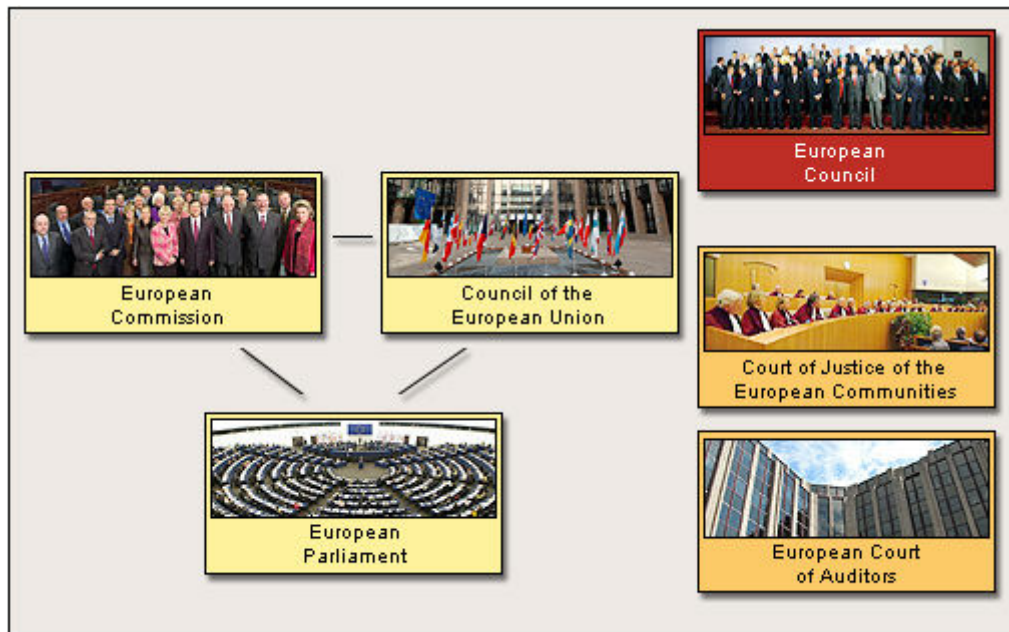


Fig.7: The EU institutions

Source: [http://www.eu2007.de/en/About\\_the\\_EU/Institutions\\_and\\_Other\\_Bodies/Institutions/index.html](http://www.eu2007.de/en/About_the_EU/Institutions_and_Other_Bodies/Institutions/index.html) (12.1.2008)

### ***Where is the Parliament based?***

The European Parliament has three places of work: Brussels (Belgium), Luxembourg and Strasbourg (France).

Luxembourg is home to the administrative offices (the ‘General Secretariat’). Meetings of the whole Parliament, known as ‘plenary sessions’, take place in Strasbourg and sometimes in Brussels. Committee meetings are also held in Brussels.

The main job of the Parliament is to pass European laws on the basis of proposals presented by the European Commission. Parliament shares this responsibility with the Council of the European Union. Parliament and Council also share joint authority for approving the EU’s € 130 billion annual budget.

The Parliament has the power to dismiss the European Commission.

***The Council of the European Union*** is the EU's main decision-making body. It represents the member states, and its meetings are attended by one minister from each of the EU’s national governments.

Which ministers attend which meeting depends on what subjects are on the agenda. If, for example, the Council is to discuss environmental issues, the meeting will be attended by the

Environment Minister from each EU country and it will be known as the ‘Environment Council’.

Altogether there are nine different Council configurations:

- General Affairs and External Relations
- Economic and Financial Affairs (ECOFIN)
- Justice and Home Affairs (JHA)
- Employment, Social Policy, Health and Consumer Affairs
- Competitiveness
- Transport, Telecommunications and Energy
- Agriculture and Fisheries
- Environment
- Education, Youth and Culture

**The European Commission** is responsible for implementing the decisions of the Parliament and the Council. That means managing the day-to-day business of the European Union: implementing its policies, running its programmes and spending its funds.

The term ‘Commission’ is used in two senses. First, it refers to the team of men and women – one from each EU country – appointed to run the institution and take its decisions. Secondly, the term ‘Commission’ refers to the institution itself and to its staff.

Informally, the appointed Members of the Commission are known as ‘commissioners’. They have all held political positions in their countries of origin and many have been government ministers, but as Members of the Commission they are committed to acting in the interests of the Union as a whole and not taking instructions from national governments. The seat of the Commission is in Brussels.


A new Commission is appointed every five years, within six months of the elections to the European Parliament. The day-to-day running of the Commission is done by its administrative officials, experts, translators, interpreters and secretarial staff. There are approximately 23,000 of these European civil servants.

We have a commissioner in the European Commission, seven MEPs and a voice equal to all other members in decisions taken by the Council of the EU.

*Adapted [http://europa.eu/institutions/inst/parliament/index\\_en.htm](http://europa.eu/institutions/inst/parliament/index_en.htm), 2009*

**Answer the following questions about the three main EU institutions.**

1. Who elects the European Parliament?
2. How many seats does Slovenia have in the European Parliament?
3. What is the main job of the European Parliament?
4. How many commissioners are there in the European Commission?
5. Where are the headquarters of the European Commission?

 If you want to check your knowledge about the EU and be sure what the expressions connected with the EU mean, go to the following websites. Just change the language and there will be no unanswered questions left.

- [http://europa.eu/institutions/inst/parliament/index\\_en.htm](http://europa.eu/institutions/inst/parliament/index_en.htm)
- <http://evropa.gov.si/en/>

➤ ***What have you learned?***

- the history of the EU
- the main institutions of the EU
- lots of the EU-related expressions. As a member of the EU one should master such expressions!!!!

***Conclusion***

You have covered a wide range of business topics so far. What you have learnt is not meant to be just part of your exams and curricula. You should now be able to apply what you have studied to your own practice, and become more fluent and accurate English language speaker.

## 10 GRAMMAR – REVISION OF TENSES



### Present simple and present continuous tense

Present simple	Present continuous
I usually go to work at 7 a.m. Mary deals with enquires.	Oh, it's 7 a.m. I'm going to work. Mary is off today, so Peter is dealing with enquires.
I don't go to work at 6 a.m. She doesn't go to work at 6 a.m. Does she work on Saturdays?	It's Saturday. She isn't working today. Is he dealing with enquiries today?
<i>every day, often, usually, sometimes, never, once a week...</i>	<i>at the moment, now, this week...</i>

#### 1. Complete the text about Peter Gray with the verbs in the present simple.

Peter Gray \_\_\_\_\_ (come) from London. He \_\_\_\_\_ (live) in Bristol and \_\_\_\_\_ (work) for a large multinational company. They \_\_\_\_\_ (have) offices in a lot of countries. Peter \_\_\_\_\_ (spend) about 40 % of his time travelling overseas and meeting international customers. He often \_\_\_\_\_ (fly) to Asia. At work, he \_\_\_\_\_ (discuss) and \_\_\_\_\_ (make) decisions about customers and company strategy. He \_\_\_\_\_ (not have) typical days because one day can be so different to the next.

#### 2. Complete the sentences with the correct form of the present simple.

1. She \_\_\_\_\_ (work) for an advertising agency.
2. Managers \_\_\_\_\_ (spend) a lot of time in meetings.
3. Our company \_\_\_\_\_ (offer) a wide range of products.
4. I \_\_\_\_\_ (not work) in shifts, but I \_\_\_\_\_ (be) on flexi-time.
5. My friend \_\_\_\_\_ (have) a temporary job; he \_\_\_\_\_ (not have) a permanent job.
6. My department \_\_\_\_\_ (deal) with forecasting costs.
7. My colleague \_\_\_\_\_ (never / check) all the orders.
8. My job \_\_\_\_\_ (involve) spending a lot of time preparing for exhibitions.
9. We \_\_\_\_\_ (not work) at weekends.
10. My boss \_\_\_\_\_ (have to) make sure our projects run smoothly.
11. He \_\_\_\_\_ (not commute) to work.
12. Nokia \_\_\_\_\_ (manufacture) mobile phones.
13. Phones \_\_\_\_\_ (not function) without a network.
14. Alice \_\_\_\_\_ (work) for an insurance company.

#### 3. Write questions to the underlined words in italics.

1. He works *in the Netherlands*. \_\_\_\_\_
2. I usually start work *at 8 a.m.* \_\_\_\_\_
3. They make *high-quality mobile phones*. \_\_\_\_\_

- 
4. They have *over sixty* employees. \_\_\_\_\_
  5. I report to *the Head of Department*. \_\_\_\_\_
  6. He flies to England *twice a year*. \_\_\_\_\_
  7. *My colleagues* never use voicemail. \_\_\_\_\_
  8. My son is *an accountant* at a local furniture company. \_\_\_\_\_
  9. Henry works for *a medium-sized company*. \_\_\_\_\_
  10. He designs *websites*. \_\_\_\_\_
  11. *Our Sales Director* goes abroad about four times a year. \_\_\_\_\_
- 

**4. Write sentences using the present continuous.** Complete the sentences with appropriate prepositions and time expressions, e.g. *now, this week, at the moment...*

1. Some of my friends / work / very long hours  
\_\_\_\_\_
2. She / have a meeting / with the CEO  
\_\_\_\_\_
3. Jessica Adams / do business / Hong Kong  
\_\_\_\_\_
4. John / sign a contract / with our new clients  
\_\_\_\_\_
5. She / work / in an open-plan office  
\_\_\_\_\_
6. His personal assistant / write / an e-mail  
\_\_\_\_\_
7. Our business partners / prepare / a new project  
\_\_\_\_\_
8. Their customers / complain / about high prices  
\_\_\_\_\_
9. The IT department / spend / a lot of money on new equipment  
\_\_\_\_\_
10. Some people / criticize / our advertising campaign  
\_\_\_\_\_
11. You / not listen / to me  
\_\_\_\_\_
12. They / have / a meeting about our new website.  
\_\_\_\_\_

**5. Correct the sentences if necessary.**

1. I can't help you now. I am having an appointment with Peter Mendez.
2. IKEA is employing about 70,000 people.
3. I can't answer the phone. I read an article in The Times.
4. A parent company is owning other companies.
5. Are you looking for someone?
6. Our company is currently preparing a new advertising campaign.
7. Clients often complain about mistakes in invoices.
8. Who are you working with?
9. He is checking the sales figures right now.

10. He is checking the sales figures every month.
11. Can you help me? I try to translate this letter from a German client.
12. Hello. I am Peter Jones and I am coming from a small town near Paris.
13. I am usually working from 9 to 5.

**6. Use a suitable form of the verbs from the box.**

stand   employ   be   check   do   cost   report   stay
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1. How much \_\_\_\_\_ this \_\_\_\_\_? – It \_\_\_\_\_ € 15 plus VAT.
2. What \_\_\_\_\_ VAT \_\_\_\_\_ for? – It \_\_\_\_\_ for Value Added Tax.
3. Where \_\_\_\_\_ your business partners usually \_\_\_\_\_? – They usually \_\_\_\_\_ in a small hotel near Ljubljana, but this time they \_\_\_\_\_ in Bled.
4. How many people \_\_\_\_\_ you \_\_\_\_\_? – We \_\_\_\_\_ just over 200 people.
5. Where \_\_\_\_\_ your biggest market? – In terms of region, the biggest market \_\_\_\_\_ North America.
6. Who \_\_\_\_\_ Mary \_\_\_\_\_ to? – She \_\_\_\_\_ to the Marketing Manager.
7. What \_\_\_\_\_ you \_\_\_\_\_? – I \_\_\_\_\_ a personal assistant.
8. What \_\_\_\_\_ you \_\_\_\_\_? – I \_\_\_\_\_ the latest sales figures.

**7. Put the verbs in the brackets into the present simple or present continuous**

1. He \_\_\_\_\_ (hold) a staff meeting once a week.
2. We \_\_\_\_\_ (currently/look) for a skilled engineer.
3. We \_\_\_\_\_ (lose) money at the moment, but profits will be high in the long run.
4. Every year Benetton \_\_\_\_\_ (launch) a new range of clothes.
5. IKEA \_\_\_\_\_ (expand) the number of shops they have in the USA.
6. Because of the Euro/Dollar exchange rate, EU exports \_\_\_\_\_ (not do) very well at the moment.
7. Our Sales Director \_\_\_\_\_ (look) at the sales figures right now.
8. Our Purchasing Manager \_\_\_\_\_ (go) abroad about three or four times a year.
9. Oh no, the printer \_\_\_\_\_ (not work). I'll call someone from the IT department.
10. This is a very bad line. \_\_\_\_\_ (you/call) from your mobile?
11. I \_\_\_\_\_ (come) from England, but at the moment I \_\_\_\_\_ (live) in Paris.
12. What \_\_\_\_\_ (you/do)? – I \_\_\_\_\_ (write) to IKEA to ask for an up-to-date catalogue.
13. Look! Peter \_\_\_\_\_ (use) your mobile phone.
14. Normally \_\_\_\_\_ (I / start) work at eight o'clock, but \_\_\_\_\_ (I / start) at seven this week. We \_\_\_\_\_ (be) very busy at the moment.
15. I haven't got a car at the moment, so \_\_\_\_\_ (I / go) to work by bus this week. Usually \_\_\_\_\_ (I / drive) to work.
16. I'm afraid I have no time to help you just now. \_\_\_\_\_ (I / write) a report. But \_\_\_\_\_ (I / promise) I'll give you some help later.

17. I'm very busy at the moment. I \_\_\_\_\_ (work) on the computer.  
 18. I \_\_\_\_\_ (think) of buying a new computer. – But computers \_\_\_\_\_  
 (cost) so much. What's wrong with the one we've got?



**Past simple and past continuous**

Past simple	Past continuous
She wrote a report. Did she write a report? She didn't write a report.	She was writing a report all morning. Was she writing a report all morning? She wasn't writing a report all morning.
yesterday, on Monday, last week, in 1995, at 7.30 a.m., when, how long ago...	at 7 yesterday afternoon, while, yesterday from – to...

**1. Put these sentences into the past tense.**

1. He is a civil servant. \_\_\_\_\_
2. Where are the firm's headquarters? \_\_\_\_\_
3. Our main competitors are from Italy. \_\_\_\_\_
4. We aren't on flexi-time. \_\_\_\_\_
5. They are in charge of the accounts. \_\_\_\_\_
6. I'm tied up. \_\_\_\_\_
7. He isn't available. \_\_\_\_\_

**2. Make the sentences negative and interrogative.**

1. His personal assistant helped him a lot.  
\_\_\_\_\_
2. He applied for four jobs last month.  
\_\_\_\_\_
3. He took his degree at London University.  
\_\_\_\_\_
4. Our services met the customer's requirements.  
\_\_\_\_\_
5. He went on a business trip last week.  
\_\_\_\_\_
6. Our company built a new plant three months ago.  
\_\_\_\_\_
7. They began production in the Netherlands.  
\_\_\_\_\_

8. In the last quarter of 2005, we made a profit.

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9. We did business with that company a few years ago.

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10. They ran out of the product on the first day.

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**3. Put these sentences into the past tense.**

1. She \_\_\_\_\_ (take) the minutes two hours ago.
2. The presentation \_\_\_\_\_ (be) very boring, so Peter \_\_\_\_\_ (not stay) to the end.
3. Sally \_\_\_\_\_ (have) a lot of stock, so she \_\_\_\_\_ (not order) any more.
4. He \_\_\_\_\_ (go) to America in 2004 and \_\_\_\_\_ (do) an MBA.
5. When he \_\_\_\_\_ (come) back, he \_\_\_\_\_ (buy) a small engineering company. He \_\_\_\_\_ (make) a lot of money.
6. How long ago \_\_\_\_\_ (they / pay) the invoice?
7. When \_\_\_\_\_ (he/return) from his business trip?
8. She \_\_\_\_\_ (not sell) her products door-to-door.
9. Where \_\_\_\_\_ (she/get) her first experience of business?

**4. Complete the sentences with the past simple or past continuous form of the verbs in brackets.**

1. The computer suddenly \_\_\_\_\_ (crash) while I \_\_\_\_\_ (write) the report.
2. When I \_\_\_\_\_ (come) into the room, they \_\_\_\_\_ (argue) about the photocopying machine.
3. At 2.30 yesterday afternoon, she \_\_\_\_\_ (listen) to a presentation.
4. The secretary \_\_\_\_\_ (not answer) the phone, because she \_\_\_\_\_ (write) an urgent letter.
5. While \_\_\_\_\_ (he travel) round Asia, Mr Green \_\_\_\_\_ (meet) some important business people.
6. My mobile \_\_\_\_\_ (not work), so I \_\_\_\_\_ (buy) a new one.
7. When I \_\_\_\_\_ (get) to work this morning, Peter \_\_\_\_\_ (check) my email.
8. While the auditor \_\_\_\_\_ (check) the accounts, he \_\_\_\_\_ (spot) the error.
9. When I \_\_\_\_\_ (walk) into the busy office, the secretary \_\_\_\_\_ (talk) on the phone with a customer and two managers \_\_\_\_\_ (discuss) methods to improve customer service.

**5. Complete each sentence in two ways. Say what was happening at the time, and what happened.**

1. When I got to work this morning...  
they \_\_\_\_\_ (have) a meeting.  
I \_\_\_\_\_ (go) straight to the meeting.
2. When they decided to go out of business...  
they \_\_\_\_\_ (lose) € 300,000 a month.  
they \_\_\_\_\_ (make) everyone redundant.
3. When she arrived at the airport...  
she \_\_\_\_\_ (nod) to me.  
the company driver \_\_\_\_\_ (wait) for her.
4. When he took the company over...  
he \_\_\_\_\_ (promote) some employees.  
the company \_\_\_\_\_ (make) a profit.
5. When I got to work this morning...  
a special committee \_\_\_\_\_ (study) the matter.  
I \_\_\_\_\_ (look) into the matter.



**Present perfect simple and continuous**

Present perfect simple	Resent perfect continuous
You have seen him.	I have been waiting for you.
She has forgotten my name.	She has been running a small business.
You haven't seen her.	I haven't been waiting for you.
She hasn't forgotten my name.	She hasn't been running a small business.
Have you seen him?	Have I been waiting for you?
Has she forgotten my name?	Has she been running a small business?
<i>ever, never, before, recently, already, yet, just, today, this week...</i>	<i>since, for, lately, recently, all day...</i>

**1. Put the verbs into the present perfect simple**

1. She \_\_\_\_\_ (work) in a bank for ten years.
2. He \_\_\_\_\_ (just/return) from his business trip.
3. I \_\_\_\_\_ (never/be) to London, but I would like to go there.
4. How long \_\_\_\_\_ (you/have) the same company car?
5. She \_\_\_\_\_ (already/answer) all the emails.
6. I \_\_\_\_\_ (not speak) to Peter since last Monday.
7. We \_\_\_\_\_ (spend) € 30,000 on advertising this year.
8. Bob \_\_\_\_\_ (just/move) to the Brussels office.
9. The new equipment \_\_\_\_\_ (not arrive) yet.
10. \_\_\_\_\_ (they sign) the contract yet?
11. How long \_\_\_\_\_ (they/have) the official website for tourism?
12. How many times \_\_\_\_\_ (you/have) a serious argument at work?
13. How long \_\_\_\_\_ (you/be) in charge of the PR department?

## 2. Put the verbs into the present perfect simple or continuous

1. Mr Brown \_\_\_\_\_ (wait) for you for an hour.
2. I \_\_\_\_\_ (know) him for a long time.
3. I \_\_\_\_\_ (try) to get through to Customer Service, but the line is always engaged.
4. The stock market \_\_\_\_\_ (crash) three times this year.
5. He \_\_\_\_\_ (telecommute) for three years.
6. Since last week Peter \_\_\_\_\_ (stay) late four times, and he \_\_\_\_\_ (work) very hard.
7. How long \_\_\_\_\_ (you/work) for IBM?
8. She \_\_\_\_\_ (never/take) part in videoconferences.

## 3. Put the verbs into the present perfect or the past simple.

1. She \_\_\_\_\_ (be) one of our leading fashion designers since the mid-1990s.
2. He \_\_\_\_\_ (be) unemployed since he \_\_\_\_\_ (leave) school.
3. How long \_\_\_\_\_ (you live) in this town?
4. I \_\_\_\_\_ (not work) very hard when I was at university.
5. She \_\_\_\_\_ (take over) the business when her father \_\_\_\_\_ (retire) three years ago.
6. When \_\_\_\_\_ (this/email arrive)?
7. When \_\_\_\_\_ (they/launch) the e-commerce site?
8. Who is she? I \_\_\_\_\_ (never see) her before.
9. I'm afraid I \_\_\_\_\_ (not write) that report yet. I'll do it tomorrow.
10. Last week a number of customers \_\_\_\_\_ (complain) about our staff.
11. She \_\_\_\_\_ (be) self-employed since 2005.
12. I \_\_\_\_\_ (never/take) a day off work.
13. I \_\_\_\_\_ (not speak) to the MD about your complaint yet, but I will soon.
14. My colleague and I \_\_\_\_\_ (know) each other for ages.
15. Would you believe I \_\_\_\_\_ (make) twenty-three phone calls today?



## REVISION OF TENSES

### 1. Put the verbs in brackets into the correct tense

1. They \_\_\_\_\_ (launch) some new products in 2005.
2. It's not a new car - I \_\_\_\_\_ (have) it since 2004.
3. He \_\_\_\_\_ (lose) some important documents while he \_\_\_\_\_ (travel) to the conference.
4. Our CEO \_\_\_\_\_ (rarely / go) abroad.
5. She \_\_\_\_\_ (prepare) a copy of the contract when the CEO called her.
6. I \_\_\_\_\_ (not receive) your report yesterday – could I see it now?
7. I'm afraid Mr Brandon is out – he \_\_\_\_\_ (have) lunch with some clients.

8. They \_\_\_\_\_ (currently/look) for a new supplier.
9. What \_\_\_\_\_ (you/do) this time yesterday? – I \_\_\_\_\_ (take) the minutes.
10. What \_\_\_\_\_ (you/do)? – I \_\_\_\_\_ (check) my email.
11. I know Caroline is here. I \_\_\_\_\_ (just/see) her.
12. \_\_\_\_\_ (you/ever/work) in Poland or Austria?
13. She \_\_\_\_\_ (resign) last month.
14. You \_\_\_\_\_ (be) late three times this week.
15. How long \_\_\_\_\_ (you/know) my PA?
16. Ken \_\_\_\_\_ (be) in London since 9 o'clock this morning.
17. I'm afraid I \_\_\_\_\_ (not answer) your email yet.
18. When \_\_\_\_\_ (she found) her company?
19. It's not a new PC. I \_\_\_\_\_ (buy) it last year.
20. Oh no, the network \_\_\_\_\_ (not work) all day!
21. She \_\_\_\_\_ (start) typing the letter when Peter \_\_\_\_\_ (call).
22. When \_\_\_\_\_ (you last go) on a business trip?

## 2. Complete the letter

Dear Cathy,

I \_\_\_\_\_ (just / come) back to my room here in the Astoria hotel. The room \_\_\_\_\_ (look) nice. The hotel \_\_\_\_\_ (be) situated in a charming tree lined street near Hyde park. It \_\_\_\_\_ (be) a privately owned hotel.

I \_\_\_\_\_ (arrive) in London three days ago. The flight from New York to London \_\_\_\_\_ (be) long. It \_\_\_\_\_ (take) us nearly seven hours. When we \_\_\_\_\_ (land) at London Heathrow Airport, John \_\_\_\_\_ (wait) for me. Yesterday we \_\_\_\_\_ (visit) some cosmetic companies. We \_\_\_\_\_ (have) meetings with sales and marketing managers and they \_\_\_\_\_ (give) us some nice free samples. At the moment John \_\_\_\_\_ (have) a conversation with some reps.

Let me tell you something more about London. It \_\_\_\_\_ (be) a fascinating city. I \_\_\_\_\_ (be) here for three days and I \_\_\_\_\_ (see) so many interesting things, among others an antiques market.

How about you? How \_\_\_\_\_ (you / be) since we saw each other last? \_\_\_\_\_ (you / change) your job yet?

Are you coming to New York this summer? If so, write to me so we can make some plans.

Bye,  
Susan



**Passive voice**

active	passive
The secretary opens the mail	The mail is opened.
“ is opening “	“ is being opened
“ opened “	“ was opened
“ was opening “	“ was being opened
“ has opened “	“ has been opened
“ will open “	“ will be opened
“ can open “	“ can be opened
“ must open “	“ must be opened

**1. Put the verbs in brackets into the passive form. Use the present simple.**

A person who works in the Human Resources is explaining how they select a candidate.

When we decide to recruit new people, we usually don't use the services of a recruitment agency or employment service. If there is a vacancy, it \_\_\_\_\_ (first/advertise) in-house, and then in the papers. Applicants \_\_\_\_\_ (ask) to send a letter of application and CV. Some candidates \_\_\_\_\_ (invite) to an interview. After that, a shortlist \_\_\_\_\_ (prepare), and some applicants \_\_\_\_\_ (invite) to attend a second interview. Next, the references \_\_\_\_\_ (check) and, finally, the best candidate \_\_\_\_\_ (choose) and \_\_\_\_\_ (offer) the job.

**2. Complete the text with the expressions from the box**

was told   was given   was introduced   was offered   didn't know   was asked

Mary will never forget her first day in the office. She \_\_\_\_\_ no information about her workplace and her colleagues. She didn't know what to do, so she just waited. Finally, she \_\_\_\_\_ to go to the third floor, where she \_\_\_\_\_ a desk in a corner. She \_\_\_\_\_ to type some letters on an old computer. Unfortunately, she \_\_\_\_\_ how to turn on the computer. Then, she \_\_\_\_\_ to her boss who also showed her what to do.

**3. Put the sentences into the passive form.**

1. The secretary schedules all appointments.
2. \_\_\_\_\_
3. We have already discussed these reports.
4. \_\_\_\_\_
5. I'll finish my report in less than an hour.

6. Some people have criticized our advertising campaign.
7. \_\_\_\_\_ You can find information about our latest products on our website.
8. \_\_\_\_\_ Our company takes a lot of orders through our website.
9. \_\_\_\_\_ We'll pay the invoice tomorrow.
10. \_\_\_\_\_ They reorganised the department last year.

**4. Put the verbs in brackets into the passive form.**

1. The application form \_\_\_\_\_ (hand in) two days ago.
2. The goods \_\_\_\_\_ (deliver) yesterday.
3. Excuse the mess – the office \_\_\_\_\_ (paint).
4. Some workers \_\_\_\_\_ (just/fire).
5. A lot of workers \_\_\_\_\_ (sack) last year. How many \_\_\_\_\_ (sack) this year?
6. You \_\_\_\_\_ (will inform) when the order is ready.
7. Discounts \_\_\_\_\_ (give) to all regular customers.
8. Our old bottling plant \_\_\_\_\_ (buy) by some foreign investors last year.
9. Some new branches \_\_\_\_\_ (open) in 2004.
10. Our brand name \_\_\_\_\_ (recognise) throughout the EU.
11. Our new branch \_\_\_\_\_ (open) next month.
12. Your application \_\_\_\_\_ (still/consider) by the directors.
13. \_\_\_\_\_ a conference room \_\_\_\_\_ (already / book)?

**5. Give an answer to each of the following questions. Choose the correct tense.**

1. What has happened to your Austrian subsidiary?  
It \_\_\_\_\_ . (sell)
2. What is happening to the department?  
It \_\_\_\_\_ . (redecorate)
3. What happened to those people?  
They \_\_\_\_\_ . (sack)
4. What is happening to the computers?  
They \_\_\_\_\_ . (service)
5. What has happened to her?  
She \_\_\_\_\_ to Sales Director. (promote)

## ? Conditionals

*FIRST CONDITIONAL – real or possible future situations*

If - clause: present tense	Main clause: will...
If you don't finish your project by tomorrow,	you will have to work long hours.
If I have time tomorrow,	I'll call you.
If there is no traffic jam,	I won't be late for the meeting.

### 1. Put the verb in brackets into the correct tenses.

- If Peter \_\_\_\_\_ (not come) from sick leave soon, we \_\_\_\_\_ (need) to ask Mary to stand in for him.
- If he \_\_\_\_\_ (have) time, he \_\_\_\_\_ (finish) the report today.
- If we \_\_\_\_\_ (cut) prices, we \_\_\_\_\_ (boost) our sales figures.
- If new competitors \_\_\_\_\_ (be) successful, we \_\_\_\_\_ (lose) some of our market share.
- If we \_\_\_\_\_ (not make) some changes, we \_\_\_\_\_ (go) out of business.
- I will certainly help you if it \_\_\_\_\_ (be) possible.
- I \_\_\_\_\_ (not go) to the interview on Thursday unless I \_\_\_\_\_ (get) the day off.
- If they \_\_\_\_\_ (not pay) the invoice by tomorrow, we \_\_\_\_\_ (send) them a reminder.
- We \_\_\_\_\_ (sign) the deal tomorrow unless something \_\_\_\_\_ (go) wrong.
- If you \_\_\_\_\_ (buy) in bulk, you \_\_\_\_\_ (get) a 10 % discount.
- This small company \_\_\_\_\_ (go) out of business if its customers \_\_\_\_\_ (not pay) on time.
- We \_\_\_\_\_ (charge) interest if they \_\_\_\_\_ (delay) payments.
- If he \_\_\_\_\_ (not get) promoted, he \_\_\_\_\_ (probably/leave) the company.
- We \_\_\_\_\_ (miss) the flight unless we \_\_\_\_\_ (leave) immediately.
- \_\_\_\_\_ (you/take) the job if they \_\_\_\_\_ (double) the salary?

*SECOND CONDITIONAL – unreal or imaginary present / future situations*

If - clause: past tense	Main clause: would...
If I had his mobile number,	I would call him.
If Mary was here,	she would know what to do.
If I were you,	I would definitely accept it.

### 1. Complete the second conditional sentences with the correct form of the verbs.

- If I \_\_\_\_\_ (lose) my job, I \_\_\_\_\_ (start) my own business.
- If we \_\_\_\_\_ (not spend) so much on R&D, we \_\_\_\_\_ (not be) market leaders – but we are.

3. If I \_\_\_\_\_ (be) you, I \_\_\_\_\_ (think) very carefully before accepting their proposal.
4. If our labour costs \_\_\_\_\_ (be) lower, we \_\_\_\_\_ (be) more successful.
5. I \_\_\_\_\_ (get) that job in Paris if I \_\_\_\_\_ (apply) for it, but I'm not interested in it.
6. If I \_\_\_\_\_ (get) a pay rise, I \_\_\_\_\_ (spend) it on travelling abroad.
7. What \_\_\_\_\_ (you/do) if your main competitors \_\_\_\_\_ (offer) you a job? – I \_\_\_\_\_ (turn) it down. I \_\_\_\_\_ (not accept) the job, even if they \_\_\_\_\_ (offer) me an annual salary of € 25,000 plus commission.
8. And what \_\_\_\_\_ (you / do) if you \_\_\_\_\_ (lose) your job?
9. What products \_\_\_\_\_ (you/develop) if you \_\_\_\_\_ (be) the head of a multinational company?
10. If I \_\_\_\_\_ (work) only six month a year, I \_\_\_\_\_ (spend) the winters in Spain.

## 2. First or second conditional? Complete the sentences.

1. If she \_\_\_\_\_ (speak) to your boss, I'm sure he'll understand her.
2. I'll give him your message when I \_\_\_\_\_ (see) him.
3. If you had the choice, \_\_\_\_\_ (you/work) from home or in an office?
4. What would you do in this situation if you \_\_\_\_\_ (be) me?
5. Where will he live if he \_\_\_\_\_ (get) the job in Brussels?
6. If I \_\_\_\_\_ (have) the choice, I'd prefer to travel to meetings abroad.
7. If I \_\_\_\_\_ (not use) the Internet, I would never find work.
8. If I \_\_\_\_\_ (be) in your position, I'd have more staff in the department.
9. If we increase our prices, we \_\_\_\_\_ (not keep) the contract.
10. If the situation \_\_\_\_\_ (not improve) significantly next year, we \_\_\_\_\_ (have to) consider closing some of our branches.
11. If I \_\_\_\_\_ (be) the manager, I'd give everybody ten weeks' holiday.
12. If they \_\_\_\_\_ (not supply) us on time this month, we'll look for a new supplier.

## THIRD CONDITIONAL – unreal past situations

If - clause: past perfect	Main clause: would have + past participle
If I had worked harder,	I would have passed the exam.
If you had asked me,	I would have told you.
If she hadn't helped me,	I would have been in bad trouble.

## 1. Put in the correct verb forms.

1. We went to the Frankfurt Book Fair. Unfortunately, we couldn't get a hotel room. But if Frankfurt \_\_\_\_\_ (not be) so busy during the book fair, we \_\_\_\_\_ (get) a hotel room. And if we \_\_\_\_\_ (book) a room in advance, we \_\_\_\_\_ (not have) any problems of finding accommodation.

2. He applied for a job at the Ministry of Foreign Affairs, but he wasn't chosen, because he didn't have enough experience. But if he \_\_\_\_\_ (have) more experience, he \_\_\_\_\_ (choose – passive!).
3. She went on a business trip to Japan. She needed an interpreter. But if she \_\_\_\_\_ (speak) Japanese, she \_\_\_\_\_ (not need) anyone to help her.
4. If I \_\_\_\_\_ (not be) so tired, I \_\_\_\_\_ (realise) what was happening.
5. Have you heard about the plane crash? Just think, if we \_\_\_\_\_ (not miss) the plane, we \_\_\_\_\_ (kill – passive!) in the crash.
6. They moved to new premises, because they didn't have enough space for production and storage. But if they \_\_\_\_\_ (have) enough space, they \_\_\_\_\_ (not move).
7. If I \_\_\_\_\_ (sell) my shares last year, I \_\_\_\_\_ (make) a lot of money. But, unfortunately, I lost almost half of it.
8. If they \_\_\_\_\_ (not make) so many employees compulsory redundant, some employees \_\_\_\_\_ (probably/take) voluntary redundancy.

**2. First, second or third conditional?**

1. If men and women \_\_\_\_\_ (be) treated equally, promotion possibilities \_\_\_\_\_ (be) the same.
2. If our companies \_\_\_\_\_ (provide) day care for their workers' children, most employees \_\_\_\_\_ (think) of it as a basic benefit.
3. If you \_\_\_\_\_ Peter, will you ask him to call me?
4. If everybody \_\_\_\_\_ (give) ten per cent of their income to charity, there would be less poverty in the world.
5. If we \_\_\_\_\_ (not have) mobile phones, \_\_\_\_\_ (we/communicate) better with friends and family?
6. Why didn't you give them a discount? If you \_\_\_\_\_ (give) them a 10 % discount, they \_\_\_\_\_ (order) large quantities.
7. Will you give them a 20 % discount if they \_\_\_\_\_ (pay) cash?
8. You are constantly being criticised by your boss. But if you \_\_\_\_\_ (work) harder, you \_\_\_\_\_ (improve) your work performance and you \_\_\_\_\_ (even/get) a salary increase.
9. It's too bad Peter is not with us. If he \_\_\_\_\_ (be) here, he \_\_\_\_\_ (translate) the letter for us.
10. Stop asking me about those documents. They are confidential! Even if I \_\_\_\_\_ (know) the content, I \_\_\_\_\_ (not tell) you anything.

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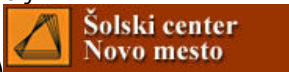
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## Projekt **Impletum**

Uvajanje novih izobraževalnih programov na področju višjega strokovnega izobraževanja v obdobju 2008–11

Konzorcijski partnerji:



Operacijo delno financira Evropska unija iz Evropskega socialnega sklada ter Ministrstvo RS za šolstvo in šport. Operacija se izvaja v okviru Operativnega programa razvoja človeških virov za obdobje 2007–2013, razvojne prioritete 'Razvoj človeških virov in vseživljenjskega učenja' in prednostne usmeritve 'Izboljšanje kakovosti in učinkovitosti sistemov izobraževanja in usposabljanja'.